

# Motivation :

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to act, to accomplish the goals.

## Motivation Theories



### A. Traditional Theories of Motivation

#### 1. Fear and Punishment Theory

The Philosophy of might is right, characterized the thinking of aggressive management. Managers developed a strategy of forcing people to work by threatening to punish or dismiss them or to cut their rewards if they did not work well. This theory is based on the military principle, “Neither make reply nor question why but do nor die”, and the assumption is that people would work efficiently and with interest if they were driven by fear and punishment. There was tight control and rigid supervision over workers. This strategy was successful in the early days of the Industrial Revolution. But in the present circumstances. this theory is not practicable.

## **2. Reward Theory**

This strategy or approach tried to establish a direct relationship between efforts and rewards. F.W. Taylor conceived this idea in his piece rate system of wages. Management thought that people could perform and contribute better to the extent they were rewarded. To practice this theory, managers should establish the standards or performance, monitor the behavior of employees and decide about the rewards and penalties based on the degree of performance.

## **3. Carrot and Stick Approach of Motivation**

The **Carrot and Stick Approach of Motivation** is a traditional motivation theory that asserts, in motivating people to elicit desired behaviors, sometimes the rewards are given in the form of money, promotion, and any other financial or non-financial benefits and sometimes the punishments are exerted to push an individual towards the desired behavior.

Thus, an individual is given carrot i.e. reward when he performs efficiently and is jabbed with a stick or is given a punishment in case of non-performance.

## **B. Modern Theories of Motivation**

Motivation is a state-of-mind, filled with energy and enthusiasm, which drives a person to work in a certain way to achieve desired goals. Motivation is a force which pushes a person to work with high level of commitment and focus even if things are against him. Motivation translates into a certain kind of human behaviour.

It is important to ensure that every team member in an organization is motivated. Various psychologists have studied human behaviour and have formalized their findings in the form various motivation theories. These motivation theories provide great understanding on how people behave and what motivates them.

Motivation is a huge field of study. There are many theories of motivation. Some of the famous motivation theories include the following:

## 1. Maslow's hierarchy or Need based Theory

Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower level need is fulfilled. Below is the hierarchy of needs:



- **Physiological:** Physical survival necessities such as food, water, and shelter.
- **Safety:** Protection from threats, deprivation, and other dangers.
- **Social (belongingness and love):** The need for association, affiliation, friendship, and so on.
- **Self-esteem:** The need for respect and recognition.

**Self-actualization:** The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest level need, a human being can aspire.

The leader will have to understand the specific need of every individual in the team and accordingly work to help fulfil their needs.

## 2. Herzberg's Motivation Hygiene Theory:

Hertzberg classified the needs into two broad categories namely hygiene factors and motivating factors.

Herzberg conducted a widely reported motivational study on 200 accountants and engineers employed by firms in and around Western Pennsylvania.

**He asked these people to describe two important incidents at their jobs:**

(1) When did you feel particularly good about your job, and

(2) When did you feel exceptionally bad about your job?

According to Herzberg, the opposite of satisfaction is not dissatisfaction. The underlying reason, he says, is that removal of dissatisfying characteristics from a job does not necessarily make the job satisfying. He believes in the existence of a dual continuum. The opposite of 'satisfaction' is 'no satisfaction' and the opposite of 'dissatisfaction' is 'no dissatisfaction'.

According to Herzberg, today's motivators are tomorrow's hygiene because the latter stop influencing the behaviour of persons when they get them. Accordingly, one's hygiene may be the motivator of another.



Hygiene factors are needed to make sure that an employee is not dissatisfied. Motivation factors are needed for ensuring employee's satisfaction and employee's motivation for higher performance. Mere presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.

### **3. McGregor's X-Y Theory:**

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first basically negative, labeled Theory X, and the other basically positive, labeled Theory Y.

#### **Theory X is based on the following assumptions:**

1. People are by nature indolent. That is, they like to work as little as possible.
2. People lack ambition, dislike responsibility, and prefer to be directed by others.
3. People are inherently self-centered and indifferent to organisational needs and goals.
4. People are generally gullible and not very sharp and bright.

#### **On the contrary, Theory Y assumes that:**

1. People are not by nature passive or resistant to organisational goals.
2. They want to assume responsibility.
3. They want their organisation to succeed.
4. People are capable of directing their own behaviour.
5. They have need for achievement.

What McGregor tried to dramatise through his theory X and Y is to outline the extremes to draw the fencing within which the organisational man is usually seen to behave. The fact remains that no organisational man would actually belong either to theory X or theory Y. In reality, he/she shares the traits of both. What actually happens is that man swings from one set or properties to the other with changes in his mood and motives in changing environment.

## **4. William Ouchi's Z - Theory of Motivation**

William Ouchi developed Theory Z after making a comparative study of Japanese and American management practices. Theory Z is an integrated model of motivation. Theory Z suggests that large complex organisations are human systems and their effectiveness depends on the quality of humanism used. A type Z organisation has three major features—trust, subtlety and intimacy.

**The distinguishing features of Theory Z are as follows:**

### ***1. Mutual Trust:***

According to Ouchi, trust, integrity and openness are essential ingredients of an effective organisation. When trust and openness exist between employees, work groups, union and management, conflict is reduced to the minimum and employees cooperate fully to achieve the organisation's objectives.

### ***2. Strong Bond between Organisation and Employees:***

Several methods can be used to establish a strong bond between the enterprise and its employees. Employees may be granted lifetime employment which leads to loyalty towards the enterprise. As against vertical movement of employees greater emphasis should be placed on horizontal movement which reduces stagnation. A career planning for employees should be done so that every employee is properly placed. This would result in a more stable and conducive work environment.

### ***3. Employee Involvement:***

Theory Z suggests that involvement of employees in related matters improves their commitment and performance. Involvement implies

meaningful participation of employees in the decision-making process, particularly in matters directly affecting them. Such participation generates a sense of responsibility and increases enthusiasm in the implementation of decisions, Top managers serve as facilitators rather than decision-makers.

#### ***4. Integrated Organisation:***

Under Theory Z, focus is on sharing of information and ‘resources rather than on chart, divisions or any formal structure. An integrated organisation puts emphasis on job rotation which improves understanding about interdependence of tasks. Such understanding leads to group spirit.

#### ***5. Coordination:***

The leader’s role should be to coordinate the efforts of human beings. In order to develop common culture and class feeling in the organisation, the leader must use the processes of communication, debate and analysis.

#### ***6. Informal Control System:***

Organisational control system should be made informal. For this purpose emphasis should be on mutual trust and cooperation rather than on superior-subordinate relationships.

#### ***7. Human Resource Development:***

Managers should develop new skills among employees. Under Theory Z, potential of every person is recognized and attempts are made to develop and utilise it through job enlargement, career planning, training, etc.