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Motivation is driven from an existing word, “motive”, which means they need to do something to get the required satisfaction. In simple terms, motivation can be defined as a process that maintains, initiates, guides, and attracts goal-oriented behaviour. Due to motivation, you tend to get up and work towards achieving your aim every day. Motivation plays a significant role in the work environment and benefits differently.

If one of your friends or colleagues motivates you to perform better, it is referred to as extrinsic motivation as the third party is entering the picture. However, if the motivation is achieved from within, it is referred to as intrinsic motivation. There are several ways to get motivation from the inside. These could be listening or watching motivational videos and so on. Motivation involves social, biological, emotional, or cognitive forces that change the overall behaviour.

Importance of Motivation

The importance of motivation cannot be put in words as it can change an individual's entire life. For example, if you're afraid of trying adventure activities, a few words from your friend's side motivate you to go for it. Similarly, if a class 2 student is scared of learning tables, a little motivation from their teachers can bring a massive change. In the same manner, motivation plays a critical role in an organisation.

Below we have listed several significant points that determine the benefits of motivated employees in an organisation. Let's have a look-

- Improves employees performance – Every time motivation is provided in the work environment, either from a senior or colleague, it boosts energy to perform better. Ultimately, it improves the overall performance level of an employee.
- Reduces resistance to change – Although monetary benefits are given due importance, no employee would want to change their organisation if they get enough motivation. This reduces resistance to change.
- Corporate image – Another essential benefit of motivated employees is a healthy corporate image. Proper motivation and words of encouragement lead to a healthy corporate image.
- Effective utilisation of resources – Another importance of motivation is resource utilisation. If there is healthy motivation in the organisation, there are higher chances that the resources are most likely to be used effectively.
- Increased efficiency and effectiveness -One significant advantage of motivated employees is that it improves work efficiency automatically. As a result, it benefits the company and leads to personal development.

- Goals achievement – The advantages of motivated employees are all interlinked. If the output is sound, it will automatically help achieve organisational and personal goals.
- Develops friendly relationships – Relationships are fostered because of motivation as it seamlessly bridges the gap between two employees.
- Promotes work stability – As the resistance to change reduces due to motivation, it brings work stability.

Besides these, there are several other advantages of motivated employees in an organisation. Besides organisation, motivation promotes personal growth as well.

Maslow's Hierarchy of Needs Theory

Human behaviour can be termed as goal-oriented. However, motivation greatly determines this behaviour. If a person is motivated, they are most likely to perform better as it helps people understand their needs and tackle the emerging issues effectively. To understand the human motivation factors, taking the help of the need hierarchy model is an ideal choice.

In 1943, the hierarchy of needs theory was initially coined by Abraham Maslow, which was solely based on assumptions that included five primary requirements of humans. However, the importance or the urgency may differ from person to person depending on their current situation. Let's talk about these needs in detail-

- Physiological Needs – Physiological Needs includes the necessities of life, which are shelter, food, clothes, water, air, etc. These are important for human survival.
- Safety Needs – Safety needs can be defined as those that help humans feel protected. Physical safety, environmental safety, emotional safety come under this category.
- Social Needs – Humans are referred to as social animals as they are always searching for affection and love. Be it from friends or family.
- Esteem Needs – Further, esteem needs are categorised into two parts; internal and external. The internal esteem needs include self-respect, confidence, freedom, whereas the exterior needs include recognition, power, attention, etc.
- Self Actualisation Needs – The last is the self-actualisation needs which are mainly concerned with your future goals or understanding your capabilities.

Herzberg's Two Factor Theory :

In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.

Herzberg classified these job factors into two categories-

1. **Hygiene factors-** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for

long-term. But if these factors are absent/if these factors are non-existent at workplace, then they lead to dissatisfaction.

In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work.

Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- **Pay:** The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- **Company Policies and administrative policies:** The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.
- **Fringe benefits:** The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.
- **Physical Working conditions:** The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- **Status:** The employees' status within the organization should be familiar and retained.
- **Interpersonal relations:** The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- **Job Security:** The organization must provide job security to the employees.

2. **Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance.

These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- **Recognition:** The employees should be praised and recognized for their accomplishments by the managers.
- **Sense of achievement:** The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- **Growth and promotional opportunities:** There must be growth and advancement opportunities in an organization to motivate the employees to perform well.

- **Responsibility:** The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- **Meaningfulness of the work:** The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

McGregor Theory X and Theory Y :

In 1960, **Douglas McGregor** formulated Theory X and Theory Y suggesting two aspects of human behaviour at work, or in other words, two different views of individuals (employees):

1. one of which is negative, called as Theory X and
2. the other is positive, so called as Theory Y

According to McGregor, the perception of managers on the nature of individuals is based on various assumptions.

Assumptions of Theory X

- An average employee intrinsically does not like work and tries to escape it whenever possible.
- Since the employee does not want to work, he must be persuaded, compelled, or warned with punishment so as to achieve organizational goals. A close supervision is required on part of managers. The managers adopt a more dictatorial style.
- Many employees rank job security on top, and they have little or no aspiration/ambition.
- Employees generally dislike responsibilities.
- Employees resist change.
- An average employee needs formal direction.

Assumptions of Theory Y

- Employees can perceive their job as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.
- Employees may not require only threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.
- If the job is rewarding and satisfying, then it will result in employees' loyalty and commitment to organization.
- An average employee can learn to admit and recognize the responsibility. In fact, he can even learn to obtain responsibility.
- The employees have skills and capabilities. Their logical capabilities should be fully utilized.

In other words, the creativity, resourcefulness and innovative potentiality of the employees can be utilized to solve organizational problems.

Thus, we can say that Theory X presents a pessimistic view of employees' nature and behaviour at work, while Theory Y presents an optimistic view of the employees' nature and behaviour at work.

If we correlate it with Maslow's theory, we can say that Theory X is based on the assumption that the employees emphasize on the physiological needs and the safety needs; while Theory X is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees.