

Chapter 4 - Motivation

Concept:

Motivation is one of the most important factors affecting human behavior and performance. This is the reason why managers attach great importance to motivation in organizational setting. Likert has called motivation as the core of management. Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. Technically, the term motivation can be traced to the Latin word *movere*, which means “to move”.

Motivation involves the biological, emotional, social, and cognitive forces that activate behavior. In everyday usage, the term "motivation" is frequently used to describe *why* a person does something. It is the driving force behind human actions.

Motivation can be described as the internal force that impacts the direction, intensity, and endurance of a person's voluntary choice of behavior. It consists of –

- **Direction** – focused by goals.
- **Intensity** – bulk of effort allocated.
- **Persistence** – amount of time taken for the effort to be exerted.

Example – A team leader encourages team members to work efficiently.

Definition:

1. According to McFarland:
“Motivation refers to the way in which urges, drives, desires, aspiration, strivings, or needs direct, control or explain the behavior of human beings.”
2. According Dubin:
“Motivation is the complex forces starting and keeping a person work in an organization. Motivation is something that moves the person to action, and continues him in the course of action already initiated.”

Nature of Motivation:

1. It is psychological process
2. Based on motives
3. Affected by motivating
4. Goal directed behavior
5. Related to satisfaction
6. Person motivated in Totality
7. Complex process
8. Associated with human behavior

Features of Motivation:

Motivation is an internal feeling, that is, it defines the psychological state of a person. It is a continuous process and we should make sure that it is not disturbed. A person should be encouraged completely.

Motivation consists of three interacting and dependent elements –

- **Needs** – the requirements or deficiency which is created whenever there is physiological imbalance.
- **Drives** – the various camps or events organized to motivate the employees and give them new opportunities.
- **Incentives** – Employees need to be rewarded for their nice work in order to keep them encouraged.

Importance of Motivation:

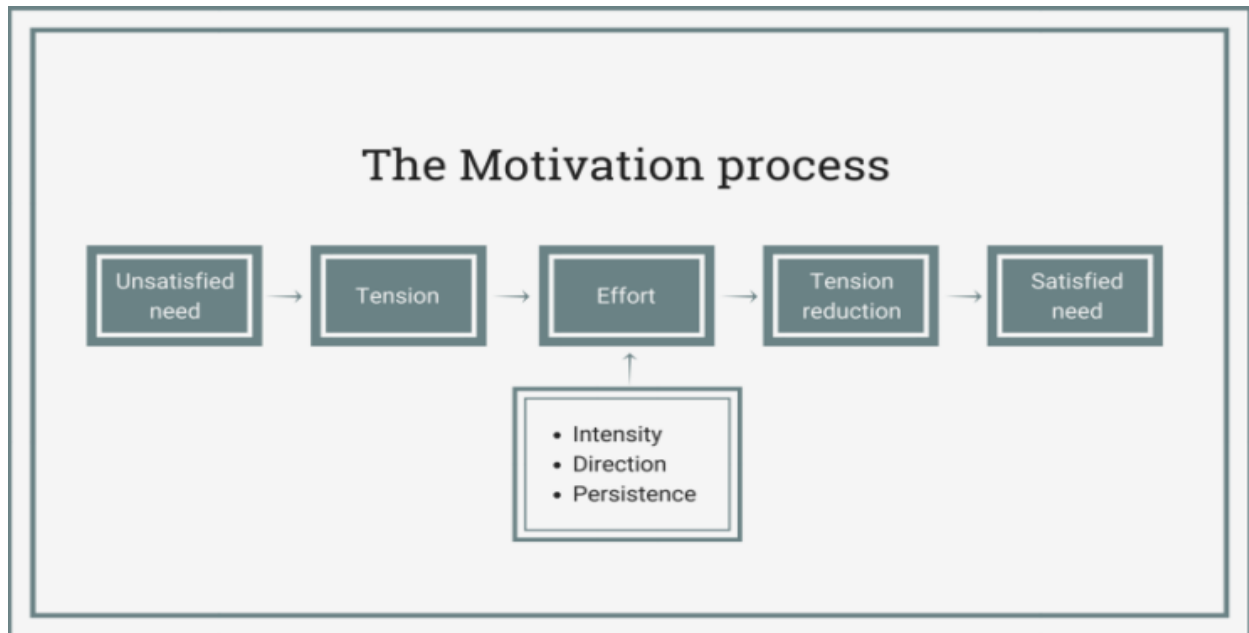
We need to motivate employees because of the following reasons –

- Motivated employees are more quality oriented.
- Highly motivated employees are more productive as compared to other employees.
- Motivation promotes co-operation and team efforts.
- Motivation helps to attain organizational goals effectively.
- Creative and innovating ideas can generate through motivation.
- Proper utilization of all the resources can happen through motivation.
- Motivation is helpful to adopt new reforms and create flexibility in organization.
- Motivation improves the morale and interpersonal relations in organization.
- Capacity Building.

Factors of Motivation:

1. Achievement
2. Advancement
3. Autonomy
4. Personal Growth & Development
5. Proper Recognition
6. Assignment of Challenging Responsibility
7. Nature of work
8. Leadership Style
9. Proper Remuneration and Reward System
10. Organizational Climate & Culture

Process of Motivation:



Types of Motivation:

There are mainly two types of motivations such as

- Extrinsic Motivation
- Intrinsic Motivation

Extrinsic Motivation is geared through external rewards. Some examples of external rewards are money, praise, awards, etc. Some examples of external reinforcer's are policy and procedures, disciplinary action, speeding tickets, boundary-setting, etc. Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money. Below are some other examples:

- Employee of the month award
- Benefit package
- Bonuses
- Organized activities

Intrinsic Motivation is geared through internal rewards. People may work at a job because it gives them feelings of competence and a sense of personal control doing the job is fun, the work is matter of pride, the tasks are challenging, and so on. Our deep-rooted desires have the highest motivational power. Below are some examples:

Acceptance: We all need to feel that we, as well as our decisions, are accepted by our co-workers.

Curiosity: We all have the desire to be in the know.

Honor: We all need to respect the rules and to be ethical.

Independence: We all need to feel we are unique.

Order: We all need to be organized.

Power: We all have the desire to be able to have influence.

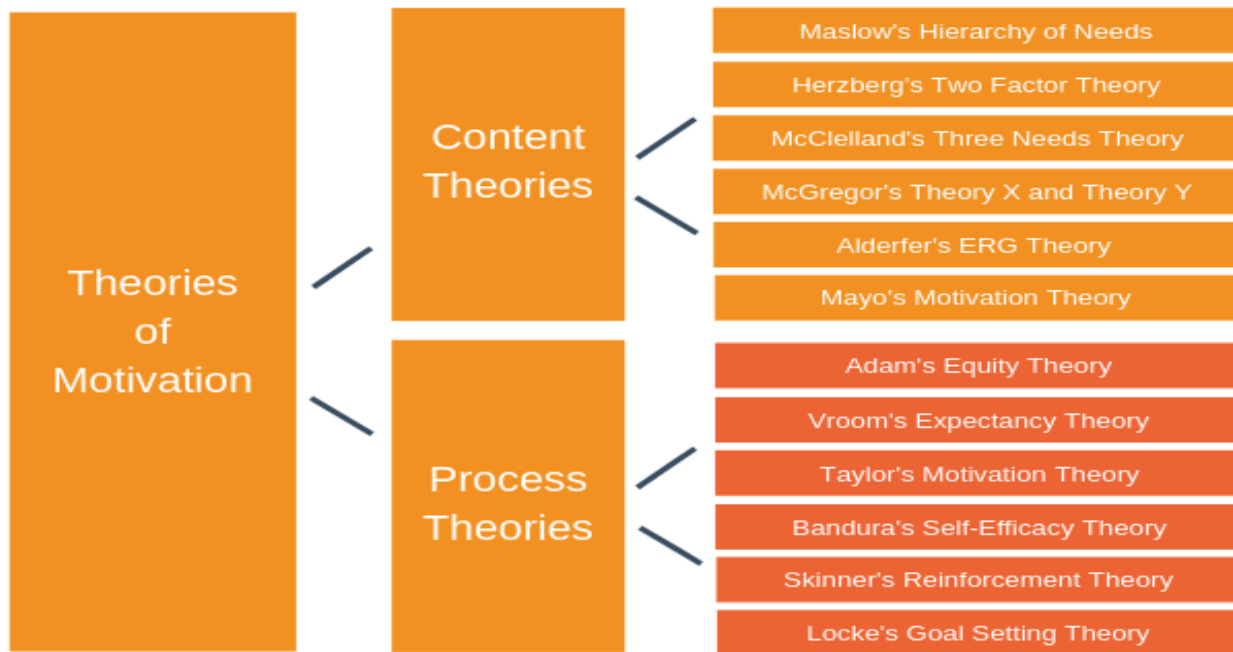
Social contact: We all need to have some social interactions.

Social Status: We all have the desire to feel important.

Some other types of Motivation:

- Reward base Motivation
- Power base motivation
- Achievement base motivation
- Fear base motivation
- Affiliation base motivation
- Competence Motivation
- Attitude Motivation

Theories of Motivation



Motivation theories

CONTENT

Assume people have a set of needs which they pursue

What motivates?

PROCESS

Assumes individuals select their goals and choose how to get them by a process of calculation

How does it motivate?

1. McClelland's Needs Theory:

McClelland's Needs Theory was proposed by a psychologist David McClelland, who believed that the specific needs of the individual are acquired over a period of time and gets molded with one's experience of the life. McClelland's Needs Theory is sometimes referred to as Three Need Theory or Learned Theory. According to McClelland, Motivators are not inherent; they can develop through culture and Life experience.

McClelland's theory of needs is one such theory that explains this process of motivation by breaking down what and how needs are and how they have to be approached. David McClelland was an American Psychologist who developed his theory of needs or Achievement Theory of Motivation which revolves around three important aspects, namely, Achievement, Power and Affiliation. This theory was developed in the 1960s and McClelland points out that regardless of our age, gender, race or culture, all of us possess one of these needs and are driven by it. This theory is also known as the Acquired Needs as McClelland put forth that the specific needs of an individual are acquired and shaped over time through the experiences he has had in life.

A) Need for Power:

Power is the ability to induce or influence the behavior of others. The people with high power needs seek High-level position in the Organization, so as to exercise and control over others. Generally, they are outspoken, forceful, demanding, practical/realistic and not sentimental. These people desire to impact on others, like to control others and are concern about their status & prestige.

B) Need for Affiliation:

People with high need for affiliation desire pleasure from being loved by all and tend to avoid the pain of being rejected. Since, the human beings are social animals, they like to interact as be with others where they feel, people accept them. The people with these needs like to maintain pleasant social relationship, enjoy the sense of belongingness. They like to stay in groups. They prefer collaboration over competition. These people value the relationship and avoid risk and conflicts.

C) Need of Achievement:

McClelland found that some people have intense desire to achieve. He has identified the following characteristics of high achiever's – High achievers take moderate risk i.e. the calculated risk while performing the activities in management context. High achievers seek to obtain the immediate feedback for the work done by them, so as to know the progress towards their goal. Achievers have inherent energy, they are unique, and they love competition.

2. Alderfer ERG Theory:

Alderfer's ERG theory is the Extension of Maslow's needs Hierarchy, wherein the Maslow's five needs are categorized into three categories, i.e. Existence, Relatedness needs and growth needs.

An American psychologist Clayton Paul Alderfer has proposed this theory and believed that each need carries some value and hence can be classified as lower – order needs and higher – order needs. He also found some level of overlapping in the physiological, security, and social needs along with an invisible line of demarcation between the social, esteem and self – actualization needs. This led to the formation Alderfer's ERG theory, which comprises of the condensed form of Maslow's needs.

1. Existence needs:

The existence needs comprises of all those needs that relate to the physiological and safety aspects of human beings and are a pre-requisites for the survival. It concerns our basic material requirements for living. These include what Maslow categorized as physiological needs (such as air, food, water, and shelter) and safety-related needs (such as health, secure employment, and property).

2. Relatedness needs:

The relatedness needs refer to the social needs that an individual seeks to establish relationship with those for whom he cares. These needs cover the Maslow's social needs and a part of esteem needs, derived from the relationship with other people.

Relatedness needs have to do with the importance of maintaining interpersonal relationships. These needs are based in social interactions with others and align with Maslow's levels of love/belonging-related needs (such as friendship, family) and esteem-related needs (gaining the respect of others).

3. Growth needs:

Growth needs describe our intrinsic desire for personal development. These needs align with the other portion of Maslow's esteem-related needs (self-esteem, self-confidence, and achievement) and self-actualization needs (such as morality, creativity, problem-solving, and discovery).

Alderfer proposed that when a certain category of needs isn't being met, people will redouble their efforts to fulfill needs in a lower category. For example, if someone's self-esteem is suffering, he or she will invest more effort in the relatedness category of needs. Thus, growth needs are those needs that influence an individual to explore his maximum potential in the existing environment.

II) Process theories:

The process theories deal with “How” the motivation occurs, i.e. the process of motivation and following theories were given in the context.

1. Vroom’s Expectancy Theory:

Vroom’s Expectancy was proposed by Victor H. Vroom, who believed that people are motivated to perform activities to achieve some goal to the extent they expect that certain actions on their part would help them to achieve the goal. Vroom’s Expectancy Theory is based on the assumption that an individual’s behavior results from the choices made by him with respect to the alternative course of action, which is related to the psychological events occurring simultaneously with the behavior. This means an individual selects a certain behavior over the other behaviors with an expectation of getting result the one desired for. Thus, Vroom’s Expectancy Theory has its roots in the cognitive concept. I.e. how an individual processes the different elements of motivation. This theory is build around the concept of Valence, instrumentality, and expectancy and therefore, is often called as VIE Theory.

The algebraic representation Vroom’s theory is:

$$\text{Motivation} = E \times I \times V$$

Expectancy: A person’s belief that more efforts will result in success. If you work harder, it will result in better performance. (E ↑P)

Instrumentality: the person’s belief that there is a connection between activity and goal. If you perform well, you will get reward. (P ↑R)

Valence: the degree to which a person values the reward, the results of success. (R ↑G)

Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this.

The implication of Vroom's expectancy theory is that people change their level of effort according to the value they place on the bonus they receive from the process and on their perception of the strength of the links between effort and outcome.

2. Adam's Equity Theory:

The Adam's Equity Theory posits that people maintain a fair relationship between the performance and rewards in comparison to others. In other words, an employee gets demotivated by the job and his employer in case his inputs are more than the outputs. The Adam's Equity Theory was proposed by John Stacey Adams, and is based on the following assumptions: Individuals make contributions (Inputs) for which they certain rewards (Outcomes).

To validate the exchange, an individual compares his input and outcomes with those of others and try to rectify the inequality. There are three types of exchange relationships that arise when individual input/outcomes are compared with that of the other persons.

- A. **Overpaid Inequity:** When an individual perceives that his outcomes are more as compared to his inputs, in relation to others. The overpaid inequity can be expressed-

$$\frac{\text{Person's Outcome}}{\text{Person's Inputs}} > \frac{\text{Other's Outcome}}{\text{Other's Inputs}}$$

- B. **Underpaid Inequity:** When an individual perceives that his outcomes are less as compared to his inputs, in relation to others. The Underpaid Equity can be expressed as,

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

- C. **Equity:** An individual perceives that his outcomes in relation to his inputs are equal to those of others. The equity can be expressed as,

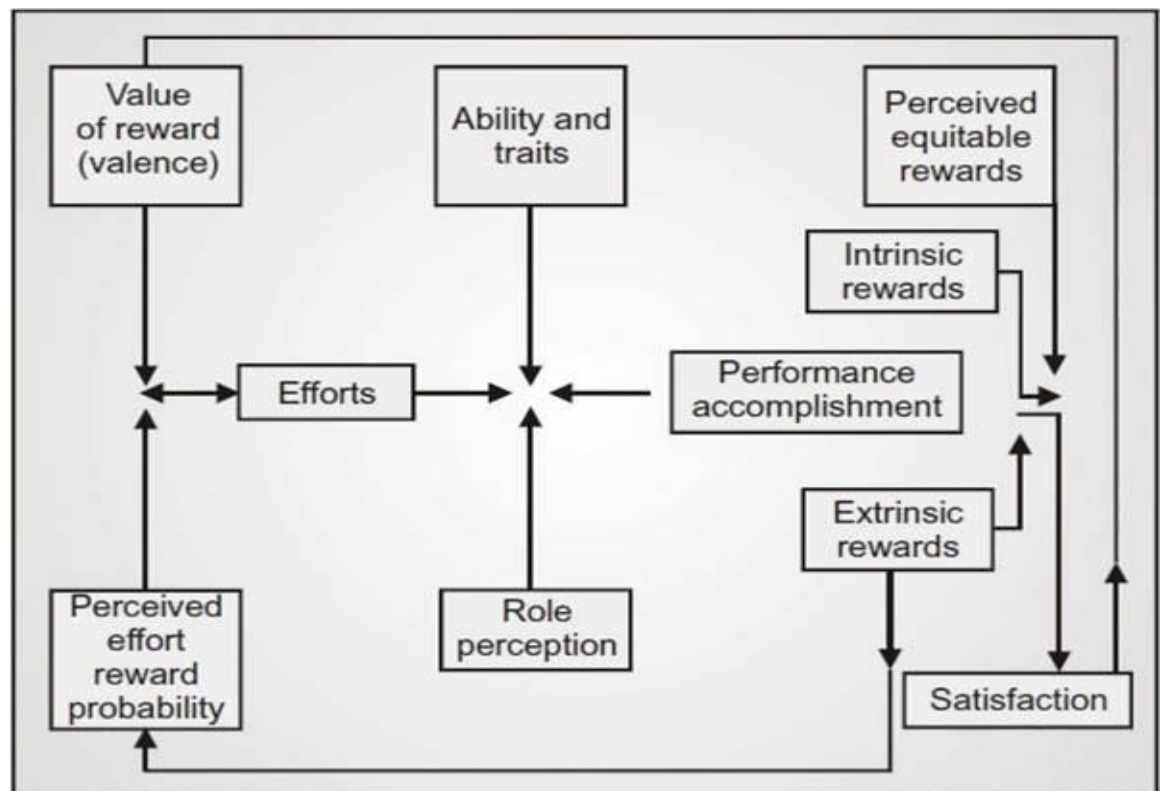


Thus, Adam's equity theory shows the level of motivation among the individuals in the working environment. An individual is said to be highly motivated if he perceives to be treated fairly. While the feelings of de-motivation arise, if an individual perceives to be treated unfairly in the organization.

3. Porter and Lawler Theory of Motivation:

Lyman Porter and Edward Lawler came up with a comprehensive theory of motivation, combining the various aspects. Porter and Lawler's model is a more complete model of motivation. This model has been practically applied also in their study of managers. This is a multivariate model which explains the relationship that exists between job attitudes and job performance.

In fact, Porter and Lawler's theory is an improvement over Vroom's expectancy theory. They say that motivation does not equal satisfaction or performance. The model suggested by them encounters some of the simplistic traditional assumptions made about the positive relationship between satisfaction and performance. They proposed a multivariate model to explain the complex relationship that exists between satisfaction and performance. What is the main point in Porter and Lawler's model is that effort or motivation does not lead directly to performance. It is, in fact, mediated by abilities and traits and by role perceptions. Ultimately, performance leads to satisfaction. The same is depicted in diagram.



Let us briefly discuss the main elements of the model:

Effort: Effort refers to the amount of energy an employee exerts on a given task. How much effort an employee will put in a task is determined by two factors: (i) value of reward and (ii) perception of effort-reward probability. The expected level of performance will depend on the effort. This is moderated by two variables- (a) Ability or Traits (b) Role Perception.

Perceived Effort Reward Probability: Everyone try to assess the probability of a certain level of effort leading to a desired level of performance and the possibility of that performance leading to certain kind of reward. (Calculated Efforts).

Performance: One's effort leads to his/her performance. Both may be equal or may not be. However, the amount of performance is determined by the amount of labour and the ability and role perception of the employee. Thus, if an employee possesses less ability and/or makes wrong role perception, his/her performance may be low in spite of his great efforts.

Satisfaction: Performance leads to satisfaction. The level of satisfaction depends upon the amount of rewards achieved. If the amount of actual rewards meet or exceed perceived equitable rewards, the employee will feel satisfied. On the contrary, if actual rewards fall short of perceived ones, he/she will be dissatisfied.

Rewards: it may be of two kinds - intrinsic and extrinsic rewards. Examples of intrinsic rewards are such as a sense of accomplishment and self-actualization. Extrinsic rewards may include working conditions and status. A fair degree of research supports that the intrinsic rewards are much more likely to produce attitudes about satisfaction that are related to performance.
