

Motivation

INTRODUCTION

It is essential to increase overall efficiency of human beings to improve performance of an organization. While machines, processes, technology of high order can be made available to the individuals, but high productivity can only be achieved if workers are highly skilled and adequately motivated. Motivation perhaps is a single most important factor of the study of organizational behaviour that concerns each and every executive today.

Definition: Motivation is defined as “**inner burning passion caused by need, wants and desire which propels an individual to exert his physical and mental energy to achieve desired objectives**”. Efficiency of a person depends upon performance. Performance can be expressed as under

$$\text{Performance} = \text{Ability} \times \text{Motivation}$$

Terms liked motive, motivation and motivating are commonly used in Organizational Behaviour. It is important to fully understand the meanings of these terms so that they can be appropriately used to derive maximum benefits.

Motive: As per Burleson and Steiner, (1964) ‘motive’ is defined as “**an inner state that energises, activates (or moves) and directs (or channels) the behaviour towards certain goals.**”

Difference between motive and needs. Motive is a strong need which has a certain degree of strength that propels a person to act for its fulfillment. If the need or motive is not fulfilled a person remains restless and when fulfilled a person enjoys a certain degree of satisfaction. Certain amount of tension is harbored by a person when need exists. If incentives for accomplishing are given, the person is more enthusiastic for its implementation. Greater the motive, greater is the tension and higher the desire to fulfill. A high degree of satisfaction is experienced by an individual once the desire is fulfilled. For example a clerk who knows manual typing on typewriting machine. He is aware that if he learns computers he would be more skilled and he would be able to achieve higher performance in his job and would probably get higher rewards for the work. Therefore, there exists a motive to learn computer, due to its higher benefits, the need gets transformed into motive because of its greater strength. Till the time individual does not learn computer the tension won't be released. Once this is done (due to higher motivation) the individual and organizational objective (growth) is achieved. This is explained in Figure 7.1 below:

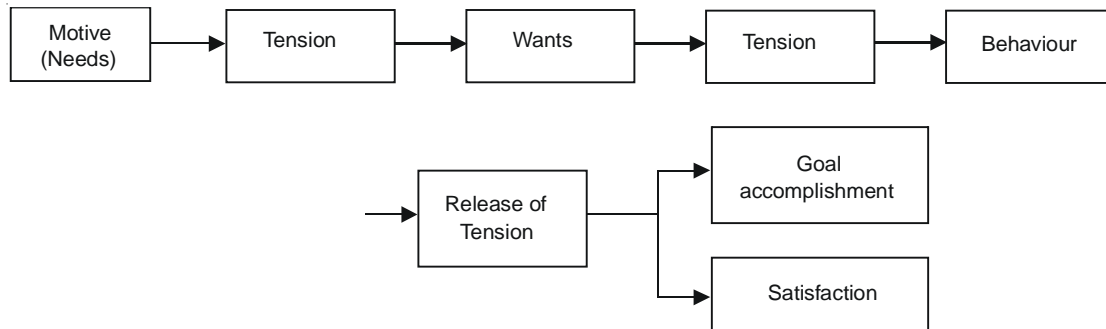


Fig. 7.1. Process of motivation

Motivating: Managers must create situations wherein a person/employee is stimulated to undertake activities, that may motivate him to achieve higher goals. Creating a situation by alleviating restlessness of a worker. To achieve higher goals a person should work so that the restlessness is reduced and later removed. This is possible when worker feels to achieve something and divert all his energies towards achievement. This process could be called motivating subordinates. For example, a sepoy can be selected as commissioned officer in the defence services provided he acquires competency as a specialist in any field may be accounts, equipment management, weaponry and the like. If a leader has been able to ignite a spark and create certain amount of restlessness among deserving sepoys (combatants) to work towards one of the above specialisation so that in course of time he is commissioned as an officer in a particular branch. The entire process could be called motivating. Leader can continuously identify such situations in the work environment and motivate his subordinates for self-development and organizational growth.

Motivation: Scot defined motivation as “**a process of stimulating people to action to accomplish desired goals**”. Mc Farland has defined “**motivation as the way in which urges, drives, desires, aspirations, strivings needs direct, control or explain the behaviour of human beings**”.

The Encyclopedia of Management: Motivation refers to degree of readiness or an organism to pursue some designated goals and implies the determination of the nature and locus of the forces, including the degree of readiness.

Memoria: “A willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning passion for action among the human beings of an organization”.

The author defines “**motivation as inner burning passion caused by needs, wants and desires that propels an individual to exert physical and mental energy to achieve desired objective**”.

Characteristics of Motivation

- (a) Motivation is a psychological phenomenon. It is the inner desire of an individual to accomplish something more. The very deficiency forces him to undertake certain amount of work. More is the individual motivated better the performance and organization relations.

- (b) Motivation is a continuous process. Since need is a continuous phenomenon if one need is satisfied the other need emerges and so does individual propels to work and thus the continuous chain is created.
- (c) Motivation is caused due to anticipated perceived value from an action. Perceived value is the probability or the expectancy. Therefore

$$\text{motivation} = \text{value} \times \text{expectancy}.$$
- (d) There are unsatisfied needs. A person remains disturbed till they are satisfied. This disturbance or tension causes disequilibria in human behaviour. More the motivation level, the higher will be efforts to get over the tension and in the process job accomplishment would take place.
- (e) Individual is motivated by positive motivation. It refers to incentives offered by the organization to achieve efficiency. Incentive can be monetary like increase in pay, allowances, and payment of bonus. Payment for additional or overtime work. It can be non-monetary like issuing of certificates for excellence, awards, recognition, status, job enrichment, competitions, and the like. Monetary rewards prevent individuals from getting demotivated or they do not motivate so to say. However non-monetary awards motivates individual as it is related to the inner/psychological aspects.

Importance of Motivation

- (a) **High level of performance:** It is the duty of every manager to ensure that the employees have a high degree of motivation. He should offer monetary and non-monetary incentives. Highly motivated workers would be regular for work, and have a sense of belonging for the organization. Quality of product will be improved, wastage will be minimum and there will be increase in productivity, and performance level will be high.
- (b) **Low employee turn over and absenteeism.** Employee turnover and absenteeism is caused due to low level of motivation on the part of managers. When dissatisfaction is increased employees do not enjoy the work assigned to them. Therefore there is a tendency of absenteeism. The workers hunt for an alternative job and leave the organization whenever they get an opportunity. High level of absenteeism causes low level of production, wastages, poor quality and disruption in production schedules. Increased turnover is disastrous for any organization as it puts strain on financial position of the organization due to additional recruitment, selection, training and development. Motivation is therefore a very important management tool to achieve organizational excellence.
- (c) **Acceptance of organization change.** Management must continuously scan the external and the internal environment. There has been a great impact of. Social change and technology evolution on the motivation level of employees. Social change increases aspirations of workers and put an additional demand on the organization, which must be considered positively so that conducive working environment is created. Technical innovation, better working conditions, better R & D facilities, encouragement to employees and existence of better personal policies should be part of any organization. This will facilitate retention of employees. Management must ensure that the changes are introduced in the organization and its benefits explained to the employees so that there is no resistance to change and organizational growth is achieved. Re-engineering,

empowerment, job enrichment, job rotation, introduction of new technology and processes will go a long way to boost employee morale and achieve high degree of motivation.

- (d) **Organizational image:** Employees are the mirrors of any organization. Managers must lay down high performance standards coupled with high monetary and non-monetary rewards. Training & development programmes should be regularly organized and employee skill improved. It will have a positive impact on the employees and the image of the organization will be improved. It will also reduce employee turnover and better employee will look forward to join the organization. High organizational image will contribute towards brand image of the product and services the organization is marketing.

MOTIVATION THEORIES

- Maslow's Theory of Need Hierarchy
- Motivation and Hygiene Two Factor Theory
- Theory X and Theory Y
- ERG Theory
- Vroom's Theory of Motivation. (Performance Satisfaction).
- Porter — Lawler Theory.

MASLOW'S NEED HIERARCHY THEORY

Abraham Maslow was a clinical psychologist in USA. His motivation theory is widely accepted and studied. Maslow suggested that every individual has complex set of needs at any particular moment and his behaviour is determined by the existence of strongest need. He stated that human beings have five types of needs and physiological need is the strongest hence the individual behaves in a particular manner to satisfy that need. Needs are hierarchal in nature and only one need dominates at any one point of time. Once the strongest need is satisfied then the second need emerges as being the strongest need and human behaviour is regulated in process of achieving satisfaction in series of need requirements. Maslow further started that there is only one need satisfying process is underway at any one time. They do not disappear once they are satisfied but their intensity is reduced (relegated) below the subsequent need. He has arranged the needs as per Figure 7.2 given below.

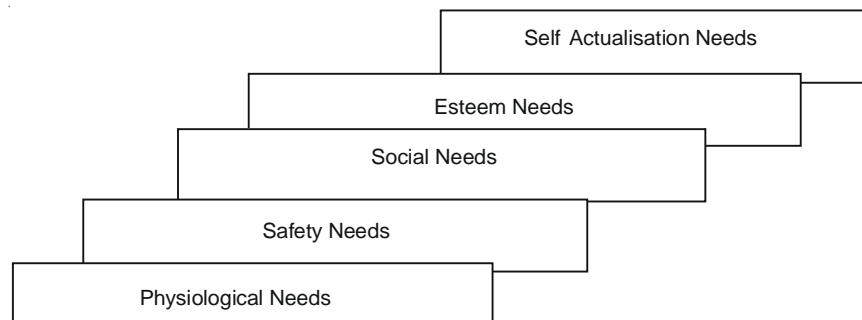


Fig. 7.2. Hierarchy of needs

Let us discuss the hierarchy of needs theory:

1. **Physiological Needs** - As per Maslow physiological need is strongest in every human being and hence it has highest strength as compared to the other needs. Individual behaves in a particular manner to satisfy basic bodily needs like hunger; thirst, shelter and clothing. These needs keep dominating unless they are reasonably satisfied. Human being is therefore motivated to work in that direction.
2. **Safety Needs or Security Needs** - Once the physiological need of an individual is satisfied, the safety need /security need arises and is dominant at that point of time. This need is related to the following:-
 - (a) Every worker is concerned about his personal safety and wants to be free of physical danger.
 - (b) There are various dangerous processes in the work setting. Individual desires to be free and work toward self-preservation.
 - (c) Safety need is also related to employee/employer relationship, which should be cordial and free from any threat to job security.
 - (d) There should be certainty in the job and non existence of arbitrary action on the part of management/employer.
 - (e) Administration policy of any organization must cover various points that are related to safety of an individual like pay, pension, insurance, and gratuity. Individual should be given opportunities for choice of job so that he derives satisfaction. He must also be given adequate security against being fired, laid off or demotion.
3. **Social Needs** - Once the safety need is satisfied, third need i.e. social need arises. People want to belong to some social group where their emotional need of love, affection, warmth and friendship are satisfied. Being member of sports club, social organizations or being the company of friends and relatives, needs can satisfy social. In the work setting individuals want to be member of work group and contribute towards it so that the social need of the individual is fulfilled.
4. **Esteem Need or Ego Need** - Fourth need in the hierarchy of needs as suggested by Maslow is Esteem need or Ego need. Individual wants self-recognition, appreciation for the work done. It is related to self-respect, self-confidence, praise, power and control. If these needs are satisfied it gives an individual a sense self-worth and ego satisfaction.
5. **Self-actualization Need** - Self-actualization is the last need in the need hierarchy. Once esteem need is satisfied, there appears the self-actualization need of human being. It is related to an intense craving for something supreme one wants to achieve in life. It is transcended and related to achieving the very best that may be possible of human endeavour. People set high goals, achieve them and set a higher goals again and to achieve the same by utilising fullest potential. It is related to development of intrinsic capabilities. An individual seeking to satisfy self-actualization need seek situations or jobs that are challenging in nature - achievement of highest value out of the work. Mahatma Gandhi wanted to achieve freedom for India by unique weapons of peace and non-violence. He strived hard, faced various challenges but ultimately achieved his goal. With his innovative

ideas he bound the whole nation in one thread of to-getherness for the cause of freedom.

In essence Maslow's Motivational Theory covers the following.

- (a) There are five levels of human needs.
- (b) These needs are hierarchical in nature.
- (c) A satisfied need is no longer a need. Once that need is satisfied, the next level need becomes stronger.
- (d) Needs do not diminish. It is the gravity that changes. Individual strives to satisfy the need that has a strong appeal at any point of time.

ANALYSIS

Maslow has taken a deprivation gratification approach to need satisfaction (Uma- Sekaran, 2000). That is, he extended that an unfulfilled or deprived need would activate a person to engage in behaviour that would satisfy or gratify that need. Once one level of need is gratified, the next level of needs will emerge as the deprived needs seeking to be gratified. Relationship of various needs is given in Figure 7.3 below.

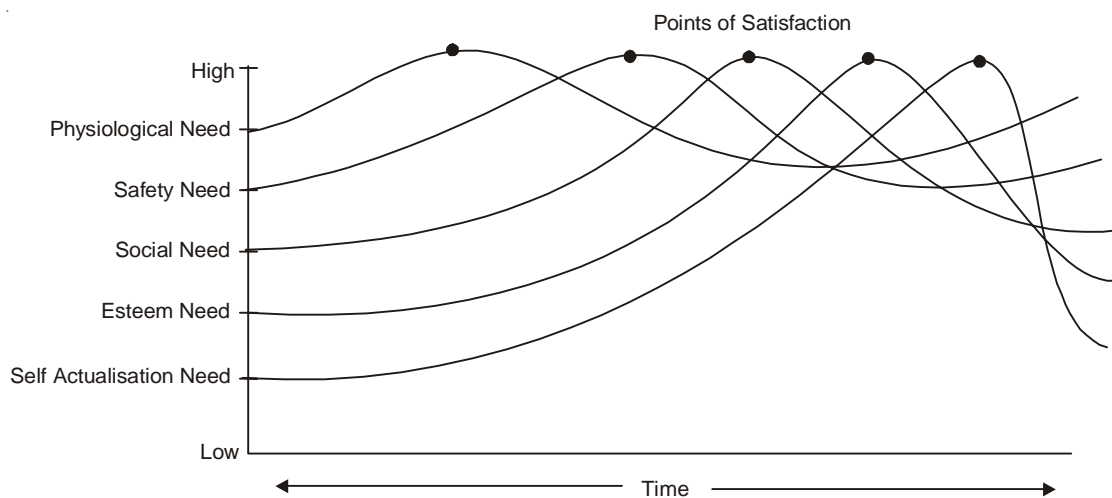


Fig. 7.3. Relationship of various Needs

From the above figure, the following points emerge

- Desire levels of various needs are overlapping to each other.
- All needs are inter-dependent.
- Each higher level need emerges before lower level need is satisfied.
- Need does not disappear when it is satisfied. Its gravity is reduced when another need emerges.
- When peak of a particular need is passed that need ceases to be primary and next need starts dominating.

Critics of Maslow's Hierarchy of Needs Theory and Its Application

Maslow's theory of motivation and its nature of hierarchy of needs lays down a systematic approach a manager can apply to motivate his subordinates. It will be seen that needs are generally in the order. Maslow has suggested that when a worker is employed he is concerned about his basic need of food, water, shelter and clothes and wants a minimum level of rewards so that the above need is fulfilled (physiological need). Once the first need is satisfied, a manager must strive to fulfill second need (security need) of his subordinates by providing them physical security, job security and laying down various policies, which are required for smooth running of an organization. Management must enjoy cordial relationship with employees and ensure free flow of communication so that employees devote maximum attention towards organizational work. Workers can "belong" to a particular organization (social need). By creating work groups and extending facilities for social interaction so that esteem need and self-actualisation needs, which are of intrinsic nature can be accomplished by workers.

Maslow has laid down that individual has a particular pattern and hierarchy of needs which may not be true. There are craftsmen, poets, sculptures, painters who have devoted their entire life towards fulfillment of self-actualization need without having satisfied physical, safety or even social needs. Renowned poet Galib was a poor person and always had the problem for two squire meals a day. Though he was deprived of lower order needs but tried all his life to accomplish self-actualisation need. To some people esteem need may be more important than social need. Therefore, they may seek self-assertion. There is a lack of direct cause and effect relationship between need and behaviour as propagated by Maslow. A person feeling thirsty may not always drink water but he may switch over to cold drinks soda or even a glass of beer to quint thirst. Level of need satisfaction generally differs from person to person hence the theory cannot be universally applied.

Maslow has been criticised for laying down needs in particular order. But in reality it may not be so. For Example a person may like to 'belong' to a particular organization or a social group and his social need may be dominant as compared to the physical need or the safety needs. On the other hand a worker who is a sole income earner for the whole family may feel job security as his most dominant need. It is therefore fair to state that we may not find the needs in the given order and that the strength of particular need is situation-based. It is therefore necessary that the contingency approach should be adopted by various managers while applying the model to real life situations in the organization.

HERZBERG'S MOTIVATION—HYGIENE THEORY (Two factor theory)

Fredrick Herzberg and his associates developed Motivation Theory based on two main factors in late 1950's. This theory is also known as Two Factor Theory. Herzberg carried out research in nine different organizations where 200 respondents comprising accountants and engineers were subjects. A structured interview was carried out. The purpose of the study was to identify various factors for goal achievement and also the factors that could be included so that motivation levels do not fall.

Findings of the study: Herzberg concluded, "There are two types of needs, independent of each other".

(a) **Motivational Factors:** There is a set of job conditions, which operates primarily to build strong motivation and job satisfaction. These factors are called motivational factors.

They are intrinsic in nature and help increase one's output. These factors have positive effect on morale, productivity, and job satisfaction and over all efficiency of the organization. These factors are as under:

Achievement
Advancement
Possibility of Growth
Recognition.
Work Itself
Responsibility

(b) **Maintenance Factors:** There are some job conditions which operate primarily to dissatisfy employees when these conditions are absent. These factors are also called **hygiene factors**. When these factors are present they do not motivate in a strong way, when absent they dis-satisfy, That is why these factors are called **dissatisfiers**. These factors are.

- Company Policy and administration.
- Technical supervision.
- Interpersonal relationship with superiors.
- Interpersonal relationship with peers.
- Interpersonal relationship with subordinates.
- Salary.
- Job security.
- Personal Life.
- Working condition.
- Status.

Above factors are not an intrinsic part of a job. They prevent losses due to work restrictions. These factors are necessary to maintain a reasonable degree of satisfaction of employees. As stated earlier they are demotivators if they are not present. For example minimum level of working conditions must be maintained by the organization to ensure that minimum level of satisfaction exists. If working conditions are poor, the employees will be dissatisfied and it would have adverse effect on goal achievement. Potency of various factors does not increase the motivational level. It is influenced by personality and characteristics of individual employee. Herzberg has identified that employees are either maintenance seekers or motivation seekers.

ANALYSIS

Herzberg's Theory indicates the following:

- (a) It has been found that most of the people are capable of satisfying their lower level needs considerably as they are not motivated by maintenance factors/hygiene factors.
- (b) Any improvement in Hygiene factors do not motivate workers but their reduction below a certain level will dissatisfy them. For example increase in status or salary need not motivate an employee because he feels it, as a matter of happening but if

- he was not to get an increase in salary or if his status is not increased he would be dissatisfied. Hence the hygiene factors are called dissatisfiers. Therefore they do not contribute towards motivation.
- (c) The model suggested by Herzberg is not applicable in all conditions. There is a mixing up of both factors in a job, which cannot be separated, as intrinsic and extrinsic. Because the level of personal need and relative strength of each of the needs is different from person to person.
 - (d) Job satisfaction and job dissatisfaction are two opposite points on a single continuum. It has been seen that individuals are affected more by job environment or job contents when we want to achieve this, what we are actually doing is keeping hygiene factors constant and increasing the motivational factors in a job like improving the work itself or having growth orientation or we delegate the job to an individual and vest in him the full authority and responsibility.
 - (e) Herzberg's theory of motivation is not conclusive as the scope was narrow. Only 200 respondents were interviewed and that to persons belonging to white collar jobs [engineers & accountants] hence affect of various hygiene factors may be positive on workers.
 - (f) The study is "Method bound". It has not shown any positive results in actual work environment.
 - (g) Herzberg's study of motivation is important, as it has identified two main factors as Motivational factors and Maintenance or Hygiene factors. They should not be divided in strict water tight compartments. Certain overlap is bound to happen. Since these are applied in relation to various human beings.

Comparison of Maslow's need hierarchy theory and two-factor theory of Herzberg

On comparing both the studies, certain similarity has been noticed. Maintenance factors propagated by Herzberg are identical to lower level needs of Maslow. Higher level needs in the hierarchy of needs are identical to motivation factors suggested by Herzberg.

Division of esteem need in two parts has become necessary. Advancement and Recognition are considered to be motivational factors while, achievement, work itself, possibility of growth and responsibility could be clubbed along with Maslow's lower needs.

Maslow has achieved "Universality" in his strides. Any unsatisfied need, as per Maslow is a motivator, irrespective of whether higher or lower order. Herzberg could not achieve the same; there is still a deference of opinion regarding hygiene factors, which fails to motivate.

It has been observed that people get motivated when they achieve a feeling of being worth, accomplishment and recognition for the good work done. Over a period of time the needs, demands and expectation of employees have increased. They achieve greater satisfaction if there is a sense of freedom in work place, which relates to authority. Young managers serve those organizations which accord them two things one, opportunity for personal growth and two, development and opportunity to achieve fast promotions. Prestige of the organization outside in the society is also a factor, which is referred to by employees. They feel satisfied by virtue of being a part of an organization, which is widely recognized world over for example "Microsoft" or "TATA" organizations. Pay, allowances job security especially for old managers and perks that is being offered by the organizations promote

motivational level of employees. They therefore dedicate themselves to achieving organizational objectives. These factors are applicable for high motivational level of various employees in organization. However for managerial class, it has been seen that autonomy, higher responsibility, promotion and growth opportunities are important and favored for motivation. Manager must therefore create favorable conditions and environment in the organization to enable employees to fulfill their aspirations and expectations so that the individual objectives are achieved and would lead to achievement of higher organizational goals.

McGREGOR'S THEORY X AND THEORY Y

Douglas McGregor introduced Theory X and theory Y which are diagonally opposite to each other. McGregor is aware that human beings are rational in their thought process and they are social by nature. They display very high degree of behaviour relating to achieving self-actualization. There is interaction of variety of need fulfillment phenomenon and complex nature displayed by an individual in different situations.

Theory X

Theory X is a traditional theory of human being McGregor assumed that with respect to **Managerial action**. Management is responsible for organizing various element of an enterprise like money, material equipment and people. *With respect to people*, it is a process of directing people, their efforts, motivating them, controlling their actions, modifying their behaviours so that they fit in the organizations. In Theory X McGregor assumed that people would be passive therefore management must persuade, reward and punish the worker to achieve the desired behaviour of workers.

Human nature –McGregor further stated that Human being have indolent nature, he works minimum. McGregor summaries workers as lacks ambition, dislike responsibility, prefers to be led. An individual is self centered and indifferent to organizational needs, by nature he resist change. Lastly he gullible and not very bright.

In theory X, McGregor states that those who subscribe to the views expressed above, the manager will have to structure, control and closely supervise employees.

External control has to be exercised towards immature and irresponsible behaviour of the employees, so that there energies can be regulated towards productive work. Theory X is applicable to traditional organizational and characterized by centralized decision making hierarchical pyramid and external control.

After Theory X was proposed, McGregor observed that some changes in human nature have taken place. It was not due to the changes in human behaviour and reactions to various situations but due to change in industrial organizations, management policies and practices that have tremendous effect on human nature. At this point he proposed. Theory Y as under:

Theory Y

- (a) Expenditure of physical and mental efforts on the part of employees is as natural as play or rest. The average human being does not inherently dislike work.
- (b) Workers seek direction and exercises self control. He dislikes punishment.
- (c) Commitment to organizational objective is associated with rewards like pay promotion etc, ego satisfaction and satisfaction of self-actualization needs.

- (d) Average human being learns under proper conditions. He accepts seeks responsibilities. At times, it will be seen that certain individuals display phenomenon like avoidance of responsibility, lack of ambition and lay undue stress on security. McGregor suggested that these are due to inherent human characteristics.
- (e) Capacity to exercise high degree of imagination, ingenuity and creativity is widely distributed among workers that must be identified and fully utilized.
- (f) Intellectual potential of workers is partially utilized. In the above situation McGregor recommends that the organization should reorient based on the human behavioural change. More co-operation, maximum output with minimum control and self-direction is predominant among workers. It is also seen that there is no conflict between individual and organizational goals. The emphasis is on very smooth running of organization with greater participation of individuals.

Assumption about human nature that underlines Theory X and theory Y propagated by McGregor

<i>Theory X</i>	<i>Theory Y</i>
(a) Work is inherently distasteful to most people.	(a) Work is as natural as play.
(b) Most people are not ambitious, have little desire for responsibility and prefer to be directed.	(b) People display extreme degree of self-control, which is necessary for achieving goals.
(c) Most people have little capacity for creativity in solving organizational problems.	(c) The capacity of creativity in solving organizational problems is widely distributed in the population.
(d) Motivation occurs only at the physiological and security need levels.	(d) Motivation occurs at social, esteem and self-actualization need levels.
(e) Most people must be closely controlled and often coerced to achieve organizational objectives.	(e) People can be self-directed and creative at work.

Analysis Paul HERSEY has analysed Theory X and Theory Y. He states that managers who accept theory X assumptions about human nature usually direct, control, and closely supervise people, whereas theory Y managers are supportive and facilitating. We want to caution against drawing such consolation because it could level to the trap of thinking that Theory X is “bad” and Theory Y is “good”.

It is unusual to find exclusively Theory X people or Theory Y people in any organization. There would always be a mix of both type of employees in varying proportions. Managers therefore will have to tailor their motivational application in appropriate manner suiting behavioural patterns.

ERG THEORY OF MOTIVATION

Clayton Alderfer of Yale University carried out further studies on Maslow’s theory of need hierarchy. He identified three basic needs of human being against five needs of maslow.

These are as under:

- (a) **E-Existence need** - There are related to provision of basic material requirement of human being and are related to Maslow's Physiological and safety needs.
- (b) **R-Relatedness** - This need is related to desire of an individual to maintain sound interpersonal relationship. It is related to Maslow's, Social need and External component of Esteem need i.e., status, recognition and attention.
- (c) **G-Growth** - Growth is an intrinsic desire for personal development. It is related to intrinsic component of Esteem Need like advancement, self respect, autonomy, achievement and self-actualization need.

Evaluation

- (a) Alderfer advocated three need patterns of an individual as against five steps proposed by Maslow.
- (b) Alderfer recommends that all the needs, need not be in rigid stepwise progression. Any need may be stronger and individual is forced to fulfill that need.
- (c) More than one need may be operative at any one time. If gratification of higher need is stifled, the desire to satisfy lower level need may increase. ERG Theory contains a frustration — regression dimensions (when there is a frustration in higher level need, lower level needs may get more activated.)

Alderfer recommends satisfaction - progression pattern of need. i.e. when one level need is satisfied then higher level need arises (satisfaction-progression).

EXPECTANCY THEORY-VROOM

Vroom has propagated Expectancy Theory based on employee expectancy. He believes that employee is motivated to exert high level of efforts when he believes that efforts will lead to good performance and therefore organizational rewards that will satisfy achievement of personal goals. The focus of the theory has three elements.

- (a) **Efforts - Performance relationship.** It is related to the probability perceived by individual that exerting a given amount of efforts will lead to performance (Expectancy).
- (b) **Performance - Reward Relationship.** The degree to which the individual believes that performing a particular level will lead to attainment of desired outcome (Instrumentality).
- (c) **Reward-personal goal relationship.** The degree to which an organizational reward will satisfy individual needs and its attractiveness for the individual (Valence).

The concept is explained in Figure 7.4 below:

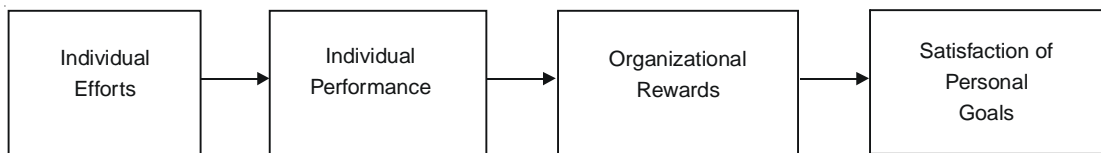


Fig. 7.4. Expectancy Theory-Vroom

Individual invariably asks questions to himself like probability of good performance, assessment based on the skill and non-performance criteria and personal likes and dislikes. In second stage he evaluates performance-reward relationship in terms of award of seniority or the amount of co-operation he is liked to get in the organization and lastly the rewards attractive enough to fulfill his personal goal of promotion. Management must therefore identify individual goal pattern and lay down performance criteria and reward system. The key is to understanding of an individual's goal linkage between efforts and performance, between performance and rewards, and between rewards and individual goal satisfaction.

Analysis – Maslow's theory is basically need satisfying concept. Vroom has gone one step ahead to identify individual expectations from the organization, and its impact on work behaviour of an individual. If a system of performance appraisal and its resultant benefits are attractive, then the individual will put up his best to achieve organizational objective. The behaviour of an individual has been taken as rational. The theory helps managers to work beyond Maslow and Herzberg and create work environment and set organizational goals in such a way that individual is stretched to achieve higher performance. However the theory is difficult to implement because of the organizations inability to provided required resources and time.

PORTER AND LAWLER MODEL OF MOTIVATION

Lyman Porter and Edward Lawler came up with a comprehensive model of motivation. They combined adding two more components to Vroom's theory of motivation. The model is more comprehensive as it includes various aspects that we have studied so far. This is a multivariate model which explain the relationship that exists between job attitudes and job performance. This model is based on four assumptions of human behaviour as under:

- (a) Individual behaviour is determined by a combination of factors that exist in the individual and are present in the environment.
- (b) Individuals are considered to be rationale people who make conscious and logical decisions about their behaviour when they interact with other people in the organization.
- (c) Every individual have different needs, desires, and their goals are of varied nature.
- (d) On the basis of their expectations, individuals decide between alternate behaviours. The outcome of the efforts is related to the pattern of behaviours an individual display.

Porter and lawler model of motivation is explained in Figure 7.5.

1. Value of rewards. People try to find out the rewards that are likely to be received from undertaking a particular job will be attractive enough. This phenomenon is equal to that of valence in Vroom's theory of motivation. If rewards are attractive, an individual will put in an extra efforts, Otherwise he will lower the very desire of doing a job.

2. Efforts. Efforts refer to the amount of energy which an individual is prepared to exert on a job assigned to him.

3. Perceived Efforts - Reward Probability. People try to assess the probability of a certain level of efforts leading to a desired level of performance and the possibility of that

performance leading to rewards. Bases on the valence-reward and the efforts-rewards probability, people decide the amount of efforts they would like to put in.

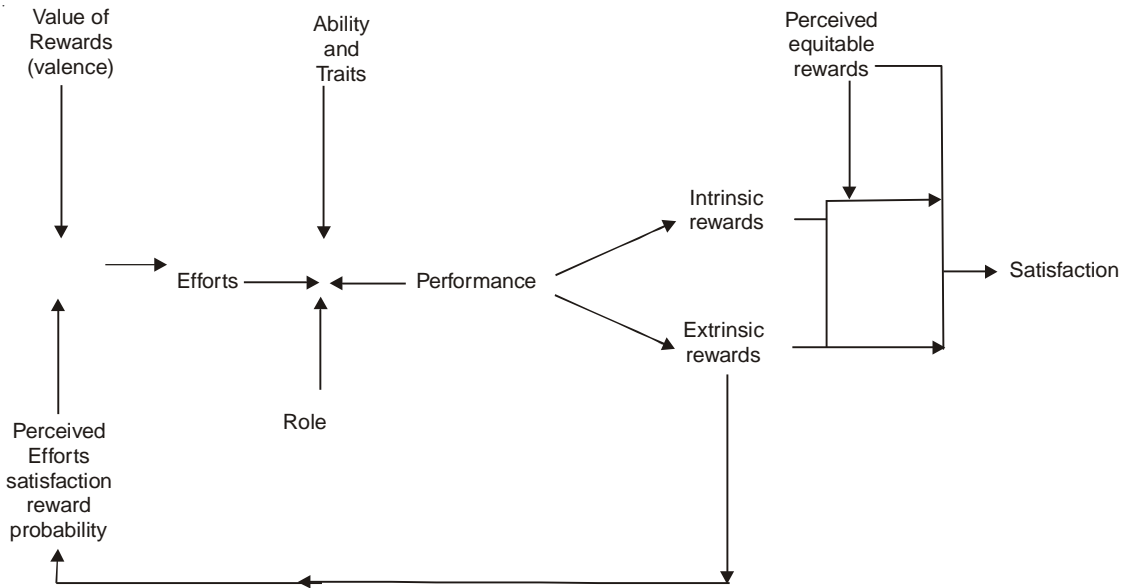


Fig. 7.5. Porter and Lawler's model

4. Performance. Efforts leads to performance. The level of performance will generally depend upon role perception as defined in the standing orders/ policy instructions, the level of efforts, skills, ability, knowledge, and intellectual capacity of the individual. Traits also play a role in performance equation. Thus, ability and personality traits will moderate effort-performance relationship. Performance of the individual is directly related to reward he is likely to get. Reward is of two type i.e., intrinsic and extrinsic. Individual is generally motivated by intrinsic rewards. It is therefore necessary that the organization pay an adequate attention to the reward system in the organization. Extrinsic Rewards are in the form of money or other material elements that have been included in hygiene factors of Herzberg's motivation theory.

5. Satisfaction. Satisfaction results from intrinsic rewards. Individual will therefore compare his actual rewards with the perceived rewards. If actual rewards are equal or greater than perceived rewards the individual would feel satisfied. On the contrary if they are less than perceived rewards, an individual will put in reduced efforts, and obviously he will be less satisfied.

Significance of the Model

Porter and Lawler Model is a complete model and is a departure from the traditional performance—satisfaction relationship. The model is of a great significance to managers as it sensitizes them to focus their attention to achieve employee motivation. Following points need more attention.

1. Matching of individual traits and ability with the job.

2. Managers must explain to the employees the role they play in the organization and its relationship with reward system.
3. Managers should carry out job analysis carefully, lay down actual performance levels, which should be attainable by the individuals.
4. Job expectations, performance levels, and reward associated with the job should be clearly laid down and implemented.
5. Motivation of employees is important. Make sure that the rewards dispensed are in line with employee expectations. Carry out the review of reward system periodically.

SUMMARY

Motivation is inner burning or passion caused by need want and desire. Stronger the need higher would be efforts on the part of an individual and therefore the performance would also be higher. Performance therefore can be put as under:

$$\text{Performance} = \text{ability} \times \text{Motivation}$$

Motive can be defined as “an inner state that energises, activates and directs the behaviour of the individuals to achieve goals”. Motive is a strong need. When one need gets fulfilled another need arises and again individual attempts to satisfy the same. This is a continuous process. It is the responsibility of a manager to create such environment that individual is motivated to achieve higher goals. Motivation is therefore is a way in which individual strives to fulfill desires, urges and aspirations that explains the individual behaviour. Motivation is inner passion that propels an individual. It is a psychological phenomenon. Motivation should be continuous process. It is caused due to anticipated value. Motivation is intrinsic in nature and therefore caused by non-monetary incentives. Monetary incentives keeps the minimum level of motivation amongst the employees. Motivation is probably is the single most important factor that a manager is required to do in the organization. It may be noted that high motivation leads to greater performance, higher cohesiveness and leads to higher job satisfaction. Employees accepts change that leads to increased organizational image low turnover and absenteeism.

Abraham Maslow, the pioneer in the studies of motivation has suggested that every individual has a complex set of needs and his behaviour is determined by the strongest need existing at a particular moment. He propagated need hierarchy theory of motivation and classified human needs into five categories namely physiological needs, safety needs, social needs, esteem needs and self-actualisation needs. He states that needs are hierarchical in nature. Only one need is strongest at any one time and that an individual attempts to fulfill the same. Once that need is fulfilled the second need arises as strongest need and individual keeps on fulfilling each need as it arises. Maslow has taken deprivation – gratification approach to need satisfaction. Once one level of needs is gratified, the next level of need will emerge as the deprived need seeking to be gratified.

Fredrick Herzberg and his associates developed motivation theory based on two main factors. The theory is therefore called two factor theory. The first factor is “**motivation factor**” which includes a set of job conditions which primarily operates to build strong motivation and job satisfaction. The other factor is called “**maintenance factor or hygiene factor.**” This include job conditions that dissatisfy when these are absent and do

not in any way increase satisfaction when they are present. They however maintain a certain level of job satisfaction. These factors are not intrinsic part of a job. The theory has been widely criticized as being method bound and inconclusive.

Douglas McGregor introduced Theory X and Theory Y. Theory X states that managerial actions are contingent to human behaviour. As regards to human nature McGregor states that human nature is indolent, does not like to work, he is lazy, resist change, does not take responsibility, lacks ambition, prefers to be led and gullible and not very bright. As far Theory Y is concerned, human being takes work as natural as play, display self-control, they can be self-directed and creative.

Clayton Aldefer carried out further studies on motivation theory of Maslow. He identified basic three needs of human being. These are: existence need, relatedness need and growth needs. Aldefer recommends satisfaction-progression pattern of need.

Vroom has put forth Expectancy theory of motivation. The theory is based on efforts, performance and reward relationship. He believes that employee is motivated to exert high level of efforts when he believes that effort will lead to good performance appraisal and therefore organizational rewards that will satisfy personal goals.

Porter and Lawler have presented a motivational model which is a step ahead of Vroom's theory of motivation. They have related satisfaction of employees with traits, skills, efforts, performance and its relationship with the reward system. Managers can effectively implement this model in their organizations.

TEXT QUESTIONS

- Q. 1 Explain Motive, Motivation and Motivating.
- Q. 2 Explain in detail the motivation theory of need hierarchy propagated by Maslow. Carry out analysis.
- Q. 3 Explain two factor theory of Herzberg? What are hygiene factors and why they are called demotivators?
- Q. 4 Explain ERG Theory of motivation of Aldefer. What do you understand by satisfaction-progression pattern of need satisfaction.
- Q. 5 Explain Expectancy Theory of Vroom.
- Q. 6 Explain Porters and Lawlers motivational theory. Do you feel that the theory is any significant and that it has made a change in the motivation pattern in the organization.
- Q. 7 Theory X Theory Y are concerned with the nature of the people. What are its implications.
- Q. 8 Explain in detail the ERG theory of motivation. How does it significantly differ from Maslow's model of motivation.
- Q. 9 Explain Mc Gregar's Theory X and Theory Y. How is theory Y an improvement over the traditional view that you can motivate employees by paying them the money.
- Q. 10 What do you understand motivation. How does it affect behaviour. What happens when a person is not able to satisfy his needs.
- Q. 11 Can motivation be increased. Discuss various factors that influences motivation.

REFERENCES

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Case

MR. ALOK BANARJEE

Mr. Alok Banarjee is the Chief Executive of a medium- sized pharmaceutical firm in Calcutta. He holds a Ph D in Pharmacy. However, he has not been involved in research and development of new products for two decades. Though turnover is not a problem for the company, Mr. Banarjee and his senior colleagues noticed that the workers on hourly basis are not working upto their full potential. It is well known fact that they filled their days with unnecessary and unproductive activities and worked only for the sake of a pay cheque. In the recent past the situation has become quite alarming as the organization began to crumble under the weight of uneconomical effort. The situation demanded immediate managerial attention and prompt remedial measures. Mr. Banarjee knew very well that the only way to progress and prosper is to motivate workers to peak performance through various incentive plans.

One fine morning, Mr. Banarjee contacted the Personnel Manager and enquired: “What is the problem with the workers on hourly basis? The wage bill shows that we pay them the highest in the industry. Our working conditions are fine. Our fringe benefits are excellent. Still these workers are not motivated. What do they require really?” The Personnel Manager gave the following reply: “I have already informed you a number of times, that money, working conditions and benefits are not enough. Other things are equally important. One of workers in that group recently gave me a clue as to why more and more workers are joining the bandwagon of ‘non-performers’. He felt bad that hard work and efficiency go un-noticed and un-rewarded in our organization. Our promotion and benefit plans are tied to length of service. Even the lazy workers, accordingly, enjoy all the benefits in the organization, which, infact according to workers, should go only to those who work hard.”

Mr. Banarjee then wanted the Personnel Manager to look into the problem more closely and find out a solution to the problem of workers on hourly basis.

Answer the following questions

- Q. 1 Explain the motivational problem in this case by relating to Herzberg’s theory.
- Q. 2 What would be your response to Banarjee’s statement, if you were the Personnel Manager of the Company?
- Q. 3 If you were the manager, how would you motivate the employees so that they work better.