

Motivation

The processes that account for individual's intensity, direction and persistence of effort toward attaining a goal.

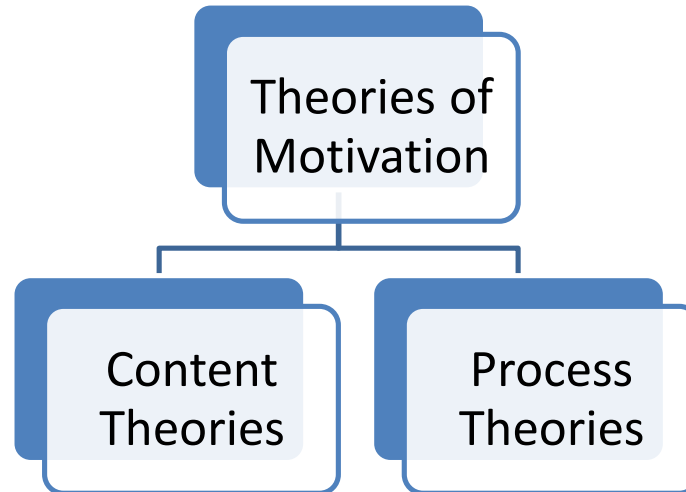
Intensity:- Power or passion to attain goal.

Direction:- Selection of way or path to reach or attain the goal

Persistence:- Determination to achieve objective.

Theories of Motivation

Many theories try to explain motivation and why and how people can be motivated. One classification is between content and process theories.



What are the things that motivate People?

They assume that human beings have a set of needs or desired outcomes. Maslow's hierarchy theory.

‘How can people be motivated?’

They explore the process through which outcomes become desirable and are pursued by individuals. This approach assumes that people are able to select their goals and choose the paths towards them.

Hierarchy of Needs Theory:- Abraham Maslow's

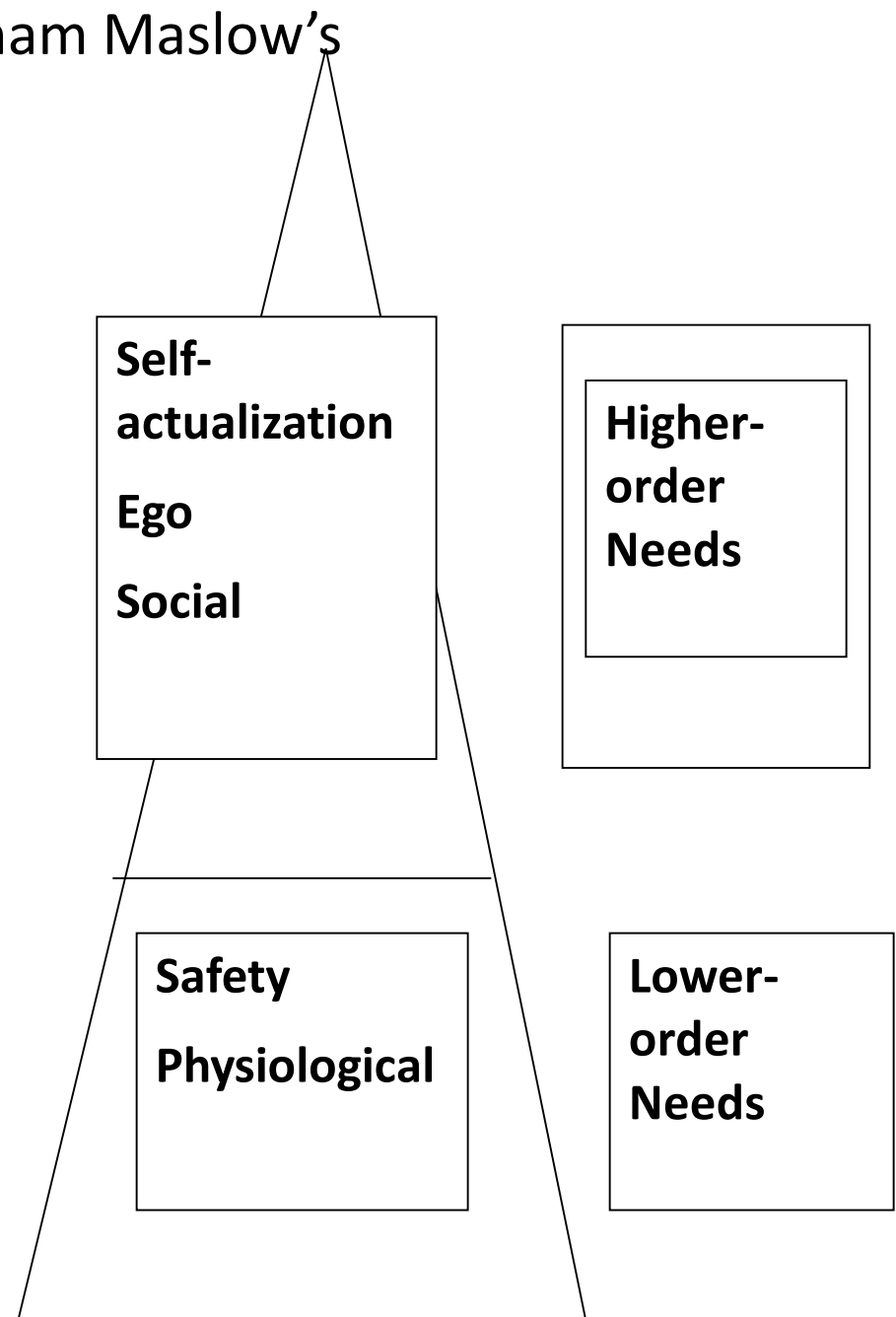
Theory include in the Content theories assume that human beings have a set of needs or desired outcomes: motivation is about offering them the satisfaction of those needs.

It's probability safe to say that the most will known theory of motivation is Abraham Maslow's Hierarchy of Needs. He hypothesized that within every human being there exists a hierarchy of five needs. These are:

Physiological Needs:- Includes hunger, thirst, shelter, and other bodily needs.

Safety:- Includes security and protection form physical and emotional harm.

Social:- Includes affection, belongingness, acceptance, and friendship.
fulfillment.



Esteem & Ego:- Includes internal esteem factors such as self-respect, autonomy, and achievement ; and external esteem factors such as status, recognition and attention.

Self-actualization:- The drive to become what one is capable of becoming; include growth, achieving and one's potential, and self-

Higher-order Needs:- Needs that are satisfied internally, social, esteem, and self-actualization needs.

Lower-order Needs:- Needs that are satisfied externally, physiological and safety needs.

Major Limitations to Maslow's theory:

There are a number of major limitations to Maslow's theory:

- (i) An individual's behaviour may be in response to several needs simultaneously.
- (ii) The same need may cause different behaviour in different individuals.
- (iii) The theory ignores the concept of deferred gratification, whereby individuals are prepared to ignore current suffering or dissatisfactions for the promise of future benefits.
- (iv) The hierarchy reflects UK and US cultural values which may not transfer to other contexts.

Theory X and Theory Y:- Douglas McGregor

The theory include in the Process Theories which means outcome is desirable, selected and pursued by individuals. Douglas McGregor

proposed two distinct views of human beings: one basically negative, labeled Theory X, and the other basically positive, labeled Theory Y.

After viewing the way in which managers dealt with employees, McGregor concluded that a manager's view of the nature of human beings is based on a certain grouping of assumptions and that he or she tends to mold his or her behavior to grouping assumptions and that he or she tends to mold his or her behavior toward employees according to these assumptions.

Theory X:-

Under Theory X, the four assumptions held by managers are:

1. Employees inherently dislike work and, whenever possible, will attempt to avoid it.
2. Since employee dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.
3. Employees will avoid responsibilities and seek formal direction whenever possible.
4. Most workers place security above all other factors associated with worked and will display little ambition.

Theory Y:-

In contrast to these negative views about the nature of human beings, McGregor listed the four positive assumptions that he called theory Y.

1. Employees can view work as being as natural as rest or play.
2. People will exercise self-direction and self-control if they are committed to the objectives.
3. The average person can learn to accept, even seek, responsibility.
4. The ability to make innovative decisions is widely dispersed throughout the population and is not necessarily the sole province of those in management position.

McGregor himself held to the belief that theory Y assumptions were more valid than theory X. Therefore, he proposed such ideas as participative decision making, responsible and challenging jobs and good group relations as approaches that would maximize an employee's job motivation.

Two Factor Theory:- Fedrerick Herzberg.

Intrinsic Factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.

Hygiene Factors Environment Factors Maintenance Factors	Motivators (Intrinsic)
<ul style="list-style-type: none">•Must be addressed to avoid dissatisfaction and include•Policies and procedures for staff treatment•Suitable level and quality of supervision.•Pleasant physical and working conditions.•Appropriate level of salary and status for the job.•Team working	<ul style="list-style-type: none">•Sense of achievement•Increasing levels of responsibility•Career advancement•Attraction of the job itself

If Hygiene factors are inadequate, employees will be dissatisfiedly but even if they are got right, they will not provide lasting satisfaction or motivation (intrinsic value and satisfaction gained from the job itself). Herzberg argued that satisfaction derived only form job.

Herzberg Suggestions for Improvement of Motivation

Herzberg defines three ways that management can attempt to improve staff satisfaction and motivation.

Job Enrichment:-

Job enrichment is planned, deliberate action to build greater responsibility, breadth and challenge of work into a job. Job enrichment is similar to empowerment.

Giving the job holder decision-making of a higher order

Giving the employee greater freedom to decide how the job should be done

Encouraging employees to participate in the planning decision of their superiors.

Giving the employee regular feedback.

Job Enlargement:-

Job enlargement is the attempt to widen jobs by increasing the number of operations in which a job holder is involved.

Job enlargement is a 'horizontal' extension of the job by increasing task variety and reducing task repetition.

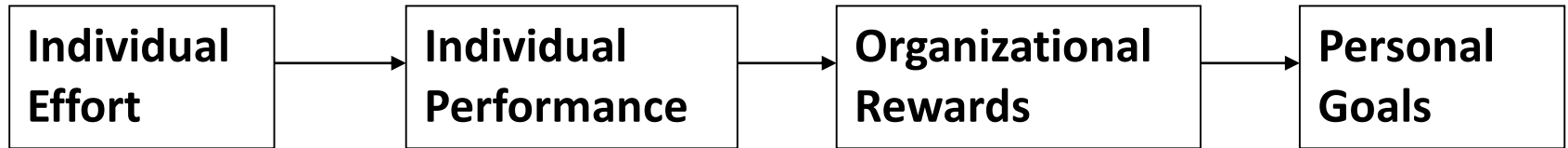
While scientific management school was in the support of Micro-division of labour for maximum specialization

Job Rotation:-

Job rotation is the planned transfer of staff from one job to another to increase task variety. Job rotation is also sometime seen as a form of training, where individuals gain wider experience by rotating as trainees in different positions.

Expectancy Theory:- Victor Vroom's:-

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcomes and on the attractiveness of that outcome to the individual.



$$F = V \times E$$

F = the force or strength of the individual's motivation to behave in a particular way.

V= valence: the strength of the individual preference for a given outcome or reward.

E = expectancy: the individual's perception that the behaviour will result in the outcome/ reward

The theory, therefore, focuses on three relationships.

Effort-performance relationship:-

The probability perceived by the individual that exerting a given amount of effort will lead to performance.

Performance-reward relationship:-

The degree to which the individual believe that performing at a particular level will lead to the attainment of a desired outcome.

Reward-personal goals relationship:-

The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.

Pay as a Motivator

Pay is important because

- a. It is an important cost for the organization.
- b. People feel strongly about it: it 'stands in' for a number of human needs and goals
- c. It is a legal issue (minimum wage, equal pay legislation)

How is Pay Determined

Job Evaluation is a systematic process for establishing the relative worth of jobs within an organization.

Fairness. Pay must be perceived and felt to match the level of work, and the capacity of the individual to do it.

Negotiated Pay Scales. Pay scales, differentials and minimum rates may have been negotiated at plant, local or national level, according factors such as legislation, government policy, the economy, trade unions, the labour market.

Market Rates. Market rates of pay will have most influence on pay structures where there is a standard pattern of supply and demand in the open labour market.