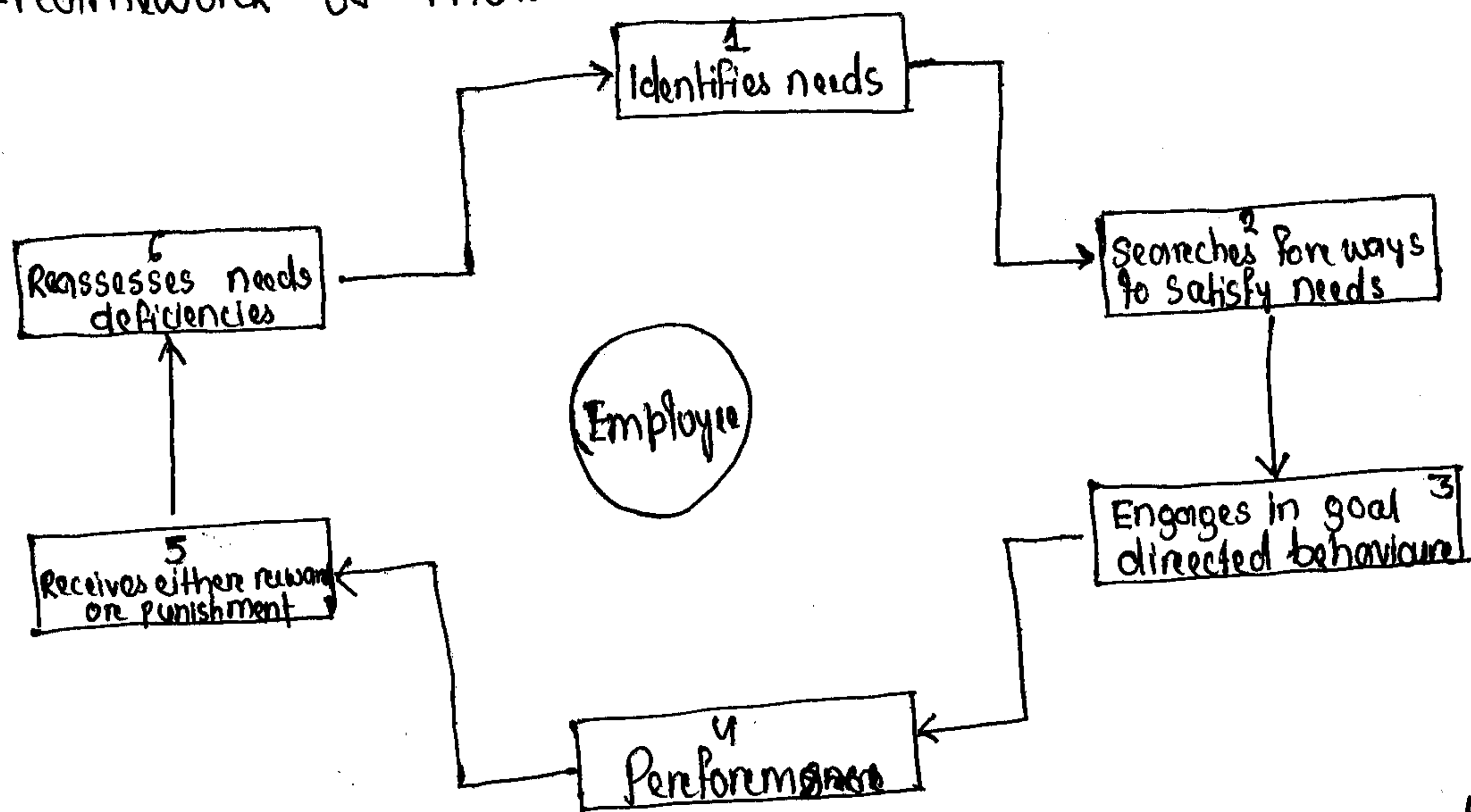


Motivation refers to the set of forces that causes people to behave in certain ways.

Motivation is the result of processes, internal or external to the individual, that arouse enthusiasm and persistence to pursue a certain course of action.

Framework of motivation:



- Motivation process begins with the individual's needs - Step I.
- These deprivations force the individual to search for ways to reduce or eliminate them - Step II.
- Motivation is goal directed - Step III.
- Employees striving to advance may seek to work on major problems facing the organization in order to gain visibility and influence with senior managers - Step IV.
- Promotion and raises are two of the ways that organizations seek to maintain desirable behaviours - Step V.
- Once the employees have received either rewards or punishments, they reassess their needs - Step VI.

IMPORTANCE:

- Motivation coupled with ability leads to performance.
- A motivated employee generally is more quality oriented.
- Motivated workers are more productive than apathetic

- For an organization to be effective, ~~motivated~~ motivated employees should be there to bring creativity, innovation.
- As technology increase in complexity, organizations need motivated workforce who are both capable of using and are willing to use the advanced technology to reach the goals.

CHALLENGES:

In theory the task of motivation is simple, but in reality the task is more challenging. Reasons are:

- (i) Motivation is a difficult job as ~~that~~ the workforce is changing.
 - Employees join organizations with diff. needs and expectations. So, there is not a defined way to motivating such diverse workforce.
- (ii) Motivating employees is also more challenging, when firms have dramatically changed the jobs that employees perform, reduced layers of hierarchy and at the time of down-sizing.
- (iii) Motivation can only be inferred, they can not be seen.
- (iv) The dynamic nature of needs often poses challenge to any manager in motivating his or her subordinates.

THEORIES ON MOTIVATION:

- For motivating employees, firms constantly experiment with new motivational programmes and practices.

MASLOW'S NEED HIERARCHY MODEL:

- This theory use individual needs to help in understanding of the job satisfaction and work behaviours.
- The need hierarchy model of motivation is propounded by Abraham H. Maslow.
- It is undoubtedly the simplest and most widely discussed theory of motivation.
- The essence of the theory:

since needs are many, they are arranged in an order of importance, or hierarchy ~~or the~~ from the basic to the complex.

- The person advances to the next level of hierarchy, only when the lower level need is at least minimally satisfied.
- Further up the hierarchy the person is able to go, the more individuality, humanness and psychological health he will display.

- Maslow's need hierarchy divides human needs into five levels: Physiological, safety, social, Esteem and self-actualization.

(a) PHYSIOLOGICAL NEEDS:

- The most basic, powerful and obvious of all human needs is the need for physical survival.
- Included in this group are the needs for food, drink, oxygen, sleep, protection from extreme temperature and sensory stimulation.
- The social-physical environment in our country provides for the satisfaction of primary needs for most persons.
- If one of these needs remains unsatisfied, the individual readily becomes dominated by that need.
- Physiological needs are crucial to the understanding of human behaviour.
- In the organizational context, physiological needs are represented by employees' concern for salary and basic working conditions.
- It is the duty of managers to ensure that these needs of the employees are met so that they can be motivated to strive for higher order needs.

(b) SAFETY NEEDS:

- Once physiological needs are met, another set of motives, called safety or security needs, become motivators.
- The primary motivating force here is to ensure a reasonable degree of continuity, order structure & predictability in one's environment.
- The safety needs are most readily observed in infants and young children because of their relative helplessness and dependence on

- The preference for secured income, the acquisition of insurance and owning one's own house may be regarded as part of safety seeking.
- Other expressions of the need for safety occur when individuals are confronted with real emergencies, eg: war, crime, floods, riots etc.
- Security needs in the organizational context correlate to such factors as job security, salary increases, safe working conditions, unionization etc.
- Managerial practices to satisfy the safety needs of employees include pension scheme, group insurance, provident fund, gratuity, safe working conditions and others.

(c) SOCIAL NEEDS:

- It is also called as belonging and love needs.
- These constitute the third level of hierarchy of needs.
- These needs arise when physiological and safety needs are satisfied.
- An individual motivated on this level longs for affectionate relationship with others.
- Group membership becomes a dominant goal for the individual.
- Maslow believed that love involves a healthy, loving, relationship between two people, which includes moral support, mutual respect, admiration & trust.
- In the organizational context, social needs represent the need for a compatible work group, peer acceptance, professional friendship and friendly supervision.
- Managers need to be effective and friendly with the subordinates and encourage informal groups.
- But unfortunately, many managers view friendly relations of employees as a threat to the organization and act accordingly.

(d) SELF ESTEEM NEEDS:

- Next in Maslow's hierarchy are esteem or egoistic needs.
- Maslow classified these needs into two subsidiary sets: self-respect and esteem from others.
- Self-respect includes such things as desire for competence,

of freedom.

Esteem from others includes prestige, recognition, acceptance, attention, status, reputation and appreciation.

- Satisfaction of the self-esteem needs generates feelings of self-confidence, worth, strength and capability.
- The thwarting of these means feelings of inferiority, ineptness, weakness and helplessness.
- Maslow emphasised that the most healthy self-esteem is based on earned respect from others rather than on fame, status or adulation.
- Esteem is the result of effort - it is earned.
- Self-esteem must be founded on one's actual worth rather than on external factors beyond one's control.
- In the workplace self-esteem needs correspond to job title, merit pay increase, peer/supervisory recognition, challenging work, responsibility and publicity in company publications.
- Managerial practices to fulfill these needs include challenging work assignments, performance feedback, performance recognition, personal encouragement and involving employees in goal setting & decision making.

(E) SELF ACTUALIZATION NEEDS:

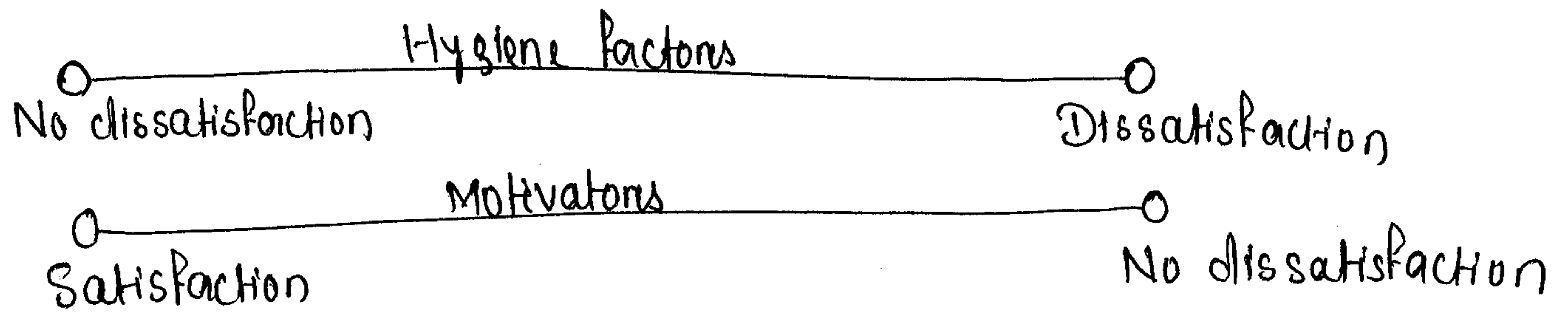
- When all the earlier four levels needs are satisfied, the need for actualization comes to the fore.
- Maslow characterized self-actualization as the desire to become everything that one is capable of becoming.
- The person who has achieved this highest level presses towards the full use and exploitation of his talents, capacities and potentialities.
- The need for self-actualization is distinctive, because it is never fully satisfied.
- It appears to remain important and insatiable.
- Maslow himself estimated that less than one percent of the population fulfills the need for self-actualization.

- people are invariably blind to their own potentialities
 - The social environment often stifles development towards self-fulfilment.
 - The strong negative influence exercised by the safety needs.
- In an organization, self-actualization needs correlate to desire for excelling oneself in one's job, successfully managing a unit etc.
- By being aware of the self-actualization needs of subordinates, managers can use a variety of approaches to enable subordinates to achieve personal as well as organizational goals.

EVALUATION:

- This theory has an important impact in ~~two~~^{many} ways.
 - (i) The theory presents an entire array of non-economic worker needs.
 - (ii) Maslow's theory provides an important explanation for the changing motivations of workers overtime.
 - (iii) The theory offers some useful ideas for helping managers think about motivating their employees.
 - (iv) It accounts for both interpersonal and intrapersonal variations in human behaviour.
 - (v) This model is dynamic because it presents motivation as a constantly changing force, expressing itself through the constant striving for fulfilment of new & higher level needs.
 - (vi) Maslow's approach to human behaviour is based on existential philosophy.
 - (vii) The theory deserves appreciation for its simplicity, commonness, humanness and intuitiveness.
- The theory has been also criticized by many. The criticisms are:
 - (i) This theory is not a theory of work motivation.
 - (ii) The hierarchy of needs simply does not exist.
 - (iii) This theory may not be same in all countries.
 - (iv) There are variations within countries and among individuals.
 - (v) Maslow's assumption of psychological health is not acceptable.

- According to Herzberg, satisfaction and dissatisfaction are not opposite poles of one dimension, they are two separate dimensions.
- To achieve motivation, managers should cope with both hygiene and motivator factors.
- Managers should be realistic not to expect motivation by only improving the 'hygiene' work environment.



EVALUATION:

- The criticisms of the theory are:
 - (i) The procedure that Herzberg adopted is limited by its methodology.
 - (ii) The reliability of his methodology is questioned.
 - (iii) The theory only provides an explanation of job-satisfaction, not motivation.
 - (iv) No overall measure of satisfaction was utilized.
 - (v) The two factors are not actually distinct.
 - (vi) The importance of hygiene factors has been ignored.
- Merits of the theory:
 - (i) This theory had tremendous impact on stimulating thought, research and experimentation on the topic of motivation at work.
 - (ii) This theory offers specific action recommendation for managers to improve motivational levels.
 - (iii) The job design technique of job enrichment is the contribution of Herzberg.
 - (iv) Herzberg has two-dimensionalised the needs, instead of five as was done by Maslow.