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## *Motivation*

### **Concept of Motivation**

The term motivation is derived from the word 'motive'. The word 'motive' as a noun means an objective, as a verb this word means moving into action. Therefore, motives are forces, which induce people to act in a way, so as to ensure the fulfillment of a particular human need at a time.

### **Definition of Motivation**

William G. Scott defines, "Motivation means a process of stimulating people to action to accomplish desired goods."

### **Motivation and Morale - Relationship**

Morale is a fusion of employees' attitudes, behaviours, manifestation of views and opinions - all taken together in their work scenarios, exhibiting the employees' feelings towards work, working terms and relation with their employers. Morale includes employees' attitudes on and specific reaction to their job.

**According to Davis**, "Morale is a mental condition of groups and individuals which determines their attitude."

## Theories of Motivation

### Maslow's Need Hierarchy Model

Human behaviour is goal-directed. Motivation cause goal-directed behaviour. It is through motivation that needs can be handled and tackled purposely. The needs of individual serves as a driving force in human behaviour. Therefore, a manager must understand the "hierarchy of needs".

- *Physiological*: Includes hunger, thirst, shelter, sex, and other bodily needs
- *Safety*: Includes security and protection from physical and emotional harm
- *Social*: Includes affection, belongingness, acceptance, and friendship
- *Esteem*: 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; includes growth, achieving one's potential, and self-fulfillment

### Douglas McGregor and his 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): one of which is negative, called as Theory X and 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.

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### **Implications of Theory X and Theory Y**

Quite a few organizations use **Theory X** today. Theory X encourages use of tight control and supervision. It implies that employees are reluctant to organizational changes. Thus, it does not encourage innovation.

Many organizations are using **Theory Y techniques**. Theory Y implies that the managers should create and encourage a work environment which provides opportunities to employees to take initiative and self-direction. Employees should be given opportunities to contribute to organizational well-being. Theory Y encourages decentralization of authority, teamwork and participative decision making in an organization.

## **McClelland's Theory of Needs**

David McClelland and his associates proposed McClelland's theory of Needs / Achievement Motivation Theory. This theory states that human behaviour is affected by three needs **(a) Need for Power, (b) Achievement and (c) Affiliation**.

1. Need for **achievement** is the urge to excel, to accomplish in relation to a set of standards, to struggle to achieve success.
2. Need for **power** is the desire to influence other individual's behaviour as per your wish. In other words, it is the desire to have control over others and to be influential.
3. Need for **affiliation** is a need for open and sociable interpersonal relationships. In other words, it is a desire for relationship based on co-operation and mutual understanding.

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## Herzberg's Two Factor theory

According to Herzberg, two kinds of factors affect motivation:

- **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.
- **Motivational factors-** 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.

**In conclusion Employees need to be motivated to actualize their potential. We use the role of reward systems in motivating employees for their performance.**

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