

## **MODULE: 3**

## **MOTIVATION**

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### **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. Behind every human action there is a motive. Therefore, management must provide motives to people to make them work for the organization.

Motivation may be defined as a planned managerial process, which stimulates people to work to the best of their capabilities, by providing them with motives, which are based on their unfulfilled needs.

Motivation is the driving force which help causes us to achieve goals. Motivation is said to be intrinsic or extrinsic.

The term is generally used for humans but, theoretically, it can also be used to describe the causes for animal behavior as well. This article refers to human motivation.

According to various theories, motivation may be rooted in a basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality.

### **Following are the outstanding Features of the concept of motivation:**

#### **1. Motivation is a personal and internal feeling:**

Motivation is a psychological phenomenon which generates within an individual.

#### **2. Motivation is need based:**

If there are no needs of an individual, the process of motivation fails. It is a behavioural concept that directs human behaviour towards certain goals.

#### **3. Motivation is a continuous process:**

Because human wants are unlimited, therefore motivation is an ongoing process.

#### **4. Motivation may be positive or negative:**

A positive motivation promotes incentives to people while a negative motivation threatens the enforcement of disincentives.

#### **5. Motivation is a planned process:**

People differ in their approach, to respond to the process of motivation; as no two individuals could be motivated in an exactly similar manner. Accordingly, motivation is a psychological concept and a complex process.

### **Types of Motivation**

There are two types of motivation, Intrinsic and Extrinsic motivation. It's important to understand that we are not all the same; thus effectively motivating your employees requires that you gain an understanding of the different types of motivation. Such an understanding will enable you to better categorize your team members and apply the appropriate type of motivation. You will find each member different and each member's

motivational needs will be varied as well. Some people respond best to intrinsic which means "from within" and will meet any obligation of an area of their passion. Quite the reverse, others will respond better to extrinsic motivation which, in their world, provides that difficult tasks can be dealt with provided there is a reward upon completion of that task. Become an expert in determining which type will work best with which team members.

### **Intrinsic Motivation**

Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is attached to it.

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.

### **Extrinsic Motivation**

Extrinsic motivation means that the individual's motivational stimuli are coming from outside. In other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task.

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

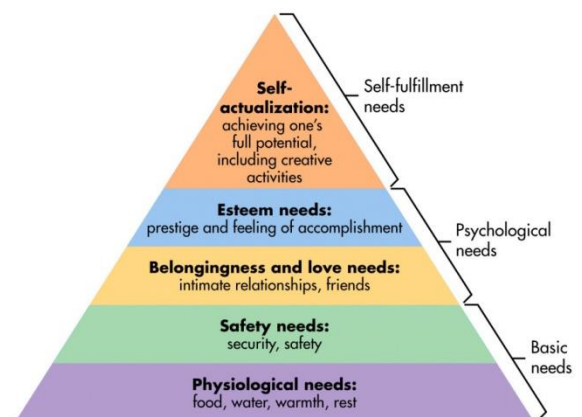
### **Maslow's Theory of Motivation**

Maslow (1943, 1954) stated that people are motivated to achieve certain needs and that some needs take precedence over others.

Our most basic need is for physical survival, and this will be the first thing that motivates our behavior. Once that level is fulfilled the next level up is what motivates us, and so on.

1. **Physiological needs** - these are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep.

If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most



important as all the other needs become secondary until these needs are met.

2. **Safety needs** - Once an individual's physiological needs are satisfied, the needs for security and safety become salient. People want to experience order, predictability and control in their lives. These needs can be fulfilled by the family and society (e.g. police, schools, business and medical care).

For example, emotional security, financial security (e.g. employment, social welfare), law and order, freedom from fear, social stability, property, health and wellbeing (e.g. safety against accidents and injury).

3. **Love and belongingness needs** - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. The need for interpersonal relationships motivates behavior

Examples include friendship, intimacy, trust, and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).

4. **Esteem needs** are the fourth level in Maslow's hierarchy - which Maslow classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige).

Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.

5. **Self-actualization needs** are the highest level in Maslow's hierarchy, and refer to the realization of a person's potential, self-fulfillment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish everything that one can, to become the most that one can be.

### **Herzberg's Two-Factor Theory of Motivation**

In 1959, Frederick Herzberg, a behavioural scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".

Herzberg classified these job factors into two categories-

**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. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- Pay** - The pay or salary structure should be appropriate and reasonable. It must be equal and competitive to those in the same industry in the same domain.
- Company Policies and administrative policies** - The company policies should not be too rigid. They should be fair and clear. It should include flexible working hours, dress code, breaks, vacation, etc.

### **Herzberg's Two Factor Theory**



- c. **Fringe benefits** - The employees should be offered health care plans (mediclaim), benefits for the family members, employee help programmes, etc.
- d. **Physical Working conditions** - The working conditions should be safe, clean and hygienic. The work equipments should be updated and well-maintained.
- e. **Status** - The employees' status within the organization should be familiar and retained.
- f. **Interpersonal relations** - The relationship of the employees with his peers, superiors and subordinates should be appropriate and acceptable. There should be no conflict or humiliation element present.
- g. **Job Security** - The organization must provide job security to the employees.

**Motivational factors-** According to Herzberg, the hygiene factors cannot be regarded as motivators. 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. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- **Recognition** - The employees should be praised and recognized for their accomplishments by the managers.
- **Sense of achievement** - The employees must have a sense of achievement. This depends on the job. There must be a fruit of some sort in the job.
- **Growth and promotional opportunities** - There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- **Responsibility** - The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability.
- **Meaningfulness of the work** - The work itself should be meaningful, interesting and challenging for the employee to perform and to get motivated.

### **Limitations of Two-Factor Theory**

The two factor theory is not free from limitations:

1. The two-factor theory overlooks situational variables.
2. Herzberg assumed a correlation between satisfaction and productivity. But the research conducted by Herzberg stressed upon satisfaction and ignored productivity.
3. The theory's reliability is uncertain. Analysis has to be made by the raters. The raters may spoil the findings by analyzing same response in different manner.
4. No comprehensive measure of satisfaction was used. An employee may find his job acceptable despite the fact that he may hate/object part of his job.
5. The two factor theory is not free from bias as it is based on the natural reaction of employees when they are enquired the sources of satisfaction and dissatisfaction at work. They will blame dissatisfaction on the external factors such as salary structure, company policies and peer relationship. Also, the employees will give credit to themselves for the satisfaction factor at work.
6. The theory ignores blue-collar workers. Despite these limitations, Herzberg's Two-Factor theory is acceptable broadly.

## **Theory X and Theory Y**

In the 1960s, social psychologist Douglas McGregor developed two contrasting theories that explained how managers' beliefs about what motivates their people can affect their management style. He labelled these Theory X and Theory Y. These theories continue to be important even today

Theory X stands for the set of traditional beliefs held, while Theory-Y stands for the set of beliefs based on researchers in behavioral science which are concerned with modern social views on the man at work.

These two theories represent the extreme ranges of assumptions. The managerial attitudes and supervisory practices resulting from such assumptions have an important bearing on employees' behavior.

**Theory X** advanced the view that human beings have an innate dislike for work. They can only be made to get results at work by the application of coercive methods and by direction. Theory X stresses on the authoritarian style of leadership where results are the focus of leadership and it is more work-centered than people-centered.

### **Theory X assumptions are negative;**

- Employees inherently dislike work and, whenever possible, will attempt to avoid it.
- Since' employees dislike work, they must be coerced, controlled, or threatened with punishment.
- Employees will avoid responsibilities and seek formal direction whenever possible.
- Most workers place security above all other factors and will display little ambition.
- Managers who accept theory-X assumptions tend to structure, control and closely supervise their employees. These managers think that external control is appropriate for dealing with unreliable, irresponsible and immature people.

**Theory Y** approach to management is more people-centered. Here the individual is valued and appreciated. Theory Y submits that when workers are given the right kind of environment, they can reach their highest potential and can be of great value to their organizations.

### **Theory Y assumptions are positive;**

- Employees can view work as being as natural as rest or play.
- People will exercise self-direction and self-control if they are committed to the objectives.
- The average person can learn to accept, even seek, responsibility.
- The ability to make innovative decisions is widely dispersed throughout the population.

McGregor's Theory X & Y	
Theory X	Theory Y
Work Avoiding	Work is natural
Need to control	Capable of self-direction
Avoid responsibility	Seek responsibility
Workers seek security	Can make a good decision

Managers who accept theory-Y assumptions about the nature of man do not attempt to structure, control or closely supervise the employees.

McGregor's ideas about leadership and managerial behavior had a great effect on management and leadership thinking and practice. Traditional leadership had been hierarchical and highly controlling where employees always looked up to leaders and depended on them.

This could be very disempowering and a waste of human talent and potential. McGregor thought that if leaders did not scrutinize certain core assumptions they have about people; it could restrict their appreciation and view of the strength of the human capacity for growth, collaboration, and development.

## **Leadership**

Good leaders are made, not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not often come naturally, but are acquired through continual work and study.

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success (Zeitchik, 2012).

Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal (Kruse, 2013).

## **Factors of Leadership**

- **Leader:** - You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.
- **Followers:** - Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee does. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. You must come to know your employees' be, know, and do attributes.
- **Communication:** - You lead through two-way communication. Much of it is nonverbal. For instance, when you “set the example,” that communicates to your people that you would not ask them to perform anything that you would not be willing to do. What and how you communicate either builds or harms the relationship between you and your followers.
- **Situation:** - All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective.





## **Leadership Styles**

The seven primary leadership styles are:

**1. Autocratic Style:** - The phrase most illustrative of an autocratic leadership style is "Do as I say." Generally, an autocratic leader believes that he or she is the smartest person at the table and knows more than others. They make all the decisions with little input from team members

An autocratic leader gives out instructions on the tasks a team needs to do and how. This style limits the creativity of the working staff to try new things.

That's not to say that the style may not be appropriate in certain situations. For example, you can dip into an autocratic leadership style when crucial decisions need to be made on the spot, and you have the most knowledge about the situation, or when you're dealing with inexperienced and new team members and there's no time to wait for team members to gain familiarity with their role.

**2. Authoritative Style:** - The phrase most indicative of this style of leadership (also known as "visionary") is "Follow me." The authoritative leadership style is the mark of confident leaders who map the way and set expectations, while engaging and energizing followers along the way.

In a climate of uncertainty, these leaders lift the fog for people. They help them see where the company is going and what's going to happen when they get there.

Unlike autocratic leaders, authoritative leaders take the time to explain their thinking: They don't just issue orders. Most of all, they allow people choice and latitude on how to achieve common goals.

**3. Pacesetter Style:** - "Do as I do!" is the phrase most indicative of leaders who utilize the pacesetter style. This style describes a very driven leader who sets the pace as in racing. Pacesetters set the bar high and push their team members to run hard and fast to the finish line.

While the pacesetter style of leadership is effective in getting things done and driving for results, it's a style that can hurt team members. For one thing, even the most driven employees may become stressed working under this style of leadership in the long run.

**4. Democratic Style:** - Democratic leaders are more likely to ask "What do you think?" They share information with employees about anything that affects their work responsibilities. They also seek employees' opinions before approving a final decision.

There are numerous benefits to this participative leadership style. It can engender trust and promote team spirit and cooperation from employees. It allows for creativity and helps employees grow and develop. A democratic leadership style gets people to do what you want to be done but in a way that they *want* to do it.

**5. Coaching Style:** - When you having a coaching leadership style, you tend to have a "Consider this" approach. A leader who coaches views people as a reservoir of talent to be developed. The leader who uses a coach approach seeks to unlock people's potential.

Leaders who use a coaching style open their hearts and doors for people. They believe that everyone has power within themselves. A coaching leader gives people a little direction to help them tap into their ability to achieve all that they're capable of.

**6. Affiliative Style:** - A phrase often used to describe this type of leadership is "People come first." Of all the leadership styles, the affiliative leadership approach is one where the leader gets up close and personal with people. A leader practicing this style pays attention to and supports the emotional needs of team members. The leader strives to open up a pipeline that connects him or her to the team.

Ultimately, this style is all about encouraging harmony and forming collaborative relationships within teams. It's particularly useful, for example, in smoothing conflicts among team members or reassuring people during times of stress.

**7. Laissez-Faire Style:** - The laissez-faire leadership style is at the opposite end of the autocratic style. Of all the leadership styles, this one involves the least amount of oversight. You could say that the autocratic style leader stands as firm as a rock on issues, while the laissez-faire leader lets people swim with the current.

On the surface, a laissez-faire leader may appear to trust people to know what to do, but taken to the extreme, an uninvolved leader may end up appearing aloof. While it's beneficial to give people opportunities to spread their wings, with a total lack of direction, people may unwittingly drift in the wrong direction—away from the critical goals of the organization.

### **Trait Theory**

According to trait leadership theory, effective leaders have in common a pattern of personal characteristics that support their ability to mobilize others toward a shared vision. These traits include dimensions of personality and motives, sets of skills and capabilities, and behavior in social relationships.

#### **Leaders' Traits**

Following studies of trait leadership, most leader traits can be organized into four groups:

1. **Personality:** Patterns of behavior, such as adaptability and comfort with ambiguity, and dispositional tendencies, such as motives and values, are associated with effective leadership.
2. **Demographic:** In this category, gender has received by far the most attention in terms of leadership; however, most scholars have found that gender is not a determining demographic trait, as male and female leaders are equally effective.
3. **Task competence:** This relates to how individuals approach the execution and performance of tasks. Hoffman groups intelligence, conscientiousness, openness to experience, and emotional stability into this category.
4. **Interpersonal attributes:** These relate to how a leader approaches social interactions. According to Hoffman and others (2011), traits such as extroversion and agreeableness are included in this category.

### **Path-Goal Theory**

The Path-Goal model is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal. The path-goal theory can best be thought of as a process in which leaders select specific behaviors that are best suited to the employees' needs and their working environment so that they may best guide the employees through their path in the obtainment of their daily work activities (goals).



## Origins & Theory

The Path-Goal theory, inspired by the work of Martin G. Evans (1970),<sup>[1]</sup> can best be thought of as a process by which leaders select specific behaviors that are best suited to their employees' needs and their working environment, so that leaders may best guide their employees through their **path** in the obtainment of their daily work activities (**goals**) (Northouse, 2013).

The theory argues that leaders will have to engage in different types of leadership behavior depending on the nature and the demands of a particular situation. It is the leader's role to assist employees in attaining goals and to provide the direction and support needed to ensure that their individual goals are in concert or compatible with the organization's goals.

## Path-Goal's Four Styles

The Path-Goal model is a theory based on specifying a leader's style or behavior that best fits the employee and work environment in order to achieve a goal. The goal is to increase an employee's motivation, empowerment, and satisfaction so they become a productive member of the organization. Employee satisfaction is contingent upon the leader's performance as both a facilitator and coach and rewards their employees for effective performance. The original Path-Goal theory identifies *achievement-oriented*, *directive*, *participative*, and *supportive* leader behaviors rooted in four (4) styles)

### The Four Styles:

1. The ***directive path-goal clarifying leader behavior*** refers to situations where the leader lets employees know what is expected of them and tells them how to perform their tasks. The theory argues that this behavior has the most positive effect when the employees' role and task demands are ambiguous and intrinsically satisfying.
2. The ***achievement-oriented leader behavior*** refers to situations where the leader sets challenging goals for employees, expects them to perform at their highest level, and shows confidence in their ability to meet this expectation. Occupations in which the achievement motives were most predominant were technical jobs, sales persons, scientists, engineers, and entrepreneurs.
3. The ***participative leader behavior*** involves leaders consulting with employees and asking for their suggestions before making a decision. This behavior is predominant when employees are highly personally involved in their work.
4. The ***supportive leader behavior*** is directed towards the satisfaction of employees' needs and preferences. The leader shows concern for the employees' psychological well-being. This behavior is especially needed in situations in which tasks or relationships are psychologically or physically distressing.

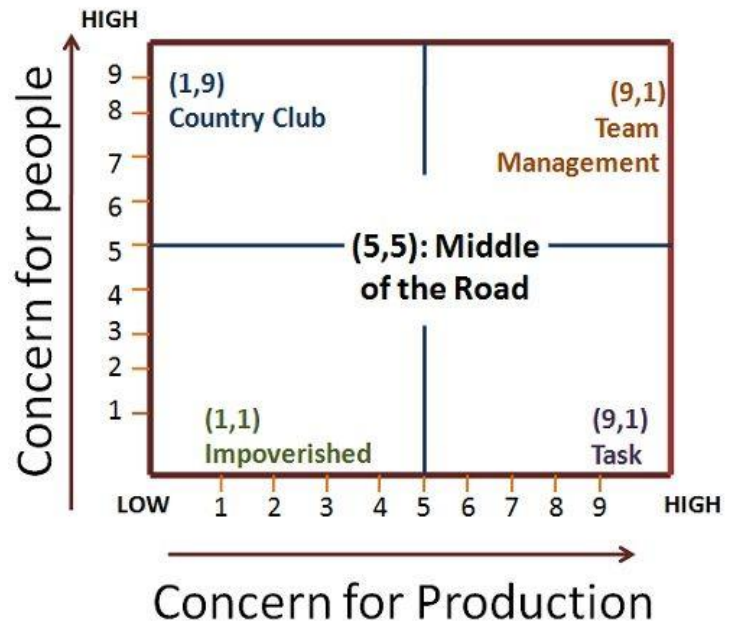
## Blake Mouton-Managerial Grid

**Definition:** Robert Blake and Jane Mouton have developed the Managerial Grid, also called as a leadership grid. According to them, the leadership styles can be identified on the basis of manager's concern for people and production.

Here, concern for people means the degree to which an individual is committed towards the goal achievement, maintaining self-esteem to workers and satisfying interpersonal relationships. Whereas, the concern for production means an attitude of superiors towards the quality of procedures and policies, creativeness of research, effectiveness of staff, work efficiency and volume of output.

The managerial grid identifies five leadership styles based on two behavioral dimensions as shown in the figure below

**In the figure, there are 81 possible categories where the leader's style may fall.**



1. **Impoverished Management (1,1):** The managers with this leadership style exert minimum effort to get the work done by the subordinates. They have minimal concern for both the people and production, and they function merely to preserve their jobs and seniority. Therefore, the disharmony, dissatisfaction, disorganization arises within the organization.
2. **Task Management (9,1):** Here, the leader is more concerned with the production and lay less emphasis on the personal needs of his subordinates. This leadership style is also called as a dictatorial or perish style, where the subordinates are required to perform the task as directed by the superiors. In this leadership style, the output in the short run may increase drastically, but due to stringent rules and procedures, there could be a high labor turnover.
3. **Middle of the Road (5,5):** The manager with this style tries to keep a balance between the organizational goals and the personal needs of his subordinates. Here, the leader focuses on an adequate performance through a balance between the work requirements and satisfactory morale. Both the people and production needs are not completely met, and thus the organization land up to an average performance.
4. **Country Club (1,9):** Here, the leader lays more emphasis on the personal needs of the subordinates and give less attention to the output. The manager adopts this style of leadership with the intent to have a friendly and comfortable working environment for the subordinates, who gets self-motivated and work harder on their own. But however, less attention to the production can adversely affect the work goals and may lead to the unsatisfactory results.
5. **Team Management (9,9):** According to Blake and Mouton, it is the most effective leadership style wherein the leader takes both people and production hand in hand. This style is based on McGregor's Theory Y, where the employees are believed to be committed towards the goal achievement and need not require manager's intervention at every step. The leader with this style feels that empowerment, trust, respect, commitment helps in nurturing the team relationships, which ultimately results in the increased employee satisfaction and overall production of the organization.
6. Thus, the managerial grid is a graphical representation of different leadership styles that manager adopts while dealing in the industrial settings.