6.0 MOTIVATION

1. Enlist the motivational factors in Herzberg's two-factor theory.

The key motivational factors as per Herzberg are listed as follows:

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth

2. What is motivation?

Motivation is a process that starts with a physiological or psychological deficiency or needs that activates behaviour or a drive that is aimed at a goal or incentive. In other words, motivation represents those psychological process that cause the arousal, direction and persistence of voluntary actions that are goal directed.

3. Point out the importance of motivation.

The primary importance of motivation is enlisted as follows:

- Motivation helps to create employee that are productive and creative in nature.
- Motivation helps to reduce turnover and absenteeism associated with employee.
- Motivation is important in maintaining good industrial relation in workplace.

4. Define needs. List its different types.

Need refers to the state of felt deprivation. As per Maslow, the different types of needs are enlisted as follows:

- Physiological needs
- Safety needs
- Social needs
- Esteem/ Ego needs
5. Sketch the motivation process.

The motivational process is showcased as following:

![Motivation Process Diagram]

6. Enlist the salient features of motivation.

The salient features of motivation are enlisted as follows:

- Motivation is continuous in nature.
- Motivation can either be positive or negative.
- Motivation is one complex entity.
- Motivation is system oriented.
- Motivation is goal focused.

7. Show the relationship between performance with ability, motivation and opportunity to do?

The relationship is showcased as follows:

\[ P = f(A + M + O) \]

where, \( P \): performance;
\( f \): function;
\( A \): ability;
\( M \): motivation;
\( O \): opportunity

8. What are the various kinds of employee motivation?

The various kinds of employee motivation are enlisted as follows:

- **Positive motivation**: Influence others to do your will through the possibility of gain and reward.
- **Negative motivation**: It is based on force and fear.
- **Extrinsic motivation**: It is based on external motivators which employees enjoy.
- **Intrinsic motivation**: It is based on employees internal feeling of having accomplished something substantial.
- **Self-motivation**: Motivation due to oneself.

9. **Differentiate between positive and negative motivation.**

They are differentiated as follows:

<table>
<thead>
<tr>
<th>Positive Motivation</th>
<th>Negative Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive motivation is an attempting to influence others</td>
<td>Negative motivation is a process of attempting to influence</td>
</tr>
<tr>
<td>to do your will through the possibility of gain or</td>
<td>others to do your will through possibility of force and</td>
</tr>
<tr>
<td>reward.</td>
<td>fear.</td>
</tr>
<tr>
<td>Positive motivation is also known as incentive motivation.</td>
<td>Negative motivation is also known as fear motivation.</td>
</tr>
</tbody>
</table>

10. **Contrast intrinsic and extrinsic motivation.**

Intrinsic and extrinsic motivation are contrasted as follows:

<table>
<thead>
<tr>
<th>Intrinsic Motivation</th>
<th>Extrinsic Motivation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrinsic motivation refers to internal desire to</td>
<td>Extrinsic motivation occurs when person is motivated</td>
</tr>
<tr>
<td>perform a particular task.</td>
<td>to perform a behaviour to earn a reward or avoid</td>
</tr>
<tr>
<td></td>
<td>punishment.</td>
</tr>
</tbody>
</table>

11. **Explain in short about self-motivation.**

Self-motivation is the force that drives a person to do things without another's prodding or supervision. Among all kinds of motivation, self-motivation is deemed as the best one.

12. **What do you mean by biological needs and security needs?**

Biological needs also known as physiological needs are the basic needs essential to survive. For example: food, shelter, clothing, water, air, sleep, sex, etc. Security need also known as safety needs refers to protection against deprivation, danger and threat on or off the job.
13. What do you mean by social needs, esteem needs and self-actualization needs?

Social need or affiliation needs refers to affection, sense of belongingness, acceptance and friendship. Esteem needs are psychological in nature and represent the higher level needs. These needs include internal factors such as self-respect, autonomy and external factors such as status, recognition, etc. Self-actualization needs are the highest level of need as per Maslow. Self-actualization needs are primarily related to personal growth, self-fulfillment and the realization of one's full potential.

14. List the hygiene factors.

The key hygiene factors as per Herzberg are listed below:

- Company policy and administration
- Relationship with supervisor
- Work conditions
- Salary
- Relationship with peers
- Personal life
- Relationship with subordinates
- Status
- Security

15. Point out the weakness of need hierarchy theory.

The key weakness of need hierarchy theory is enlisted as follows:

- Need hierarchy theory is not universal in nature.
- It is not fully comprehensive.
- Need hierarchy theory ignores simultaneous emergence of needs.
- It ignores complex human behaviour.

16. Point out the weakness of two-factor theory.

- The key weaknesses of two-factor theory are pointed as follows:
- Two-factor theory drew conclusion from a limited experiment covering engineers and accountant.
- There may not be any direct cause and effect relationship between satisfaction and performance.
- Two factor theory ignores situational variables.
- The methodology used in two factor theory creates a bias among human beings at the time of giving answers.
17. List out the weakness of achievement theory.

The primary weaknesses of achievement model are enlisted as follows:

- It is very difficult to teach or incorporate achievement motivation among the employees. This is so because acquisition of motives occurs in childhood.
- Achievement motivation moreover is a temporary encouraged feeling, hence, even if it is created through training it won't last for long.

18. Point out the weakness of equity theory.

The key weaknesses of equity theory are enlisted as follows:

- Equity theory overemphasizes conscious process and narrows 'its emphasis on visible rewards.
- Assessment of perception of employee is very difficult.
- Moreover, equity theory is not precise enough to predict the probable actions.

19. Point out the limitations of expectancy theory.

The key limitations of expectancy theory are enlisted as follows:

- Expectancy theory primarily focuses on conceptual determinants failing to provide specific suggestions.
- Expectancy theory is one overly rational theory of motivation.
- Moreover, it fails to suggest how motivational decisions are actually made.

20. Point out the advantages of equity theory.

The key advantages of equity theory are enlisted as follows:

- It explains that everyone in the organization needs to understand the basis for rewards.
- It explains the multifaceted view people have towards rewards.
- It establishes the fact that people base their actions on their perceptions of reality.

21. State the characteristics of goal setting theory.

The primary characteristics of goal setting theory are enlisted as follows:

- It suggests goal to be specific and clear.
- Goals should be challenging and realistic in nature.

22. What is employee involvement program?

Employee involvement program is one of the widely used technique of motivation for performance. Also popularly known as participative management, employee involvement program focuses on involvement of employee in management activities. Employee
involvement program is based on the viewpoint that effective results can be achieved with the help of employees if they are given participation in management.

23. Explain the equity theory with its positive and negative aspects.

Equity Theory of Motivation

Equity theory of motivation was developed by J. Stacy Adams in 1963. It is a cognitively based motivation theory. This theory is based on the notion that people want to be treated fairly in relation to others for motivation. According to the equity theory of motivations, input and outcome ratio will help the individual to have an idea of being in a situation of equity or inequity. Inputs are the individual's responsibility and other factors that they put into the job, whereas outcomes are the promotion, pay raise, recognition of the work done, etc. in exchange for the input. Thus, the equity theory states that an individual compares his input/outcomes to that of the other working in the same position in the organization or in other organizations and tries to establish equity. In the process of comparison, if the individual perceives any sort of inequity he or she will change his or her behavior at work.

Positive Aspects

Some of the key positive aspects associated with equity theory are listed below.
- It helps in finding the equity between the groups so that group motivation is enhanced.
- It helps in providing the fair pay to the employees per their personal capabilities.
- It also determines how input and outcomes of a person can be matched.

Negative Aspects

Some of the key negative aspects associated with equity theory are listed below.
- It cannot provide the ideas regarding how to change the input and outcome of individual.
- The equity between input and output is almost impossible to gain as it depends upon the personal perception of employees.
- The input cannot be changed easily. Moreover, change in outcome can become conflicting.
- The equity theory is useful only for the company having very small number of employees.

24. Define motivation. Explain the motivation process.

Motivation

Motivation originally comes from the Latin root word Moreover, which means "to move", It is derived from the word motive. Motive may be defined as an Inner State of our mind that activates and directs our behavior. Motivation is a process that starts with a physiological or
psychological deficiency or needs that activates behavior or a drive that is aimed at a goal or incentive. In other words, motivation represents those psychological process that cause the arousal, direction and persistence of voluntary actions that are goal directed.

Motivation is one's willingness to exert efforts towards the accomplishment of his/her goal. Job performance is a function of employee ability plus motivation. Employee may possess necessary skills and abilities. But without lack of motivation employee cannot perform their work effectively. A well-motivated employee can contribute more to an organization. Thus, the duty of every rational manager is to create an environment to motivate the entire employee.

Motivation Process

Referring to the given figure, an unsatisfied need is the Starting point in the process of motivation. It is the deficiency of something within the individual and provides the spark begins the chain of events leading to behaviour.

An unsatisfied need causes tension i.e. physical and psychological within the individual; lead, 'the individual to engage in some kind of search behaviour (seek a means) to satisfy the need and thereby reduce the tension. For example, a thirsty person needs water which leads to tension. He is then driven by thirst and motivated by a desire for water in order to satisfy the need. Thus, the continuous process begins, with an unsatisfied need and ends with the need satisfaction, with goal directed behaviour as a part of the process.

25. Elucidate the expectancy model of motivation.

Expectancy Model of Motivation

One of the most descriptive and logical explanations of motivation is offered by Victor Vroom in his Expectancy Theory. It is a cognitive process theory of motivation. The theory is founded on the basic notions that people will be motivated to exert a high level of effort when they believe there are relationships between the effort they put forth, the performance they
achieve, and the outcomes they receive.

The relationships between notions of effort, performance, and rewards are depicted in the following figure.

Thus, the key construct in the Vroom's expectancy theory of motivation are:

i. **Valence**: Valence, according to Vroom, means the value of strength one places on a particular outcome or reward.

ii. **Expectancy**: It relates efforts to performance.

iii. **Instrumentality**: By instrumentality, Vroom means the belief that performance is related to rewards.

Thus, Vroom's motivation can be expressed in the form of an equation as follows:

\[
\text{Motivation} = \text{Valence} \times \text{Expectancy} \times \text{Instrumentality}
\]

As the model is multiplicative in nature, all the three variables must have high positive values to imply motivated performance choices. If any one of the variables approaches to zero level, the possibility of these motivated performance also touches zero level. Expectancy and instrumentality are attitudes, or more specifically; they are cognitions. As such, they represent an individual's perception of the likelihood that effort will lead to performance and performance will lead to the desired outcomes. Similarly, on the other hand, it can be used to define what is termed a strong situation. Strong situations act to have base is a strong influence on the behaviour of individuals, often overriding their personalities, personal preferences, and other dispositional variables.

26. **How could a manager apply the concept of management by objectives (MBO) to motivate employees at work? Explain.**

The term 'management by objectives' (MBO) was first coined by Peter Drucker in 1954, Drucker tried to attach MBO level to result-oriented evaluations. He proposed MBO as a means of using goals to motivate people rather than to control them. Management by objectives can simply be defined as a program that encompasses specific goals, anticipatively set, for an explicit time period, with feedback on goal progress.

MBO provides specific objectives for each succeeding level (i.e., divisional, departmental, individual in the organization). In other words, MBO is a process by which objectives cascade down through the organization as depicted in the following figure.
An MBO program or process consists of four common ingredients are explained below.

i. **Specificity**: The objectives in MBO should be clear and precise that can be measured and evaluated. To state a desire to cut costs, for example, may not be enough. Instead, to cut costs by 5 per cent will be more clear, exact and measurable objective.

ii. **Participative decisions/Objectives**: An MBO goals are not imposed on people. The superior and subordinates jointly set objectives to be attained.

iii. **Explicit time**: Each objective is to be completed within a specific time period, be it three months, six months or a year.

iv. **Performance feedback**: The final ingredient in an MBO programme is feedback. It includes continuous and systematic measurement and review of performance. Based on these, corrective actions are taken to achieve the planned objectives.

27. One of the major challenges faces by modern manager is to motivate the employees in the organization. In the context of this statement, discuss McClelland's theory of motivation and its application.

McClelland's Theory of Motivation

In the early 1950s, David C. McClelland and his associates began to study three needs that motivate human behaviour i.e. power, affiliation and achievement. McClelland believes that each person has a need for all three but there is difference in the degree to which the various needs motivate their behaviour.

Applications of McClelland's theory

i. **Need for Achievement [n Ach]**: Need for achievement explains the drive to excel, to achieve in relation to a set of standard, and to strive to succeed. In other words, need for achievement is behaviour directed toward competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement, and noted regional/ national differences in achievement motivation. Through his research, McClelland identified the following three characteristics of high need achievers:
a. High-need achievers have a strong desire to assume personal responsibility for performing a task or finding a solution to a problem.

b. High-need achievers tend to set moderately difficult goals and task calculated risks.

c. High-need achievers have a strong desire for performance feedback.

ii. Need for Power \([n \text{ Pow}]\): The need for power is concerned with making an impact on other, the desire to influence other, and the desire to make a difference in life. People with a high need for power are people who like to be in control of people and events. This results in ultimate satisfaction in man.

People who have a high need for power are characterized by:

a. A desire to influence and direct somebody else.

b. A desire to exercise control over others.

c. A concern for maintaining leader-follower relations.

iii. Need for Affiliation \([n \text{ Aff}]\): The need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people. The need for affiliation, in many ways, is similar to Maslow's social needs. The people with high need for affiliation have these characteristics:

a. They have a strong desire for acceptance and approval from others.

b. They tend to conform to the wishes of those people whose friendship and companionship they value.

c. They give value and feeling to others.

28. Write a brief concept of job satisfaction. How does job satisfaction affect employee performance? How can you measure whether an employee is satisfied at job or not?

Concept of Job Satisfaction

Job satisfaction is a general attitude of an individual in regard to job. It is based on the difference between the amount of reward workers receive and the amount they believe they should receive. Management should place employees properly according to their merit, attitudes, interest, and competencies. The well-placed employees take pride, interest, and initiatives in their work and derive job satisfaction and thereafter leads to realization of individual and organizational goal.

There are different ways to express job satisfaction. Some of them are given below. Employee can express dissatisfaction in following way:

IV.

Exist  ➔  Leave the organization

Noise  ➔  Though active a constructive attempt to improve conditions

Loyalty  ➔  passively waiting for condition to improve
Neglect → allowing condition to worsen.

Effect of Job Satisfaction on Employee Performance

The effects of job satisfaction on employee performance are following:

**Satisfaction and Productivity**

Usually job satisfaction is positively related with an employee's performance. For example, happy organizations are more productive.

**Satisfaction and turnover**

Usually they are negatively related. Less turnover because of recognition, praise, rewards, etc. given to them.

Approaches to Measure Employees' Job Satisfaction

There are two major approaches by which we can measure whether an employee is satisfied at job or not. They are briefly explained as follows.

i. **Single global rating**: It is nothing more than asking individuals to respond to one question, such as "all things considered, how satisfy are you with your job?" Respondents' theft reply by circling a number between 1 and 5 that corresponds to solution from "highly satisfied" to highly dissatisfied.

ii. **Summation score**: It identifies key elements in a job and asks for the employee's feeling about each; typical factors to be included are nature of the work, supervision, present pay, promotion, opportunities and relations with co-worker.