A study on Theoretical perspectives on Motivating people at work

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Abstract

Motivation is a drive, an emerging force that directs and sustains a Peron's effort to achieve a given objective and goal. People can produce wonder if they are properly motivated.when the environment is right and their spirits are on a high, human beings can move mountains. Motivation towards improved and better performance depends on the satisfaction of employes needs for responsibility, achievement, recognition and growth. A man is said to be motivated when his latent or concealed energy is directed towards the accomplishment of certain goals.Motivation may regarded as the driving force of power to carry out the plans of the organistion through enthusiastic efforts of its members. Motivation is need based and, therefore, can be defined as 'what one dose not have that one wants, one works to achieve that which one needs'. Hence if we know what people want and need then we know what they will work for, like working for and so excel to achieve.

Key words: *Motivation, Goal, Need, Enthusiastic, Performance, Satisfaction.*

Introduction

Motrivation refers to that set of wishes, desires, needs and drives that stimulate or activateb individuals to behave or do the things they do. The term 'motivation' has been derived from theword 'movement' and the context of mangement it is used in the sense of seeking desirable and effective 'movements' among the employees with regard to their performance and working behaviour.
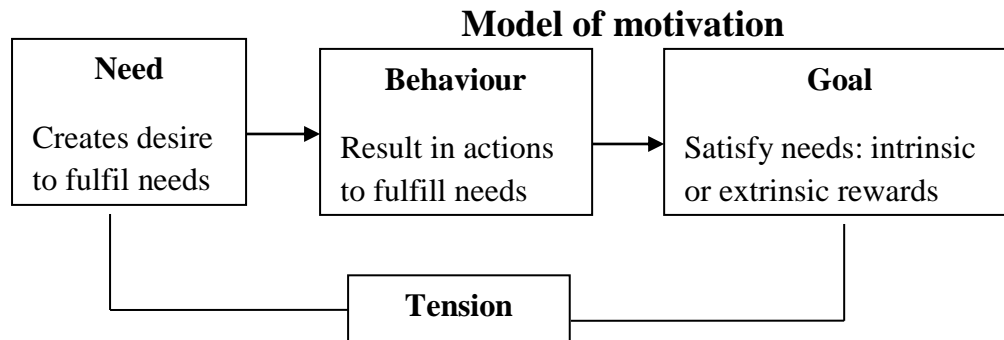
The term 'motivation' has been defined by many authors. Acording to Stanley Vence, motivation implies "an emotion or desire which so condition one's will that the individual is propelled into action." In this definition, motivation has been described with the help of these emotions and desires which frame or create a willingness among individuals to act in perticular manner. Robert Dubin defines it as "the complex of forces starting and keeping a person at work in an organisation (1974)." According to this defintion, motivation is a force that compels a person to join an organistion and keep on working there in. According to Brech, motivation is an inspirational process which gets members of the team to pull their weight effectively, to give their loyalty to the group, to carry out their accepted jobs properly and generally to plan an effective part in the job that the group has undertaken.

Features of Motivation:

Motivation is the work a manager performs to inspire, encourage and impel people to take required action. According to Scott,'Motivation is a process of stimulating people to action to accomplish desire goal. The process of motivation is charecterised by the folowing:

- Motivation is an internal feeling: Motivation points to energitic forces within individuals that drive them to behave in certain ways and to environmental forces that trigger these drives.

- Motivation produces goal-directed behaviour: Motivation has got a profound influence on human behaviour, it harness human energy to accomplish organisational requirements.

- Motivation contains system orientation: Motivation cosiders those forces in the individuals and in their surrounding environments that give feedback to the individual either for reinforce the intensity of their drive and direction of this energy or to dissuade them from their cause of action and redirect these efforts.

- Motivation can be either positive or negative: Positive motivation or the carrot approach, offers something precious to the person in the form of Additional pay, incentives, praise,etc. for satisfactory perfomance. Nagative motivation or stick approach emphasises penalities while controlling performance ex: reprimands.threator demotion.

- Motivation means bargaining: behaviour is what people do. Motivation is whty they do it. According to Barnard motivation in the form of 'inducements-contribution' theory. It focuses on workrs and organisations endeavouring to find that payouts to workers in exchange for what degree of coopertion from workers will be satisfactory to both parties.

- Motivation is complet process: Because motive is hypothetical construct. It cannot be seen. Often, we observe individual putting a great deal of overtime.individual may have a host of needs that continuously changing and some times, it conflict with each other. People satisfy their needs in many different ways. Promoting an employee to a new and more challenging task may intensify the drive to work harder in anticipation of next promotion. Finally, goal-directed behaviouor does not always lead to need satisfaction.

- Motivation different from job satisfaction: Motivation is the drive to satisfy a want or goal. It is concerned with goal-directed behaviuor. Satisfaction ferers to contentment experiences when a want is satisfied. The term 'satisfaction' is used to analyse outcomes already experienced by an employees. Satisfaction is consequence of rewards and punishment associated with past experience.

Model of motivation

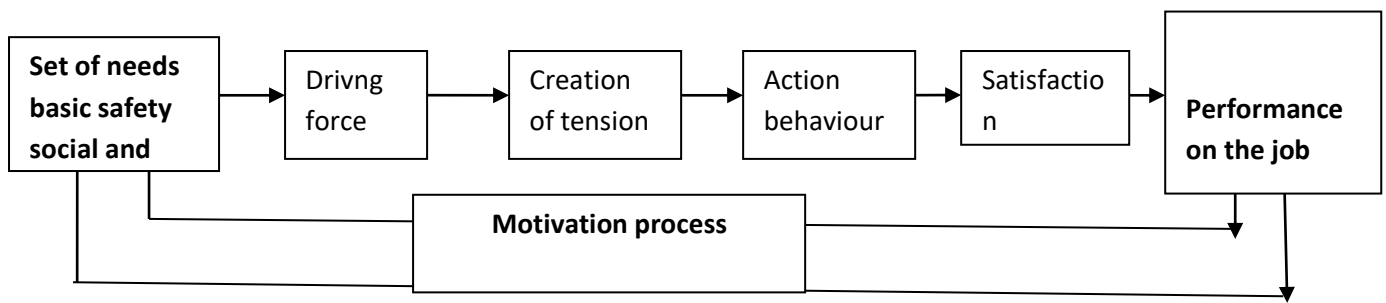| Need
Creates desire to fulfil needs | → | Behaviour
Result in actions to fulfill needs | → | Goal
Satisfy needs: intrinsic or extrinsic rewards |

Tension

Literature review

Early and System Views of Motivation

The traditional model of motivatin is mainly asoiciated with Taylor's approach of scientific management. He has pointed out that there can be only one best way of doing thimgs. The workers, by being given wage incentives, should be motivated to adopt that way. The main assumption of this approch was that the manger understands the work better than the workers. Because the workers are essentialy lazy and can be motivated only with money.Under his model, managers have a responsibility to exercise close supervision, control and to simplyfy operation so as to make workers produce work of the standared required.

The human realtion model strongly felt that apprat from finacial incentives socail contact of the workers with their supervisors and fellow workers may also help in creating and sustaing motivation. Workers can motivated by acknowledging their social needs and recognising their imprtance and usefulness in the system. In this model motivation suggest that the manger should give his subordinates some freedom to take decision regarding the work assign to them. Finally, this model says, employees where expected to accept the authority of management because the manger treats them as human beings and allows them some degree of freedom to excercise self direction and control to perform routine jobs.

The system model motivation according to Lyman Porter and Raymand Miles, the system perspective towards motivation is very useful for mangers. This is because the behaviour and motivation process can be understood with help of system of force operating on the employees. Two authors believe that a motivation system consist of three set of variables affecting motivation as an individual in the organistaion.

- Indivudal charectristics
- Job charectristics
- Work situation charectristics

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┌──────────────┐   ┌──────────┐   ┌──────────┐   ┌──────────┐   ┌──────────────┐        ┌──────────────┐
│ Set of needs │   │ Drivng   │   │ Creation │   │ Action   │   │ Satisfactio  │        │ Performance  │
│ basic safety │ → │ force    │ → │ of tension│ → │ behaviour │ → │ n           │   →   │ on the job   │
│ social and   │   │          │   │          │   │          │   │              │        │              │
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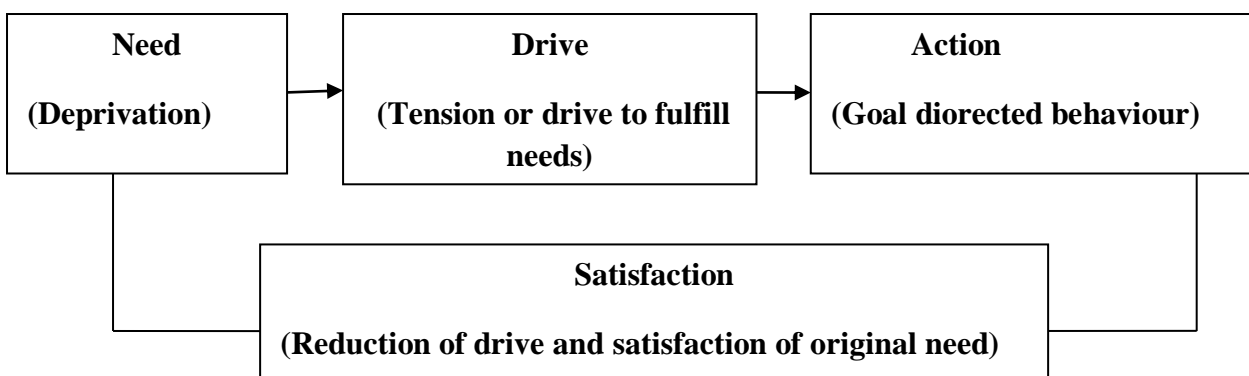
Motivation process

Theories of Motivation

The enormous effect of motivational factors on the working behaviour and level of performance of employee, a lot of research work has been done and consequently many theories of motivation have been developed. Some theories are discussed here.

Need theories of motivation

Human behaviour is basically a need-based phenomenon. It is greatly influanced by needs. Need theories of motivation are based on the assumption that an individuaL behaves in a pertiqular manner to satisfy his needs. These theories also known as 'content theories' and focus on inner needs that motivate an individual to behave.

According to **Abraham Maslow (1954)**, he proposed Maslow's Need Hierarchy,an eminent **US** psychologist has classified human needs in a logical and convenient way. In this theory, he has pointed out and expalined the needs that influence human behaviour. He has attempted to describe human behaviour with the help of an hierarchy of five needs ranging from most basic physiological needs to the highest need for self-actualisation.

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┌──────────────────┐      ┌──────────────────────┐      ┌──────────────────────┐
│      Need        │      │        Drive         │      │       Action         │
│  (Deprivation)   │  →   │ (Tension or drive to │  →   │ (Goal diorected      │
│                  │      │     fulfill needs)   │      │     behaviour)       │
└──────────────────┘      └──────────────────────┘      └──────────────────────┘

                     ┌──────────────────────────────────────────────────┐
                     │                   Satisfaction                    │
                     │ (Reduction of drive and satisfaction of original  │
                     │                      need)                        │
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The following observation may made in the need theory of Maslow

- Hierarchy of needs has been prepared in a logical sequence. Needs have been put into different levels according to their effect and dominance on human behaviour and performance.

- Individual genarally attempt to satisfy their basic needs the first of which is on the lower side hierarchy.

- Maslow made it clear that the need or deprevation of somethings affets and dominates one's behaviour.

- Lower category needs require prior attention as cvompared to the higher order needs and lower level needs are more powerful and pressing.

- Relative satisfaction of one category need gives rise to another level need and continues till the last level.

- If the need is satisfied, it remains no more a motivator and it is only unfulfilled needs that affect human behviour and performance.

According to **Douglas McGregor (1960)** Theory X and theory Y**,** he proposed two distinct views of human beings theory X that was labeled as negative and theory Y that was labled as positive. Under theory X, manager asusume that the employee does not like to work, and given a chance would aviod it.Employees need to be coerced and controlled or punished to achieve goals; they will aviod responsibilities basically seek formal direction.Mnagers make positive assumptions under theory Y. They belive that employees view work as something natural such as play, rest,or relaxation; people are basically self directed and self controlled; an average person accepts and seeks resopnsibility.

According to **David McClelland (1961)**. He proposed three fundamental needs that exist different proportions. These affect employees on both how they are motivated and how they attempt to motivate others. The most important needs for a manager, according to McClelland, are the needs for the achievement, affiliation and power.

According to **John Stacey Adam's (1963**) Equity Theory, also known as the Equity Theory of Motivation. Equity Theory is based on the idea that individuals are motivated by fairness. In simple terms, equity theory states that if an individual identifies an inequity between themselves and a peer, they will adjust the work they do to make the situation fair in their eyes. As an example of equity theory, if an employee learns that a peer doing exactly the same job as them is earning more money, then they may choose to do less work, thus creating fairness in their eyes.Extrapolating from this, Adam's Equity Theory tells us that the higher an individual's perception of equity (fairness), then the more motivated they will be. Conversely, an individual will be demotivated if they perceive unfairness.

According to **Mayer (1964)** in his book Professional people and manual workers, he stated that people are motivated by the challenge in a job, which brings a feeling of achievements, responsibility, growth, advancement, fulfillment, enjoyment of work itself and earned recognition.

According to **Victor Harold Vroom (1964).** he proposed the Expectancy Theory of Motivation . His study of psychology has shed light on how people behave in the workplace, particularly when it comes to motivation, leadership and decision-making. This approach aims at differentiating individuals and situations.The expectancy approach advoctes that the behaviour of an individual is influanced by their expectations, perceptions and calculations regarding the relationship between performance and reward.

According to **Herzberg's Two-Factor Theory (1966)** a **U. S.** behavioural scientist, has developed a theory of emplyee motivation which is based on satisfaction.His theory explains that a satisfied employee is motivated from within to work harder and a disatisfied employee is not self-motivated. Herzberg has discovered two sets of factors associated with satisfaction and dissatisfaction of the employee, therefore it is known as Herzberg's 'two-factor' theory. Accoring to Herzberg, the opposite of satisfaction is nopt job dissatisfaction, but rather no job satisfaction, and similarly the vise-versa.

According to **Alderfer** he propounded the theory of **Existence, Relatedness and Growth (ERG) (1969).**His theory was first published in an article titled '**An emperical Test of a New Theoryof Human Need'** in psychological review. The ERG thoery assumes that all human activity is motivated by needs. Existence (E) needs are material and physiological desire. Relatedness (R) needs are relationship with other people that are fulfilled by sharing thoughts and feelings with others. Growth (G) needs motivate people to change themselves or their environment.

According to **B F Skinner (1938-)** Reinforcement Theory (Process Theory) he work is to built on the assumption that behaviour is influenced by its consequences. Reinforcement theory is the process of shaping behavior by controlling consequences of the behavior. Reinforcement theory proposes that you can change someone's behaviour by using reinforcement, punishment, and extinction. Rewards are used to reinforce the behaviour you want and punishments are used to prevent the behaviour you do not want. Extinction is a means to stop someone from performing a learned behaviour. The technical term for these processes is called 'operant conditioning'.

Methodology

The primary objective to write this review is to highlight the flow of motivation and reveals what motivation technique works more efficiently in different stages of life. This study provides useful managerial implication for employee motivation in an organization. The dimensions are made fit into a model that can benefit the organization to enhance its performance; however, the model needs to be validated through case study or quantitative research. This study reviews a large body of literature mainly in different journals to study the various issues highlighted in this study relating to employee motivation. Once all of the problems have been established, every topic is used as a keyword to scan the literature concerned

Obejctives of study

- To discuss the purpose, process and charecrtistics of motivation.
- To disscuss the different theories and models for motivation and identify the motivators
- To describe the special motivational techniques.
- To descibe the different aspcects of motivational factors.

Research design:

Research design is descriptive in nature. This reserch depended on secondary source of data. For secondary source, textbooks, journals, and internet materials shall be cosulted.

Conclusion

Motivation is not a person to simple concept; rather, it pertains to various drives, desires, needs, wishes and other forces. Managers motivate by providing an environment that includes organisation membets to contribute. There are different views and assumptions about human nature. McGregor called his sets of assumptions about people Theory X and Theory Y. Maslow's theory holds that human needs from a hierarchy ranging from the lowesr- order needs (physiological needs) to the highest-order need (the need for self-actualisation). Alderfer's ERG theory, which has only three categories (Maslow have five), suggests that a person may be motivated in more than one category at the same time. According to Herzberg's two –factor theory, threre are two sets of motivating factors. In one set are the disssatisfiers,

which are related to the job context (circumstances, condition). The absence of these factors results in disssatisfaction. In the other set are the satisfiers, or motivators, which are related to the content of the job. Voorm's expectancy theory of motivation suggests that people are motivated to reach a goal if they that goal is worthwhile and they can see that their activities will help their activities will help them achieve the goal. The porter and lawler n model has many variables. Equity theory refers to an individual's subjective judgement about the fairness of the reward received for inputs in comparision with the rewards of others. Skinner's reinforcement theory suggests that people are motivated by praise for desirable behaviour. McClelland's theory is based on the need power, the need affiliation, and the need for achievement. Special motivational techniques include using money and other rewards considerations, encouraging participation, and improving the quality of life. Job enrichment aims at making job challenging and meaningful.

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