6.1 THE CONCEPT OF WORK MOTIVATION

Motivation is an internal driving force which results in persistent behaviour directed towards a particular goal. It is an effective instrument in the hands of a manager for inspiring the workforce and creating a confidence in it.

The word ‘motivation’ has been derived from the word ‘motive’, which means any idea, need or emotion and could be conscious or subconscious that prompts a man into action.

*“It is the inner state that directs or channels behaviour toward goals.”*

(Berelson and stonier, 1964)

They are always directed towards goals. As the needs are more basic than wants. A need may lead to different wants for different people. This differentiation comes from the influence of environment in which one lives. For achieving what a person wants, he will think about what alternative actions will be required to be taken by him. He will then evaluate these possible actions, and then select the one with the least cost/effort.

![Linkage between Motives and Action](attachment:image.png)
Motivation is not a personal trait, but a result of the interaction between the individual and the situation. Motivation has close relationship with the behaviour of human beings.

Geary, D. C. (2005), Motivation is a reason or set of reasons for engaging in a particular behavior, especially human behavior as studied in psychology and neuropsychology. The reasons may include basic needs (e.g., food, water, shelter) or an object, goal, state of being, or ideal that is desirable, which may or may not be viewed as "positive," such as seeking a state of being in which pain is absent.

Wiktionary (2003) Employee motivation is the psychological feature that arouses an employee to behave in a certain manner for accomplishing certain organizational goals. Motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfils some need or expectation (Mullins 1993).

Motivation is a psychological phenomenon which generates within an individual. Motivation is an internal feeling and such feelings affect the behaviour of the persons. Luthans (1989) "Motivation is a process that starts with physiological or physiological deficiency or need that activates behavior or a drive that is aimed a goal or incentive". The ability of any person is totally depend on the performance and devotions towards work. Greater the devotion higher will be the performance. Therefore, there is a great need in any organisation to increase their performance. And it can be done by increasing the motivation level in
the workers. There is an old proverb that says –

“A person convinced against his will is of the same opinion still”.

This is very true in organisational context because, a worker cannot be forced against his will to do a particular job. If he does so, he will not give good results. On the contrary, if he is appointed on the job, which he wishes, provided he is eligible and skilled, he will give for better results than previous condition.

Motivation creates the feeling so that the work done is in favor of organisation or increase in the profit of the organization. The increase in the profit of the organization will also benefit to employees and employers and they can make a significant improvement in the creation of a healthy atmosphere of organisation.

Dalton E. McFarland (1974), “Motivation refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behaviour of human beings”. Thus it is important that employees must feel their responsibility and realize that they are also responsible for development of the organisation. This sense of responsibility of employees leads to the fast development of an organisation.

Motivation develops the feeling of co-operation among employees of an organization. It inspires the employees of an enterprise to do more and better. The success of an organisation depends on the quality of human
resources and the way of handling their resources. And, for the proper utilization of resources available, it becomes necessary that the employees must be properly motivated.

6.2 IMPORTANCE OF MOTIVATION

The increased attention towards motivation is justified by several reasons:

First, motivation is an effective instrument in the hands of management to maximize efficiency of operations. A worker may be very competent but no activity can take place until the individual is willing to perform that activity. What employees do depends largely on how much and why they want to do. Motivated employees give greater performance than demotivated ones.

Second, motivation inspires employees to make best possible use of different factors of production. They work whole heartedly to apply their abilities and potential in minimizing waste and cost. The enterprise can make maximize use of its physical and financial resources.

Third, Motivated employees stay in the organization and their absenteeism is quite low. High turnover and absenteeism create many problems in the organisation. Higher motivation also leads to job satisfaction of workers. Opportunities for need satisfaction make employees loyal and committed to the organization.

Fourth, Increased labour productivity in turn results in higher wages for employees. Motivational schemes create integration of individual
interests with organizational objectives. There arises a sense of belonging and mutual co-operation at all levels. Motivation will faster team spirit among workers. This will reduce labour unrest and create better relations between management and workers.

Fifth, An enterprise that offers abundant financial and non-financial incentives enjoys reputations in the labour market. A motivated employee generally is more quality oriented. This is true whether we are talking about a top manager spending extra time on data gathering and analysis for a report, or a clerk taking extra time on important documents. Therefore, it can easily attract competent persons for filling various vacancies.

Sixth, High motivation helps to reduce resistance to change. An organization has to incorporate changes to cope with environmental changes. Properly motivated employees accept, introduce and implement these changes keeping the organization effective.

The effectiveness of any organization totally depends on five factors i.e. Man, Machine, Material, Money and Management. Out of these factors, Man is only the factor, which responds to every decision taken by management, which influences him. On the other hand, the other factors, machine, material, money shows a definite output for a definite input. The efficiency of man totally depends on his “willingness” to do work. He provides input in form of his labour and skills, which is under direct control of his “will” and gets the output in form of achieving the
goals. Productivity of any organisation very much depends on the fact, whether the worker is willingly performing his work assigned to him or not.

6.3 TYPES OF MOTIVATION

If a manager wants to get work done by his employees he may either hold out a promise of a reward for them for doing work in a better or a improve way, or he may constrain them, by instilling fear in them or by using them by force, to do the desired work. In other words, he may utilize a positive or a negative motivation. Both these types are widely used by management. A positive motivation involves the possibilities of increased motive satisfaction, while negative motivation involves the possibility of decreased motive satisfaction.

Positive or Incentive Motivation

Positive motivation is generally based on reward. According to Edwin Flippo, “Positive motivation is a process of attempting to influence others to do your will through the possibility of gain or reward.” Positive motivation includes- (i) Praise and credit for work done (ii) A sincere interest in subordinates as individuals; (iii) Competition; (iv) Participation; (v) Delegation of responsibility; (vi) Appreciation

Negative or Fear Motivation

Negative motivation is based on force and fear. Fear causes persons to act in a certain way because they are afraid of the consequences if they don’t. If the worker do not work, they are threatens with lay off or
demotion. In other words, negative motivation is a “push” mechanism. Thus, a positive motivation involves the possibility of increased motive satisfaction, while negative motivation involves the possibility of decreased motive satisfaction.

**Intrinsic Motivation**

Intrinsic motivation is concerned with the, “feeling of having accomplished something worthwhile”, i.e. the satisfaction one gets after doing one’s work well. Praise, responsibility, recognition, esteem, power, status, competition and participation are example of such motivation.

**Extrinsic Motivation**

Extrinsic motivation is concerned with external motivation which employees enjoy- pay, promotion, status, fringe benefits, retirement plans, health insurance schemes, holidays and vocations etc. These motivators are associated with financial rewards.

**Self-Motivation**

Before one can motivate others, one must motivate self. One must overcome a certain amount of one’s natural inertia. One of the most common deterrents to human action is that of a tired feeling. This tired feeling is due to emotional reactions with in one self. The things that affect the conscious mind are generally known as anxiety. Anxiety may be reduced by-

(i) Making the job more interesting.
(ii) Thinking constructively.

(iii) Making the best possible use of one’s strong points.

(iv) Adopting oneself to the situation.

(v) Accruing a sensible and worthwhile philosophy of life.

Thus, one can motivate oneself by setting certain objectives and goals before oneself.

**Group Motivation**

The motivation of a group is as important as self-motivation. Others can be well motivated, when they are informed of ideas, plans, inventions or systems. A group can be motivated by improving human relations and dealing with people in a human way, by developing the well to do, by encouraging people to feel involvement in their work, and by giving them an opportunity to improve their performance and by complementing or praising them. In dealing with others it must be borne in mind that the greatest returns can be obtained when each member of a group is properly motivated.

### 6.4 CLASSIFICATION OF MOTIVATIONAL THEORIES

A systematic classification of motivational theories along with their implied managerial strategies may reduce the complexity of their understanding and thus promote their applicability. A few authors from a different socio-industrial perspective have classified these theories with meager emphasis on management implications. A broader classification of the approaches appears to be more useful in that this incorporates
more number of theories along with finer classifications. Therefore, a three-fold classification of the existing theories i.e., content theory, process theory and drive theory of motivation on the basis of the commonness of their approaches seems to be appropriate. The classificatory motivational theories are -

(A) **MOTIVATIONAL CONTENT THEORY**:- Content theories are people-centred (explaining 'what'). They attempt to determine needs which energize and direct behaviour. Main theories under this category are:

   (i) Abraham Maslow’s Need Hierarchy Theory
   (ii) Herzberg’s Two Factor Theory
   (iii) Mc-Gregor’s X & Y Theory
   (iv) Alderfer’s ERG Theory
   (v) David Mc-Clelland’s three-Need Theory

(i) **MASLOW NEED HIERARCHY THEORY**:- Abraham H. Maslow, an eminent American Psychologist, developed a general theory of motivation, known as ‘Need Hierarchy Theory’. He suggested that every individual has a complex set of exceptionally strong needs and the behaviour of an individual at a particular moment is usually determined by his strongest need. Maslow stated that people have five basic levels of needs which they tend to satisfy in a hierarchical fashion. He proposed that human needs can be arranged in a particular order from the lowest level need to the highest level need. Maslow’s hierarchy of
needs, represented as a pyramid with the more primitive needs at the bottom –

1. **Physiological Needs**:- The physiological needs are taken at the first or starting step for motivation theory because these are the strongest needs until they are reasonably satisfied. There are the basic bodily needs comprising of breathing, food, water, sex, sleep, excretion and other necessities of life. Human beings first try to acquire these basic needs of life, only then they tend to move to the second level of needs.

2. **Safety Needs**:- Once physiological needs are reasonably satisfied, a person wants protection from physical dangers and economic security. Safety needs are thus concerned with protection from danger, deprivation and threat. Such actions create uncertainty and people seek job security. Organisations can influence these needs through pension schemes, insurance plans, fear of dismissal, etc.
3. Social Needs:- Man is a social animal as he seeks affiliation with others. Social needs refer to need for friendship, family, sexual intimacy, belonging etc. Such needs are infinite as they are considered as secondary needs because they are not essential to preserve human life. Organisations can influence these needs through supervision, communication system, work groups etc.

4. Esteem Needs:- Fourth in the hierarchy of needs is ego or self-esteem needs which are concerned with self respect, self confidence, recognition, appreciation, prestige, power and control. These needs give the individuals a sense of self worth and ego satisfaction.

5. Self-Actualisation Needs:- These are the needs which are concerned with morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts etc. It is the desire of becoming what one is capable of becoming. It is an infinite and growth need. It is psychological in nature and very few persons satisfy it. The conditions of modern industrial life provide limited opportunity for the satisfaction of self-actualisation.

(iii) HERZBERG’S MOTIVATIONAL HYGIENE THEORY:- Fredrick Herzberg developed the Motivation Hygiene Theory commonly known as the two factor theory was dependent not only on the job-satisfaction but also on work-motivation. Based on the study of job attitudes of 200 engineers and accountants, in which Herzberg (in 1959) investigated the question “what do people want from their job?”, he concluded that
Job satisfaction came from two sets of factors i.e., *hygiene factors* and *true motivators*.

**Hygiene factors:** The word hygiene is taken from the medical science, where it means taking preventions to maintain your health but not necessarily improve it. These are the extrinsic factors which are present in the job context. They remove discomfort or dissatisfaction and thus support mental. Their presence does not guarantee motivation, but absence may cause dissatisfaction. For example, company policy and administration, technical supervision, inter-personal relations with supervisor, peers and subordinates, salary, job security, personal life, working conditions & status are hygiene factors and result in job dissatisfaction.

**True motivators:** These are the intrinsic in nature and are related to the job. The motivational factors have a positive effect on job satisfaction and often result in an increase in total output. For example achievement, advancement, possibility of growth, recognition, works itself & responsibility factors improve the level of satisfaction. Thus these factors can be used for motivating the employees. Hygiene factors are essential for people to work but true motivators play an important role in helping people to work more and better. A linkage between dissatisfaction and satisfaction will be shown as –

<table>
<thead>
<tr>
<th>Dissatisfaction</th>
<th>Hygiene Factors</th>
<th>No Dissatisfaction</th>
<th>True Motivators</th>
<th>Employee Satisfaction</th>
</tr>
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</table>

**Linkage Between Dissatisfaction And Satisfaction**
DOUGLAS Mc-GREGOR’S THEORY ‘X’ & THEORY ‘Y’:- Douglas Mc-Gregor introduced two theories i.e., Theory ‘X’ & Theory ‘Y’, based on two distinct views of human beings. Theory ‘X’ deals with one view, based on one set of assumptions and Theory ‘Y’, deals with another view, based on another set of assumptions.

Theory ‘X’: This theory is based on the traditional approach to human behaviour. The role of manager is, therefore, one of command and control. This theory makes the following assumptions about people -

(i) People dislike work and will avoid it as far as possible.
(ii) Accordingly, they must be coerced, controlled and threatened with punishment to make them work towards objectives.
(iii) People have no ambition and shirk taking initiative, and avoid responsibilities.
(iv) All that they want is security.
(v) Motivation occurs only at physical and safety needs level.
(vi) People are motivated by money & fringe benefits.

Theory ‘Y’: This approach assumes employees do not require coercion or excessive control. The role of managers, therefore, is that of developing potential and facilitating people to use their potential towards organizational goals. This theory makes the following assumptions about people:

(i) Human body generates certain amount of physical and mental energy for which the work is the only appropriate output.
(ii) People exercise self-direction and self-control and are committed to
the objectives.

(iii) People want to learn to accept, and even seek responsibility.

(iv) Creativity is widely dispersed in them.

(v) Motivation operates at social, esteem and self-actualization levels.

(vi) People are motivated by a sense of achievement.

(iv) ALDERFER’S ERG THEORY:- Clayton Alderfer reformulated Maslow’s need hierarchy theory. The ERG need theory developed by Clayton Alderfer, condenses the five needs given by Maslow into three needs. Maslow’s need hierarchy follows a rigid, step like progression. The ERG theory on the other hand assumes that more than one need may be operative at the same time. It is not necessary that the existence needs must be satisfied first, only then he can move on to relatedness needs or to growth needs. A person may be working on his growth needs even though his existence needs may be unsatisfied. The ERG word is derived from the first letters of each of these levels of needs. These three needs are:-

1. **Existence Needs** – The existence needs combine the physiological and safety needs of Maslow’s model. The existence needs are satisfied but material incentives. These needs include the basic survival needs of human beings, needs for physical and psychological safety from threats to people’s existence and well being.

2. **Relatedness Needs** – Relatedness needs, include Maslow’s social and esteem needs, which are derived from other people. These include
relationships with other people we care about. These needs are satisfied by personal relationships and social interactions.

3. **Growth Needs** – These needs are similar to Maslow’s self actualization needs. This need involves persons making creative efforts to achieve full potential in the existing environment. These needs will be satisfied only if an individual involves himself in the activities of the organization and searches for new challenges and opportunities.

**(v) DAVID Mc-CLELLAND’S NEED THEORY OF MOTIVATION:**

Another appreciable contribution to the concept of motivation is David Mc-Clelland’s Need Theory. According to Mc-Clelland there are three major motives or needs in work place, which motivate the people. These are:

**(i) The Need for Achievement:** Some people have high achievement motivation. They want to excel to achieve standards and strive to succeed. Such people should be given tasks and powers enabling them to utilise their potential effectively. Opportunities would help them to strive for higher achievements.

**(ii) The Need for Power:** The need for power is concerned with influencing others and winning arguments. People with high need for power derive satisfaction from being in position of influence and control. To motivate such people positions of power and authority should be given to them.

**(iii) The Need for Affiliation:** Some people need and desire friendly
and close interpersonal relationships. According to this theory, every person has three types of needs may be in varying degrees. The motivator should use motivators to the extent to which each person needs it. Each person has physiological and safety needs also, which must also be satisfied. But this theory suffers some limitations also. Such as –

1. Need and satisfaction of needs is a psychological thing. Sometimes even the person may not be aware of his own needs. In such a case, it will be difficult for the manager to understand the employee’s need.

2. There is no direct cause and effect relationship between need and behaviour.

3. The physiological and safety needs are more important as compared to Mc-Clelland’s needs.

(B) **MOTIVATIONAL PROCESS THEORY**:- These are work-centred (answering ‘how’) and explain how behaviour is energized, directed and maintained. Main theories under this category are:

   (i) Vroom’s Expectancy Theory

   (ii) Adam’s Equity Theory

   (iii) Reinforcement Theory

(i) **VROOM’S EXPECTANCY THEORY**:- According to Victor H. Vroom, under conditions of free choice, an individual is motivated towards that activity which he is most capable of understanding and which he believes has the highest probability of leading him to his most preferred
goal. He believes that motivation is the outcome of the values an individual seeks and his estimation of the probability that certain action will lead to those desired values. In more practical terms, this says that an employee at work will be motivated to exert a high level of effort when he believes that effort will lead to a good performance measurement that ultimately leads to organizational rewards such as bonus, increments or promotions, which will satisfy his personal goals. Thus,

\[ \text{Motivation (force)} = \text{Valence} \times \text{Expectancy} \]

**Valence:** Valence is the strength of a person’s preference for an outcome or reward. For example, if an employee wants promotion, it has high valence. It is an expression for a desire for achieving a goal. It arises from internal self and is conditioned by experiences. Some may find intrinsic value in work itself, especially if they have strong work ethics deriving satisfaction through a sense of completion, doing tasks in the right way or creating something new. Other goals could be recognition, praise, rise in salary, etc.

**Expectancy:** It is the strength of belief that a particular action will lead to a particular outcome. Being an action-outcome relationship, its value may vary from 0 to 1. In order to motivate employees, it is not enough to offer them rewards. They must also feel:

(a) Attracted towards those rewards through better communication about their values;

(b) Convinced that the prescribed efforts will lead them to those
rewards; and

(c) They have the ability to put in the prescribed efforts.

(ii) **ADAM EQUITY THEORY:-** Equity theory of motivation was founded by J. Stacy Adams of the United States in 1965. The theory is based on the assumption that members of an organization expect justice, balance and fairness in treatment by their employers. There are two main variables in this theory – inputs and outcomes. Inputs are the contributions which an individual perceives that he puts into his job. Outcomes are the rewards which the individual receives from the organization and from his job. Inputs include the employee’s training, experience, special knowledge, personal characteristics, etc. Outcomes consist of pay, promotion, recognition, status, fringe benefits, etc.

Inputs and outcomes are thus important elements in the exchange relationship between the organisation and its members. When the individual feels that the outcomes he receives from the organization are fair in terms of his inputs, he is satisfied and motivated.

The individual also compares his input-output ratio with the input-output ratio of other members of his level or status in the organization. If the individual feels that his ratio is equal to that of others, there is *equity*. He feels satisfied and motivated. If the ratio is significantly less in comparison with those of others, the individual feels *underpaid* and *frustrated*. If the ratio is significantly more, the individual feels *overpaid*.
and guilty. He is likely to reduce/increase his input of effort to create equity.

\[
\text{Equity} = \frac{\text{Person's outcomes}}{\text{Person's inputs}} = \frac{\text{Other's outcomes}}{\text{Other's inputs}}
\]

The main postulates of the equity theory are as follows:

(a) Perceived inequity creates tension in the individual.

(b) The amount of tension is proportional to the magnitude of the inequity.

(c) The tension created in the individual motivates him/her to reduce it.

(d) The degree of motivation is proportional to the perceived inequity.

(iii) REINFORCEMENT THEORY:- Reinforcement theory is based on the concepts of operant conditioning developed initially by the well-known psychologist B.F. Skinner. The reinforcement theory suggests that managers should try to structure the contingencies of rewards and punishments on the job in such a way that the consequences of effective job behaviour are positive while the consequences of ineffective work behaviour are negative or unpleasant. The focus of this approach is upon changing or modifying the behaviour of people on the job.

Reinforcement theory is based on the idea that \textit{behaviour is a result of consequences}. Behaviour in reinforcement terms is closely associated with consequences learned from past experiences. Theorists working in the reinforcement field do not deny that individuals have perceptions,
values, feelings and needs, but they do suggest that causal links between these aspects of human nature and behaviour are less important than understanding the reality of how our environment influences behaviour.

**Reinforcement Model of Motivation**

The basic notion underlying reinforcement theory is the concept of reinforcement itself. An event is said to be reinforcing if the occurrence of the event following some behaviour makes the behaviour more likely to occur again in the future. OB Model uses four strategies to systematically reinforce desirable behaviour while discouraging undesirable behaviour. These strategies are briefly discussed as under:

(i) **Positive Reinforcement.** It entails the use of rewards (or other positive consequences) that stimulates desired behaviour and strengthens the probability of repeating such behaviour in the future. Positive reinforcers can be money, praise, promotion, recognition, etc.

(ii) **Negative Reinforcement.** This strategy is also called “avoidance learning”. It implies the use of unpleasant consequences to condition individuals to avoid behaving in undesirable ways. By making unpleasant consequences contingent on undesirable behaviour,
individuals learn to systematically change patterns of behaviour. Avoidance learning is not a strategy of punishment. We learn to watch for traffic when crossing streets to avoid accidents, and we learn to bundle up on cold days to avoid cold and cough.

Punishment or coercion is not implied in any of these actions. In work environments, training, safety warnings, orientation sessions and counseling help alert employees against negative consequences of undesirable behaviour.

(iii) Extinction. There is withdrawal of all forms of reinforcement to remove or extinguish undesirable behaviour. For instance, a disruptive employee who is punished by his supervisor for his undesirable behaviour may continue the disruptions because of the attention they bring. By ignoring or isolating the disruptive employee, attention is withheld and possibly also the motivation for fighting.

(iv) Punishment. This tool is used when an unpleasant or undesirable behaviour needs to be reduced or eliminated. For example, a worker’s wages may be deducted if the quality of goods produced is of substandard.

(C) Motivational Drive Theory:- They believe that the internal drives (market leadership, ambition, better quality of life, etc.,) motivate an individual to work. Drives could be either inborn or learnt. But there must be a linkage between organizational goals and the individual needs. Thus, motivation consists of the following stages
forming what is called a ‘motivational cycle’ which can be understood by

(i) A driving state.

(ii) The goal directed behaviour initiated by the driving state.

(iii) The attainment of an appropriate goal.

(iv) The reduction of the driving state and subjective satisfaction and relief.

(v) Building up of the driving state again after sometime.

6.5 FACTORS AFFECTING MOTIVATION

Motivation is concerned with those factors which energize, directs & sustain human behaviour. A comprehensive theory of motivation at work must address itself to at least three important sets of variable, which constitute the work situation. First some consideration must be
given to the characteristics of the individual; second some thought should be directed towards the behavioural implication of the required job task, and third some concern should be shown for the impact of the larger organisational environment. Thus there are three variables:

- Individual characteristics
- Job characteristics
- Work Environment characteristics

1. **Characteristics of the individual**

The natural starting point for any theory of motivation is the nature of individual himself. We are concerned here with what the employee brings to the work situation. Considerable research Atkinson & Broom (1964) has demonstrated that difference in individual can at times account for a good deal of the variance, in effort & performance on the job. When we examine the factors comprising the motivational force equation we must ask how large an input is made by these variations within people themselves.

At least three major categories of individual differences characteristics have been shown to affect the motivational forces. Their three characteristics are: (a) Interest (b) Attitudes (c) Needs

**a) Interest** - Interest refers to the direction of once attention. It appears likely that the nature of an employee’s interest would effect both the
manner and the extent to which external stimulate like money would effect his behaviour. Consider the example of two people working side by side on the same job and earning identical salaries. Person ‘A’ is highly interested in the work, person ‘B’ is not. In this example person ‘A’ can be seen as self motivated to some degree because he/she pursue a central interest in his/her work and we would expect this person to derive considerable satisfaction from the activity.

If person ‘A’ were offered a pay raise to take a less interested job he/she would be faced with making a decision of weather to keep the more interesting job or to earn more money and it is not inconceivable that the intrinsic reward of the present job would be motivation enough not to except the transfer. Know person ‘B’ however, who is not interested in the work has no such conflict of choice in our example. There is no motivation to stay on the present job and the added income of the new job could be a strong incentive for change.

(b) Attitude - Attitude or beliefs may also play an important role in the motivation to perform. Individuals who are not satisfied with their job, with their supervisors or many/any number of things may have little desire to put forth much effort. Several theories of motivation have given the notion of attitudes as they relate to performance behaviours at work. Kurman (1970-71) has proposed a theory of motivation centering on once attitude about oneself. If employees see themselves a failure on the job, they will not put forth much effort and their resulting
performance will probably be poor. Such type of action will then reinforced the negative self image.

Two important points can be made here -

1) Various attitudes can play an important role in motivational force to perform.
2) There is some specific managerial strategy to improve employee effort.

The manager should attempt to modify the employee self image.

(c) Needs - A need may be defined as a internal state of disequilibrium which causes individual to pursue certain course of action in an effort to regain internal equilibrium. For example - Individuals who have a high need for achievement might be motivated to engage in competitive acts with others so they can win, there by satisfying this need. The theories of Maslow, Mc-Clelland & Atkingson use this concept of needs as the basic unit of analysis.

2. Characteristics of the job

The second set of variables to be considered when viewing the motivational process involves these factors relating to the attributes of an employee/individuals job. We are concern here what an employee does at work? How much feed back is provided? Does the work of intrinsic rewards?

Such type of factors has been shown in many researches by the different researchers to be strongly related to an individual employee
desire to perform well on the task. Herzberg was one of the first theorists to argue in favour of job enrichment as a mechanism for increasing both performance and job satisfaction in summary then our conceptual framework points to the nature of job attributes or characteristics as a major concern that must be taken into account when developing a comprehensive theory of work motivation.

3. **Characteristics of the work environment**

The final set of variables, our analytical framework that appears to be relevant to the motivational process in concern with the nature of the organisational set up/climate/environment.

Work environment factors can be divided into two major categories –

(1) Those associated with the immediate work environment (work group).

(2) Those associated with the large problem organisation wide action.

Both categories however focus primarily on what happen to the employee’s at work. In the first category there are two major factors which effort works behaviour-peers and supervisor. Roethlis Eger and Dickson (1939) indicates that peer group influence can significantly influence an employee’s effort.

The second major category or work environment variable organisation wide actions are concerned with several factors which are common throughout the organisation and are largely determined by the organisation itself. Such factors would influence both system wide
rewards (like fringe benefits) and (such as overall salary system & a location if status.)

Since motivation is the inner state of mind and mind of any human being is influenced by many factors. Thus those factors that influence the state of mind are also responsible to influence motivation. The managers of today’s organisations should have technical skills as well as they must also aware of psychological treatment for workers.

In a layman’s language we can say “Today’s manager should be a Human Engineer”. In an organisation there are many factors, which influence motivation. They may be short listed as follows: Job satisfaction, performance appraisal, remuneration, promotion policies, incentives, quality of work life, interaction among employees, communication, quality of work life, companies image.

There is a common complaint in modern industry that some of their employees have capacity to work “but they do not will to work”. This shortcoming reveals itself most prominently in the failure of workers to make full use of their capacities in maintaining and raising the standards of organisations. One most common claim against modern industry is that it has made the work full and spiritless. Though the coming of the machine age, it is said, the workman has lost his joy in production.

Consideration of human experience in the job satisfaction of needs, wants and desires show that “Motivated behaviour may move forward
smoothly to its goal or it may encounter obstacles are sometimes readily surmounted, permitting satisfactory gratification of the desire. In other instances some degree of compromise or indirection provides a way out. However more or less persistent frustration occurs, accompanied by various partially successful adjustments”.

It is apparent from above quotation from Kornhauser, Some thing is needed to understand why people behave in a certain way or why they fail to behave in a certain way. It is necessary to know something about the processes involved in setting goals. Consideration must be given to the influence of barriers to achievement, whether these are actual obstacles existing in the real world or psychological states in the individual which in one way or another interfere with the release of internal tension and the satisfaction of basic needs or wants.

6.6 CHARACTERISTICS OF MOTIVATION

An analysis of the above definitions will reveal the following characteristics of motivation –

(i) **Motivation is a personal and internal feeling.** Motivation is a psychological phenomenon which generates within an individual. Motives are the energetic forces within a person that drive him to action.

(ii) **Motivation produces goal-directed behaviour.** Motivation is a behavioural concept that directs human behaviour towards certain
goals.

(iii) **Motivation is a continuous process.** Human needs are unlimited. Therefore, motivation is an ongoing process.

(iv) **Motivation is complex.** Individuals differ in their motivation. Different people seek different things or they work for different reasons. Human needs and motives are varied and they change from time to time. Human motivation is partly logical and partly emotional.

(v) **Motivation is system-oriented.** Motivation is the result of interplay among three groups of factors: (a) influences operating within an individual e.g., his goals, needs and values, (b) influences operating within the organisation, e.g., organisation structure, technology, physical facilities and nature of the job, etc. and (c) forces operating in the external environment, e.g., culture, customs, norms, etc., of the society.

(vi) **Motivation can be either positive or negative.** Positive motivation implies use of pay, incentives, etc., to satisfy human needs while negative motivation emphasizes penalties, e.g., reprimands, threat of demotion, fear of loss of job, etc.

(vii) **Motivational is different from job satisfaction.** Motivation is the drive to satisfy a want and it is concerned with goal-directed behaviour. Satisfaction refers to contentment experienced after the satisfaction of a want. Motivation is the process while satisfaction is the outcome or consequence.
6.7. REVIEW OF LITERATURE

Geary, D. C. (2005), Motivation is a reason or set of reasons for engaging in a particular behavior, especially human behavior as studied in psychology and neuropsychology. The reasons may include basic needs (e.g., food, water, shelter) or an object, goal, state of being, or ideal that is desirable, which may or may not be viewed as "positive," such as seeking a state of being in which pain is absent. The motivation for a behavior may also be attributed to less-apparent reasons such as altruism or morality.

Wiktionary (2003), Employee motivation is the psychological feature that arouses an employee to behave in a certain manner for accomplishing certain organizational goals. It is imperative for the organization to enhance motivation level of the employees in order to bring out the best in them.

Sweet, Guthrie & Ng, (1998), motivation means (noun) -
1. Willingness of action esp. in behavior
2. The action of motivate, motivating.
3. Something which motivates.
4. A reason for doing something.

Geen (1995), suggested that motivation refers the initiation, direction, intensity and persistence of human behavior.
Mullins (1993), “Motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfils some need or expectation”.

Luthans (1989), “Motivation is a process that starts with physiological or physiological deficiency or need that activates behavior or a drive that is aimed a goal or incentive”.

Gray and Strake (1988), “Motivation is the result of processor, internal or external to the individual, that arouse enthusiasm and persistence to pursue a certain course of action”.

Dalton E. McFarland (1974), “Motivation refers to the way in which urges, drives, desires, aspirations, strivings or needs direct, control or explain the behaviour of human beings”.

Rao (1972), “The work motivation which is basic ingredient of effective organisational behavior is determined by the totality of organisational structure and climate on the one hand and what employees being with them to the organisation on the other. Their expectancy, need system, and response dispositions interacts with the organisational variables in terms of roles, the way they formulated, prescribed, and played. The resultant overtime is the work motivation”.

Berelson and Stonier (1964), “A motive is an inner state that directs or channels behavior toward goals”.