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Chapter III

Motivation

3.1. Introduction:

The term Motivation is concerned with motives of the people-by what they are moved and activated to achieve their goal. Motivation has different meaning and perception to different people; as an incentives to work, to achieve goals, desire to possess something useful, drives to come forward for outstanding performance, willingness to reach at a certain level and so on. Motivation is always directed towards achievement of high levels of work. It is the process of arousing action, sustaining activity in progress, regulating and directing pattern of activity through energy transformations within the tissues of the organism.

The term Motivation has been derived from the Latin word ‘Movere’ which means to move. It is the spirit of the people which is ignited by something, such as a gesture, action, message, appeal and so on. “Motivation is a general term applying to the entire class of drives, desires, needs, wishes, and similar forces”. (1) Generally there is a varying degree of self-realization, spirit and power among different people and accordingly motivational factors have different degrees of impact upon them. People are motivated by certain situations and actions. “Motivation is the result of the interaction of the individual and the situation”. (2) Some situations and actions are more interesting and highly inspiring than others and they are used for motivational purposes.
In a business organization for instance the job, managerial relationship, reward system, performance appraisal, satisfaction of employees and harmonious relations are the core components of motivation. Motivational factors are viewed from the angles of individual characteristics, supervisory factors, organizational factors, external factors, and so on. It is the ignition point that moves an individual to perform better and achieve some goal.

3.2. Meaning Of Motivation:

Motivation has been studied and defined by different authorities in different ways. Some of the widely accepted definitions are presented hereunder:-

1. According to E F L Brech “Motivation is getting the members of the team to pull weight effectively, to give their loyalty to the group, to carry out properly the activities allocated and generally to play an efficient part in the purpose or task that the organization has taken”.

2. According to Michael J. Lucius, “Motivation is the act of stimulating someone or oneself to get a desired course of action, to push the right button to get desired action”.

3. In the word of Dalton E. McFarland, “The concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate which compels him to act
or not to act in certain ways”.

4. William G. Scott defines motivation as “a process of stimulating people to action to accomplish desired goals”.

5. As per the definition of Edwin B. Flippo, “Motivation is the process of attempting to influence others to do your will through the possibility of gain or reward”.

6. Dale Beach says “Motivation can be defined as willingness to expand energy to achieve a goal or a reward”.

7. According to Robert Dubin “Motivation is something that moves the person to action, and continues him in the course of action already initiated”.

8. The definition given by Bernard Berelson and Grary A. Steiner "A motive is an inner state that energizes, activates or moves and directs or channels behaviour towards the goals."

9. S.P. Robbins has defined the term Motivation as “the willingness to exert high levels of effort toward organizational goals, conditioned by the effort and ability to satisfy some individual need.”

The different views of experts have the essence that it is a process that involves the creation and sustenance of the desire to work for certain goals among the people in the organization. It is an inner condition of people which energizes people to work hard. “A motive is
an inner state that energises, activates, or moves and that directs behaviour towards goals.” (3) It is used to direct employees to achieve goals in the right perspective. In an organization context it has two aspects; the knowledge of the human needs or motives for work and secondly to inspire the employees to do their best towards the goals of the enterprise. Employees are interested in satisfaction and the organization aims at achievement of the organizational goals. Motivation for achieving organizational goals tries to provide maximum satisfaction to employees by fulfilling their desires, needs and wishes.

**3.3. Motives, Needs and Drives:**

Psychologists use a variety of terms to describe the determinants of behaviour. Among the terms used are motives, instincts, needs, drives, urges, incentives and goals. This creates some confusion since very often they are used in a loose way. We never see a motive but we only infer one after observing what a person does. We then try to see how the motive is related to the goal. The motive that impels an individual is hidden within and we simply try to guess the motive. “Motives apart from functioning as behaviour arouses, directs the behaviour and make the organism seek specific goals.” (4) A student staying in a college hostel committed suicide. Even the roommates were puzzled. They could not predict the motive earlier; it is only after the event, that the friends are trying to guess the motive behind the overt behaviour. Then somebody from the family or the college or the hostel says, ‘I wish I had known it earlier.’

**Motive:**

A motive is a state in which an individual regulates his behaviour under certain circumstances in relation to a goal. A
motive therefore, can be a conscious or unconscious state arising out of a need or drive that will initiate some action. The necessary elements in a motive are:

(i) Need or drive which initiates action.
(ii) Behaviour is directed towards some goal.
(iii) The activity comes to an end after the attainment of the goal.

Need:

The term need refers to a condition of lack or deficiency in the organism. Thus, there may be a lack of food or water or air or optimum temperature. These needs produce in the body a physiological state demanding satisfaction. Thus, the need for food creates a state of hunger, which drives the individual. Hence need for food gives rise to the hunger drive. “Human behaviour results from a felt need. A perceived need creates a tension, i.e; motivating force, and this tension leads to some activity which in turn achieves the goal and there is a reduction of tension.” (5) Needs may be physiological or psychological such as need for security, need for success, etc.

Drive:

This term is used when there is some tension on account of our bodily needs. Thus, hunger and thirst are the drives when there is the need for food and water. Drive is a tendency initiated by shifts in the physiological balance within the body. The individual is restless because of the drive. This drive leads the organism to general activity. Drives are the sources of energy. When the individual gets food, there is a drive-reduction or need satisfaction. “Drive is a shape of tension or arousal
produced by a need. It is an energizing force for random activity.” (6) When an infant is hungry, the hunger-drive increases tension and the infant becomes restless. When the infant is fed by the mother, there is reduction in the drive and the need is satisfied. Drive-reduction is now associated with the mother and milk. On another occasion, the infant will try to satisfy the need through its mother. Thus, the behaviour of the infant gets a direction. Hence, we may say that motivated behaviour is goal-directed and goal-oriented behaviour.

The terms `need' and `drive' are closely related. The term drive is generally used in the case of biological motivation such as hunger, thirst, sex, pain, fatigue, etc. But in the case of social motivation the term ‘need’ is used.

**3.4 Basic Model Of Motivation**

Motivation deals with human psychology and based on need which is a feeling of lacking something. The feeling in an individual stimulates the drives to satisfy the need. The drives also lead to ways of satisfying the needs. The human beings achieves goals and that reduces the tension and provide satisfaction to individuals. The process of feeling something lacking and the feeling of satisfaction is a iterative process, as the human needs and wants are unending.
The Motivation Model presents a detailed view of the different factors and their interplay. A feeling of having something or need creates physiological and psychological imbalances which create tension in the mind of the individuals. The individuals’ drives are energized and activated to find satisfaction through goal achievement. “Drives are strong feelings of deprivation which target certain goals. They lead to action and provide energy for achievement. Drives lead to looking for the proper action which will provide satisfaction.” \(^{(7)}\) The sense of satisfaction and the achievement reduces tension and restores the physiological and psychological balance. Human need creates a state of disequilibrium in the behaviour of an individual. An individual will search for the proper behaviour for getting satisfaction. The capacity of an individual to deal with the need vary from person to person. It depends on factors like education, background, experience etc.

**Figure 3.1. Motivation Model.**

**Source:** Mishra M N ‘Organisational behaviour’ pp.150
The financial and non-financial rewards and punishment are the satisfying tools. If one need is satisfied human being feels another need and he will search for the ways of satisfying the new need. If the needs are unsatisfied, the motivation cycle is repeated till the needs are satisfied. In motivation model environment is very important. “Motivation has drives which are based on the cultural environment in which the person lives. Environment and drives affect the employees' desires to work and their approaches to the problems” (8)

3.5. Characteristics Of Motives:

Motives are psychological processes having some specific characteristics presented hereunder:-

(1) Motives apart from functioning as behaviour arouses, directs the behaviour and make the organism seek specific goals.

(2) Every action or behaviour of a living organism is brought about by some type of motivation.

(3) Motives differ in number, type and intensity from person to person.

(4) Human beings are motivated by one or more motives or needs at a time.

(5) Motives are influenced by biological, psychological and sociological factors.

(6) Motives change according to the internal and external environments of the organism.

(7) Specific types of motives generally result in predictable patterns of behaviour. However, this may not hold true all the time. It is
quite possible that the same motive may induce different patterns of
behaviour in different people or in the same person on different
occasions. And same pattern of behaviour may result from different
underlying motives. It is rare that motives operate individually and
in isolation, as the human behaviour is often a result of the
simultaneous operation of several motives.

3.6. Types Of Motivation:

Motivation of an individual is the result of interplay of many
factors. It depends upon environments, opportunities, goals, individual
priorities, abilities etc. These motivational factors are categorized as
primary motivation and secondary motivation.

Primary Motivation:

The primary motivation drives are the basic needs of human
beings. These drives are physically attached to people. It is basically
related to human needs for psychological satisfaction and they are
unlearned and natural relating to physiological needs. “Physiological
needs dominate human desires, and these have to be satisfied before
higher order goals can be pursued.” (9) The primary motivation is of a
general type, which is naturally felt by the individual. They are
competence motives, curiosity and affection. These primary motivational
drives use manipulation and activity to achieve satisfaction i.e.; fulfillment
of basic human needs. The important primary motives are competence,
curiosity and affection.
**Competence motives:** Human beings interact with the situation and environment in different ways. The capacity of human being to interact with the environment is termed as competence motives. Competence to act, interact and counteract with the environment is the basic foundation of primary motivation. People try to have control over the environment or behave sensitively within the given environment. The competence motives vary with age, sex and education. Based on these competence motives, some employees prefer rough and tough jobs; others like to work on sophisticated machines while yet others feel happy with table work. F W Taylor considered the competence aspect of individual and propounded his theory of scientific management.

**Curiosity motives:** Curiosity is the prime mover and the basic instinct in human being. It is starting point of human action for any search and discovery. It inspires people to adopt a significant activity. Without curiosity, one cannot desire to learn and direct his activities. It is curiosity, which enable employees to learn new thing and develop new skills of performing job for higher productivity, gain and satisfaction. If the curiosity is not there, employees become dormant and sleepy and will not take interest in organizational activities, which will adversely affect the individual and the organisation as well.

**Affection motives:** Love and affection are part of human enjoyment, which motivates the employees. People work because they want to support their families. If their family needs are fulfilled, they are inspired to work hard. Love and affection is a natural instinct and it can work as driving force for working hard.
Human needs: The basic and most natural primary motives are human needs. People work for satisfying individual and family needs of hunger, clothing, housing, education, etc. No body will work if the basic needs are not satisfied. Primary needs such as the need for food, water, air, comfort, shelter and safety are the prime motivation needs.

Secondary Motivation:

The Secondary motives are other than competence, curiosity, affection and human needs. They are learned and realized as a result of development. “These motives are closely tied to the learning concept. Such motives are for power, achievement and affiliation.” (10) As the society progresses the shape and form of secondary motives get changed. As human beings develop and learn many new ways of satisfaction and comfort, secondary motives crop up, which prevail in a cultured and educated society. Secondary motives do not remain secondary but become essential due to becoming of the integral part of their life. They become prime movers of developed people, because it is natural to feel these needs. The secondary motivation may be achievement motivation, affiliation motivation and power motivation.

Achievement motivation: Achievement is one of the most important movers of human behaviour. People work for achieving something, which satisfies the feeling of deficiency or lacking in them, as people are achievement oriented. Many psychological tests have revealed the levels of achievement motivation. Employees may be
classified as high achievers and low achievers. The high achievers do not importance to material rewards rather they are more interested in work and achieving the target. They find achievement an intrinsic satisfier. They believe in work only and care little about the results and rewards. They are preoccupied with their work until the work is completed. They do not leave any work unfinished. However, high achievers are divided and live alone. They like peace and solitude. They are realistic, aim for excellence and show good behaviour. The low achievers are pessimistic and do not bother about goals. They prefer to work for rewards and results and not for job satisfaction. Their attitude is indifferent towards the organisation.

**Affiliation Motivation:** People like to be recognized by the society in which they live and work. Employees feel happy when they are complimented for work done or services rendered. “The need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people.” (11) Such persons are satisfied while being in the company of friends and a large number of people. They are social and get mixed with people early. Persons having affiliation attitudes are in a better position to manage their employees. The employees also enjoy working with an affiliation-oriented manager, because the latter easily assigns tasks. Affiliation motives are important for group dynamics.

**Power motivation:** People are attracted by post and powers. They desire power in order to influence others. Power oriented people are generally management-oriented and they prefer the institutional power
to be used to influence the behaviour of employees and to maximize the productivity.

3.7 Importance of Motivation:

Motivation contributes to a large extent to organizational efficiency. In the absence of motivation, organization will stand still. All organizational facilities will go waste in the absence of motivated people. The tone of an organization is a reflection of the motivation from the top. “If we compare management with driving, while the organisation is the vehicle than motivation is the power or fuel that makes the vehicle moving.”

The motivation being the power and fuel occupies the most important position in the organisation set up. “Motivation is an effective instrument in the hands of a manager for inspiring the work force and creating confidence it. By motivating the work force, management creates ‘will to work’ which is necessary for the achievement of organizational goals.”

The absence of motivation will not run the organisation. A brief review of the importance of motivation is presented in the following paragraphs: -

1. **High Performance Level:** Positive motivation makes people willing to do their work in the best way they can and improve their performance. Workers will tend to be as efficient as possible by improving upon their skill and knowledge. In a study by William James, it was found that motivated employees worked at close 80-90 per cent of their ability. Thus motivation will result in increased productivity. The wastages and scrap will be reduced.
2. **Utilization of Factors of Production:** Appropriate and full utilization of factors of production is possible only through motivation of workers.

3. **Low Labour Turnover and Absenteeism:** Motivated employees stay in the organization and they do not entertain the thought of leaving the job. This saves expenditure and loss caused to the organization due to heavy labour turnover and absenteeism. As the employees stay in the organization, they contribute to the progress of the organization.

4. **Workers Co-operation:** It is the general tendency of workers to resist the changes required to be introduced in the organization due to changes caused in society. But if the workers are motivated, they accept, introduce and implement these changes in the interest of their organization. They try to co-operate voluntarily with the management and are prepared to contribute their maximum towards the goals of the business.

5. **Good Industrial Relation:** Motivation creates good relations between the workers themselves as also between the workers and the management. As a result, the number of complaints and grievances come down. This results in smooth working of the organization. This develops the sense of co-operation.

6. **Overall Development:** The optimum utilization of resources in a motivated organisation benefits all the stakeholders and it also leads to overall development of the organisation, region and the nation.
3.8. Motivation and Motivators:

Motivation being related to human behaviour, there is no one and universal device to motivate everyone. What motivates people is totally, situational and since individuals differ in every respect, it is not possible to motivate them by a single method. Hence, motivation is an art rather than a science. “Motivation is a leadership function to inspire, encourage and impel people to take required action. The skill of motivating the people is the life-blood of an organisation.” (14) A manager has to motivate employees to achieve higher productivity. As there is no single motivation factor for all for all times, different drivers or satisfiers are used by the motivators for different people in different times.

1. **The job:** A person must like and enjoy his job. Then only he can be motivated. If a person is happy with the job, he is committed to goal achievement and does not mind working late hours. His morale is high and his efficiency will also be on a higher side.

2. **Recognition:** If an employee is given proper recognition, his morale is high and it can be boosted further. It gives a worker a feeling of worth and self-esteem. It is a human nature that, he is happy when his work is appreciated.

3. **Achievement:** A goal achievement gives a great feeling to the worker. The goal must be challenging. It must require initiative and creativity. There must be opportunities for meaningful achievement.
4. **Responsibility:** If a person is entrusted with higher level of duties, he becomes more responsible. He can be motivated more. A person feels happy when he is considered a man of integrity and intelligence. Higher responsibility keeps him satisfied.

5. **Growth and advancement:** These factors are inter-related and have a positive impact on motivation. Job promotions, higher responsibility, participation in decision making process and other benefits are good motivators. They add to the dedication and commitment of employees.

3.9. **Motivation Process:**

Motivation is an internal process that activates, guides and maintains behaviour over time. “It is a process or cycle aimed at accomplishing some goal.” (15) The process includes driving state, Goal oriented behaviour, attainment of goals and the satisfaction or relief. Motivation provides an activating thrust toward reaching a goal. A drive is a state of tension or arousal produced by a need. It influences human behaviour directed at achieving of the goal and as soon as it is met it reduces a drive and the organism stops being active.

![Figure 3.2. Motivation Cycle](image-url)

*Figure 3.2. Motivation Cycle*

*Source: Thakkar P & Others Psychology. pp48*
If a person is hungry he tries to obtain food, when he eats food, he feels satisfied and gets relief. Thus the process from arousal of a motive till the attainment of goal, which results in satisfaction and relief, is called as ‘motivational cycle’. It begins with feeling of need and ends at satisfaction of that need. When an internal driving state is aroused, the individual is pushed to engage in behaviour, which will lead to a goal that reduces the intensity of the driving state.

This state is pleasurable and satisfying. The cycle consist of a driving state-set in motion by bodily needs, environmental stimuli, the goal directed behaviour initiated by the driving state, the attainment of the appropriate goal and the reduction of the driving state and subjective satisfaction and relief when the goal is reached. After a time, the driving state builds up again to push the behaviour. A person feel satisfied after eating food, but after few hours, he will again feel hungry. It is a natural phenomenon that human beings have unlimited and unending needs. Thus the process of motivation is circular. “Motivation is process that accounts for an individual’s intensity, direction, and persistence of effort toward attaining a goal.”

3.10. Motivation and Incentives:

Incentives to employees are considered to be the most important motivator.” The term incentives mean an inducement, which rouses or stimulates one to action in a desired direction. An incentive has a motivational power.” It leads to change in behaviour and it stimulates
an individual to enhance performance. Incentives are the attractions for the employees for achieving some goal. “Incentives are the objects which are supposed to satisfy needs and improve the work performance.”

(18) The management tries to motivate employees by offering different types of incentives. “The incentive aspect of pay can be used to secure the desired conduct from employees.” (19) Broadly the incentives may be classified as financial and non-financial incentives.

**Financial incentives:**

The financial incentive or reward is still considered as the important influencing and motivating factor for employees. Money is an important motivator, which may be in the form of wages and salaries, bonus, retirement benefits, medical reimbursement etc. Money plays a significant role in satisfying physiological and social needs. It is recognized as a basis of status, respect and power. Financial incentive is the most original of all the incentives and its importance cannot be overlooked. The nature and the type of work depend largely upon the amount of pay a worker receives. It is by virtue of monetary incentives that the workers can satisfy their fundamental requirements of food, clothing and shelter, according to their will. Money in their purse creates a sense of security and confidence. On the other hand, they can satisfy their requirements as also the requirements of their family members and other dependents when there is cash in hand.

A worker contributes his ideas, time and efforts. The recognition and acceptance of his ideas, his payment for time, which he spends on the job and his extra efforts, enable him to earn incentives.

The management introduces different schemes of incentives after giving due consideration to productivity, efficiency of workers,
organizational objectives, economic and financial position and the overall business environment. “The application of monetary incentives can be put into two headings: (a) Schemes which are purely related to effort and make additional remuneration variable with the rate of production like piece rates, etc., (b) Schemes of more general nature which takes a broader view like merit rating, etc. Further, the incentive scheme could be either: (i) for an individual or (b) for a group where employees in a group share the earnings with each other.

The main features of individual and group systems of payments under incentive plans are:

a) Time rates
   - at ordinary level
   - at high wage level
   - at graduated time rates, etc.

b) Piece rates
   - straight piece rates
   - piece rates with guaranteed rates,
   - differential piece rates, etc.

c) Bonus system
   - Individual bonus system

d) Indirect monetary incentives
   - profit-sharing
   - co-partnership
   - subsistence allowance expenses.”

Time rates at ordinary levels:

The time rate is the most common method wherein the output is not a yardstick. This system is easily understood but offers no incentive to increase production. Employer takes all the loss or gain resulting from the fluctuation of the workers’ output. Minimum rates fixed by the trade unions, chamber of commerce, etc., are based on time rates.

Time rates at high wage level:

This is a variation of time rate system in which the worker is paid at
a wage rate, which is higher than the rate prevailing in the area or industry. The basic purpose is to provide incentive in order to enhance the output. The worker has to give a very high performance if he is to retain his high time rate.

**Graduated time rates:**

This is also based on time rates system. This system provides for variation in the wage rate according to changes in the cost of living index. The rates adjusted periodically according to index. This is useful in inflation times and the example of the same is dearness allowance to the employees.

**Straight piece rate:**

This system makes the quantity of work as the basis of wage payment. A fixed sum per unit produced is given regardless of time taken. These rates are applied only to those jobs, which are measurable.

**Piece rate with guaranteed rates:**

Under this system some minimum wage is guaranteed to the worker. If the wage at piece rates happens to be less than the guaranteed minimum wage, he is paid the minimum wage and not the piece rate. On the other hand, if his earnings at piece rate exceed the minimum wage, he is paid at piece rate.

**Differential piece rates:**

In this system the rates of wages vary at different levels of output. As the output increases, the rate also increases. It may be proportionate to
the increase in output.

**Individual Bonus System:**

It is an incentive method or plan provides a system of wage payment, which offers an inducement in the form of a bonus to encourage workers to maintain high levels of output. The main difference between the numerous bonus systems is that the bonus in terms of money arising from the worker’s improved production is shared between the employer and the worker. Under this system, the basic time rate is guaranteed and hourly rate of the worker increases but not in proportion to production. There are numerous bonus schemes and the only difference among them is the method of calculation.

**Indirect monetary incentives:**

In addition to direct monetary incentives there are different indirect schemes of incentives like Profit sharing, subsistence allowance expenses, medical facilities, etc.

**Non-Financial incentives:**

In order to infuse enthusiasm in a worker for greater and better work, non-monetary incentives have a distinct and significant role. “Management in addition to the financial incentives provides non financial incentives to motivate people in the organisation.” (21) There are various forms of non-financial incentives. Some of the most common are as below:

1. **Job Security:** It is the psychology of every worker that he should not only get a fixed amount of ‘fair’ wage or salary after a fixed period, but also his job should be safe and secure. There should be
no risk of retrenchment, demotion or termination. It is a common experience that the danger of losing the job leads to a decrease in production; on the other hand, productivity is naturally high in those concerns where the workers have a feeling of job security.

2. Recognition: People like to receive recognition for the work done. A word of praise and recognition creates wonders and it can be used as a useful tool of motivation.

3. Participation: This is an important motivation tool. There are various names to this concept such as ‘democratic management,’ ‘bottom up management,’ ‘workers’ participation in management,’ ‘consultative supervision,’ ‘workers’ share in decision-making,’ etc.

“ A participative process that uses the input of employees to increase their commitment to the organisation’s success.”(22) The participative management is very useful tool of motivating employees to higher performance.

4. Pride in the job: Many people do have the desire to feel pride in accomplishment. There are different techniques used develop pride in work. Like pride in accomplishment can often be elicited by praise and special recognition. Pride in the company or organization is a much more nebulous concept. Good products, dynamic leadership, fair treatment, service to the community, ethical conduct and many other things serve to stimulate an employee’s pride in his company.

5. Delegation of responsibility: Delegation of the rights and obligations to execute a given task often proves to be a strong motivating factor. It stimulates the workers to show better results.
6. Other incentives: Other incentives include many schemes such as quick promotion, provision of facilities for technical training within the concern, sending select employees for training in other technical institutes within the country as also abroad, provision of labour welfare amenities, etc.

**Fringe Benefits:**

Fringe benefits are paid in addition to regular wages. It is a labour cost paid in addition to the regular wage or salary for time worked. A fringe may accrue from company policy, a bilateral agreement, or legal requirements. It may take the form of monetary payments, services, privileges, benefits or awards. It represents pay for hours not worked or extra pay for hours worked. It is a labour cost for which no tangible return may be apparent to the employer, but which is in turn provides the employees with extra pay, added security, or more desirable working conditions. This is also an important motivation tool.

The fringe benefits are given to promote better employer-employee relations, employee loyalty to the company, employee welfare, high morale among the employees, economic security to the employees, provide a congenial work environment, employee health and safety and to promote team spirit and employee identification with the company. However, it is human nature that these benefits are considered as not important and of routine nature. “Fringe benefits like provident fund, free medical treatment etc. do not generally motivate an individual. This because, after some time, these are taken for granted. At the most they may generate loyalty towards the organisation. This is because such benefits, unlike commission, are not directly dependent on increased production or
3.11. Theories Of Motivation:

There are number of theories presented by different experts and authorities on the subject. The concept of motivation was present in early civilization also. It is a very old phenomenon. We may classify the theories of motivation into Early Theories, Contemporary Theories and Integrating Theories.

**Early Theories:**

In ancient times people were living in groups and groups. Thus motivation was present in form or another even in those days. The people cooperated with each other in joy and sorrow. Group behaviour was seen in a developed form at that time. However, individualism started and the group form disintegrated. Individual behaviour was mobilized to achieve the group goals, for which several theories where developed in the early twentieth century. Theory X, Taylor's theory of scientific management, human relation movement, Theory Y and Maslow's need hierarchy were developed in the early history of management.

3.11.1 Theory X: Theory X is the oldest theory of motivation wherein people are considered to be unwilling to work. This is the most primitive approach to human behaviour. Theory X considers that the employees are unwilling to work because they are lazy and non-ambitious. They work only when they are forced to work. This theory predicts that employees avoid work as far as possible. They try to avoid the sharing
responsibilities and power. Theory X assumes that, workers would work only when forced to do so through ruthless exercise of managerial authority over them. The theory suggests that work must be done through coerced, controlled and threatened methods. There is no place of seeking workers co-operation at any level and workers are exclude from the process of managerial decision making.

McGregor in his book “The human side of the enterprise” has discussed sharply two opposite concepts of management for motivation of human behaviour. This is called as Theory X and Theory Y. He suggested two distinct views of human beings, one negative known as the Theory X and second positive known as Theory Y. The Theory X believes that people dislike work, they are lazy, dislike responsibility and are less ambitious and they will work only when they are be coerced, controlled, directed or threatened with punishment. The assumptions of Theory X are –

a) Lack of inclination to work
b) Fear alone can force action
c) Inbuilt dislike for responsibility
d) Living off others
e) Obsession with security
f) Money alone can make people work.
g) Labour only a factor of production
h) Authority synonymous with control
The approach of Theory X towards human factor is negative. The pressure and coercion are the effective means of supervising and controlling workers. The decision making rests with the management only and workers have no role to play in management.” Theory X notions will be one in which there is close supervision and control of subordinates and high centralization of authority. Leadership in such an organisation will tend to be autocratic, and workers will have very little (if any) say in decisions affecting them. The climate in Theory X organisation tends to be impersonal and the theory suggests carrot and stick approach to motivation.” (24) Many people argue that the traditional ‘carrot-and-stick’ method of motivation still works today. The carrot has been money, and the stick has taken the form of physical, financial or social punishment.” (25)

3.11.2 Theory Y:

Theory Y is based on positive and optimistic side of human nature. It is exactly opposite to Theory X. Theory Y keenly emphasizes active partnership and co-operation between workers and management so as to accomplish the objectives of the organisation. Theory Y is an invitation to innovation. It stresses democratic and participative leadership where a manager will be more of a coach and counselor, less of a commander, supervisor or judge. The assumptions of Theory Y are: -

a) Work is reward in itself

b) Inherent sense of responsibility

c) Recognition
d) Sense of insecurity may cause aversion to responsibility

e) Financial reward not the only inspiration

f) Decision making ability not the monopoly of a few

g) Democratically inclined in practice

Theory Y advocates an active participation and involvement on the part of workers in planning, organizing, direction and control of all activities of enterprise. This leads to developing sense of belonging among workers and they are motivated to perform better.

3.11.3. Scientific Management: F. W. Taylor believed that coercions couldn’t work for long as the permanent solution for the problem. Industry can survive and grow if employees are satisfied. He said that the basic factor of satisfaction was the monetary incentive, but the monetary award should be linked with productivity. He propounded the differential piece rate for motivating employees. Different piece rates are suggested for different levels of work. Taylor assumes that there are problems of insufficiency, workers devote less than their capacities, workers are afraid of retrenchment and workers are passive partners in industrial activities. He emphasized that managers can solve all these problems. It is the manager's responsibility to recruit a suitable person for a particular job. Workers should be adequately trained to perform the job efficiently. Employees’ wages should be linked directly to their performances. For the first time, Taylor assumed that employees could be motivated with positive actions. Employee efficiency would improve as a result of motivation, for which he has suggested the piece rate
wage system. Work design was also suggested to motivate employees. Money has been considered as an important instrument for motivating workers, as workers have several needs to satisfy. If pay is linked to productivity, employees work hard for getting more money. Scientific management has placed more responsibilities on managers who are responsible for getting work done through monetary motivation, work design and worker environment.

3.11.4. Human Relation Movement: After the scientific Management came the human relation movement. Management is the profession, which deals with human being. While working with the employees at the workplace, the management has to develop human relations. The human beings should be treated as human beings and should not be considered as machines. Money is not the only factor of motivation. Human treatment of employees makes them more productive. Many employees do not require any supervisor to impose work. Such types of employees should be identified and given proper treatment. These high performance individuals will be pacesetters to other lazy and dominant employees. Employees should be given opportunities for recognition, achievement and job satisfaction.

The human relation theory believes that humanitarian and personal relations motivate human beings. It suggests encouraging workers to participate efficiently in work functions and giving them opportunities of participation in managerial decisions. Workers should be given greater chances of participation. Group behaviour, interaction, recognition, job satisfaction and other human relations are exercised for the development of an organization. The flow of communication between the management
and employees is improved for developing a better understanding between them.

3.11.5. Maslow’s Theory of Need Hierarchy:

Abraham Maslow developed his model or theory of need hierarchy. It is most well known theory based on human needs. There are different needs for different persons, which thus require different types of motivations. Abraham Maslow has synthesized these problems and postulated a need hierarchy, while suggesting that a need if fulfilled easily will not be motivation. He classified all human needs in five levels. Maslow in 1943, suggested the need hierarchy. He has deducted his hypotheses based on three fundamental assumptions. Firstly, people's needs influence their behaviour. Unsatisfied needs act as motivators if fulfilled by management. Satisfied needs or need satisfaction, if routine, would not motivate employees. In an organization, where employees get a bonus as a routine and as a regular feature, bonus does not become the point of motivation.

The second assumption is that individual needs are arranged in order of importance, i.e. in a hierarchy. Thirdly, people advance to the next hierarchy of needs only when the lower needs are at least minimally satisfied. A worker likes to satisfy basic needs rather than satisfy his social needs. Similarly, a supervisor believes in safety rather than esteem needs.
Maslow has given five hierarchy levels of need; which are physiological needs, safety needs, social needs, esteem needs and self-actualization needs.

![Maslow's Need Hierarchy Model](image)

**Figure 3.3. Maslow’s Need Hierarchy Model**

**Physiological needs:** The basic needs of people are the physiological needs. People first try to fulfill their need for air, water, food, sleep, sex and other bodily needs. These are used as motivators till they are fulfilled. Once they are fulfilled, they do not remain important factors of motivation. Everybody works for first satisfying physiological needs. Managements use monetary motivation to actuate employees to fulfill these needs. However, once these needs are satisfied, or satisfaction of these needs becomes a regular feature, no one will remain motivated. This is the reason that many supervisors and managers are not motivated by higher pay. If pay is linked with production, lower class employees or low paid employees are motivated. Higher-class employees are not motivated with higher pay and perks because they have developed enough resources for constantly fulfilling their basic needs. People first like to fulfill their own physiological or basic needs. If a person’s own needs were fulfilled, he would like to fulfill the basic needs of his
family. Employees need salaries and wages, healthy working conditions, a canteen and other basic amenities at their workplace.

Safety needs: After fulfilling physiological needs the second level of need is safety. Maslow included safety after basic needs. He laid emphasis on emotional and physical safety after physiological needs are satisfied. People require protection against danger, threat and accidents. They require a good house to provide comfort to their families. Surroundings and atmosphere also pose problems of threat. People are becoming cautious about the increasing problems of pollution of air, water and the environment. If employees are given fresh air, water and hygienic work and living conditions, they will be motivated to work hard. Employees are also motivated if they are given permanent jobs. If not, they are unable to use their full capacities. People prefer safety, security, competence and stability after satisfying their physiological needs.

Social needs: After the needs of body and security are satisfied than social needs arise which include the need for love, affection and affiliation, friendship people for internal satisfaction, without caring for bodily satisfaction. The need for social recognition, sharing joy and sorrow, affiliation and interaction of people are included under social needs. People, who are developed unto a certain level, start feeling the need for affection, affiliation, acquaintances and friendship. Employees therefore like comradeship interaction with colleagues, a friendly boss, a compatible work group, professional friendship and group enjoyment. A developed organization has to provide all these requirements for motivating their employees, since they are not much influenced by a
basic salary, fringe benefits and a safe working place, because they have already acquired them.

**Esteem needs:** these needs refer to self-esteem and self respect. It includes self respect, recognition, performance, satisfaction, prestige and self-confidence. Esteem needs include self-esteem as well as esteem from other employees like autonomy, achievement, status, recognition and leadership. Generally, people are not unduly bothered about these factors because they have not reached this level of needs, because their lower needs are unfulfilled. However, if the lower level of needs are satisfied, people prefer to go up in status, ego-recognition, appreciation, following, self-esteem, self-respect and others contributions. Developed employees work for more than the allotted period; because they need job satisfaction, work achievement and responsibility. Money is not a motivating factor they need more appreciation and recognition.

**Self-actualization:** This level represents the culmination of all the lower, intermediate and higher needs of human beings. It is the final step under the need hierarchy model. Self-actualization is the highest level of needs where people want self-satisfaction. Since they have achieved all the four lower needs of life, nothing except self-satisfaction is left to be achieved. They need self-realization and self-recognition. The soul and universe become topics of realization for such people. They want to be outstanding persons and example setters. People prefer growth, achievement and outstanding performance. They like challenging jobs, creativity, advancement and achievement at their work places. Since employees have satisfied all their four needs, they search for new needs to be satisfied, which may
be learning new things and to work differently in a better manner. As they want to become innovative, creative and outstanding, they work harder and harder without caring for family and their own needs. Such types of persons rise above the body and soul. They work for the organization and society. Such types of people are very rare in society.

Abraham Maslow has suggested that if employees are to be motivated, their hierarchy of needs should be known and efforts should be made to satisfy that particular level of need. Maslow himself has separated these five needs into two divisions, lower order needs and higher order needs. Physiological and safety needs are known as lower order needs, whereas the other three needs, viz. social needs, esteem needs and self-actualization, are included under higher order needs. He has stated that lower order needs are satisfied externally, i.e. beyond his purview. Similarly, higher order needs are satisfied internally. It should be noted that these distinctions are not always applicable everywhere. According to the situation, place and time, Maslow’s theory of motivation is adaptable. The above five needs are again classified into primary needs and secondary needs. Primary needs are lower order needs, which include physiological and safety needs. These needs are the basic requirement of life, and are essential for survival of the human. They vary from person to person, age to age and sex to sex. Secondary needs or higher order needs are related to the mind and spirit rather than the physical body. They are social and physiological needs. Secondary needs are more impetuous and sensitive. Therefore, managements while motivating employees on the basis of secondary needs are very cautious.
Maslow's need hierarchy is based on lower need satisfaction in ascending order, from basic to complex, for motivational purposes. He has pointed out that needs if not satisfied will be an important point of motivation. Similarly, if unsatisfied needs which remain unsatisfied for a longer period will be factors of frustration conflict and stress. Employee behaviour will be negatively enhanced and may go beyond repair. These needs, therefore, should be satisfied as soon as they are realized, without losing their significance to motivation. Need realization should not take the shape of need deficiencies, as otherwise employees will develop defensive behaviour in the form of aggression, blaming others, movement and regression.

Needs are continuous and regular. They should not be looked upon from a discrete and full angle. No need is fully satisfied. Many offshoots of needs arise within the same level. This is the reason that all the five needs are always motivators. Maslows theory is widely accepted. “Unfortunately, however, research does not validate the theory. Maslow provided no empirical substantiation, and several studies that sought to validate the theory found no support for it” (26)

The Maslow’s model has been criticized on different grounds – the needs may or may not follow a definite hierarchical order. It may not be applied in all the time in all the places. In case of some people the level of motivation may be permanently lower and in that case this model may not hold good. The cultural differences and standard of living also affects the priority model. “ In India there is often an aversion to theoretical concepts. For example, some managers would claim that the need hierarchy concept and modern techniques like delegation of
responsibility couldn’t be practiced in the Indian context. As against this, there is management of dynamic organisation who do not subscribe to such a view.” (27) Despite all the criticism the Maslow’s Hierarchy Model has received wide recognition, particularly among practicing managers.

3.11.6. Contemporary Theories:

Contemporary theories developed after early theories pave the way for motivation. Contemporary theories are of recent origin. They explain the act of motivation. They consider real and practical factors of motivating people. Some of the important contemporary theories are the Hygiene Theory, ERG Theory, McClelland Theory, Cognitive Theory, Attribution Theory, Goal Setting Theory, Vroom’s Expectancy Theory, Equity Theory and the Reinforcement Theory.

3.11.7. Two Factor Theory of Herzberg - Hygiene Theory: It is also called as motivation-hygiene theory. The hygiene theory assumes healthy working conditions and congenial relationships. Hygiene factors help employees to maintain a level of working order. They are not dissatisfied due to the presence of hygiene factors. They do not turn negative and look for high and favourable factors. At this point, motivational factors are more effective. This theory explains that motivation is effective only when the unsatisfying factors are removed. In other words, hygiene factors should precede motivation factors. A psychologist propounded this theory. Frederick Herzberg, who explored the attitudes of employees towards their jobs under exceptionally good or bad conditions, points them out as job satisfaction and dissatisfaction.

The hygiene theory has two main considerations, i.e. hygiene factors and motivators. Herzerbergs labeled the job satisfiers motivator,
and he called job dissatisfiers hygiene or maintenance factors. Taken together the motivators and hygiene factors have become known as Herzberg’s Two factor theory of motivation.

There are three levels-satisfaction, neutral and dissatisfaction. Absence of motivators does not lead to dissatisfaction. Employees are carefree and neutral. The presence of motivators has a motivating impact, leading to the employee's satisfaction. Similarly, the presence of hygiene factors does not lead to satisfaction or dissatisfaction. It creates a mental state where employees are assessed in their original forms to pave them for motivation. Before providing motivation, employees should be brought to this level, as otherwise motivation will not be effective to achieve the goals. The absence of hygiene factors creates job dissatisfaction wherein employees work against the interest of the organization. Dissatisfied employees are liabilities to the organization. They feel distress, frustration, stress and disorders in the job. In the absence of hygiene factors, employees are dissatisfied. Management should know all those factors, which create dissatisfaction, because these factors are avoided for keeping employees in good position and retaining peace and trust. Hygiene factors avoid these dissatisfactions. This means that there will be hygienic conditions where the dissatisfactions are eliminated and prevented from recurring. The hygiene factors, which should be present, are good working conditions, salary, interpersonal relations and policies for safeguarding the interests of the employees. If these factors are present adequate, employees will be neither dissatisfied nor satisfied. They will achieve a neutral state of peace and favourable thinking
which is essential for motivating employees.

The Herzberg’s Theory has been criticized on certain grounds like methodology, limited sample comprising of engineers and accountants and there is an argument that some individuals are motivated by salary while others are not at all motivated by advancement of opportunities. “Despite some criticisms Herzberg’s Theory of motivation has stimulated discussion and further research into motivation.”

3.11.8. ERG Theory: Prof. Clayton Alderfer of Yale University, who did some empirical research and converted Mallow’s theory into the ERG theory, which indicates Existence, Relatedness and Growth (ERG), reworked Maslow’s Theory of need hierarchy. Existence needs are essential for survival, which is possible by satisfying physiological needs. Relatedness needs stress the needs of social and interpersonal relationships. Growth is related to the development needs of people.

Existence: People need to exist, which is possible by providing basic materials. It includes the needs of air, water, food, shelter, sex, security and safety. At the workplace, employees need good salaries, healthy working conditions and a congenial atmosphere. Existence is easily compared with the physiological and safety needs of Maslow's theory and with the hygiene theory of Herzberg. Existence requirements are unlearned and natural, which should be fulfilled for motivation of employees.

Relatedness: People feel some needs because others have to fulfill those needs. It involves interpersonal relationships with others at
the workplace. It requires the sharing with others the sorrows and joys. Relatedness includes social and status desire and interaction with others. It is compared with some of the safety; social and external esteem needs of Maslow and with the motivators of Herzberg.

**Growth:** Growth needs are intrinsic desires for personal development. People need creative work and personal growth for self-satisfaction. It is an analogue to selfactualisation and intrinsic esteem of Maslow's theory and the internal motivation of Herzberg. People like to make full use of their capacities. They aspire to create new dimensions of their knowledge. High motivations are people's own spirits and souls. If they are properly understood, people can grow faster.

The ERG theory is more practical than those of Maslow and Herzberg, because people differ in education, family backgrounds, cultural environments and age. The ERG theory has assumed the existence of the need satisfaction, desire, strength, need frustration and challenging tasks for implementation. Alderfer has also assumed that the less a lower need is satisfied, the more the need is desired. The more the lower level needs are satisfied, the greater is the desire for higher level needs. Similarly, the less the higher level needs is satisfied, the more are the lower level needs. Individuals are of a challenging nature. When their needs are not satisfied, they accept the challenge to acquire such desires and needs. The major difference between Maslow and Alderfer is that the former is based upon the satisfaction - progression approach and the latter incorporates satisfaction - progression approach, as well as frustration-regression components. The ERG theory is more
commonly observed amongst educated people like students, teachers, doctors and social sector employees. Some authors have pointed out that this theory is not applicable to some organizations. For example, agriculture, mining and quarrying are not fit for applying this theory of motivation.

Alderfer’s ERG theory is more practical, because it has involved both the views of Maslow (need hierarchy) and Herzberg (satisfier and dissatisfiers) plus the additional consideration of desires. People require need, desire and satisfying factors, which are incorporated in the theory of Alderfer. Need satisfaction is a pre-requisite of motivation. Satisfaction of existence needs, relatedness needs and growth needs is required in sequence, as was assumed by Maslow. Alderfer accepts the regression of frustration as revealed by the hygiene theory of Herzberg. Frustration of growth needs leads to realization of relatedness needs. Similarly, frustration at relatedness causes realization of existence needs. The desire for existence, relatedness and growth has been given due importance for motivation. The futuristic approach and expectancy theory was born on the desire approach of Alderfer.

3.11.9. McClelland’s Theory of Needs: Another well-known need based theory of motivation, as opposed to hierarchy of needs or satisfaction-dissatisfaction, is the theory developed by David C. McClelland and his associates. He presented this theory in 1947. He revealed that need for achievement (N Ach), need for power (N Pow) and need for affiliation (N Aff) are important points of motivation.

**Needs for Achievement (N Ach):** Need for achievement has requirement and motives of achievement. It discusses the present
requirement and fixture motives simultaneously. A motive of achievement is a desire to perform in terms of a standard of excellence. Many people have a thirst or compelling drive to succeed. Individuals strive for personal achievement and want to do something better to distinguish themselves from lower performers. Individuals desire to be high performers. The following are some of the characteristics of high performers.

Personal responsibility. High performers seek personal responsibility for solving problems. They desire to establish outstanding goals. Gambling or windfall gain is not the motive of high performer, because they prefer hard work and challenging job and enjoy performance without caring much about the result derived thereon. They feel personally responsible for their successor failure. Chance, luck or favourable conditions have no place in their minds as they believe in work. 'File result is the automatic outcome of the work. If there is a shortfall in the result, they assign the reason to their inefficiencies and in capabilities.

Satisfaction with performance. High achievers believe in work and performances. They are not dissatisfied with the low result, but are dissatisfied if they are unable to perform the job. They do not leave a job unfinished. Satisfaction is derived with the completed task. They feel satisfied when they put in maximum efforts. They are very realistic about their abilities.

Need for feedback. Money is not a motivator for high achievers, but they use money, is feedback or measurement of their performance. They prefer accomplishment to monetary rewards. High performers are
self-reformers and require immediate feedback. They prefer jobs where performance is frequently evaluated.

Moderate risk. High performers dislike gambling or windfall benefits, because they do not get achievement. When a high probability of success is attached to job high performers do not get satisfaction. They take moderate risks. They like to establish realistic goals which can be achieved with the given strength and opportunities. Effort is satisfaction. Result is merely a feedback to performance, leading to satisfaction.

Job autonomy. High achievers like personal freedom to complete the job. A lonely job has a definite responsibility, which is a motivating factor to high performers. They have the drive to excel, which is possible when they are given job autonomy. They wish to set standards to be followed by others.

**Need for Power (N Pow):** McCelland has given the second need for power, which is a desire for power to influence and control others. Individuals like power, as they enjoy being in charge. They prefer to be placed in competitive and status-oriented situations. They enjoy prestige and gaining influence over others. They do not believe in performance. Power is enjoyable and effective for influencing others. Individuals strive for superiority by gaining power rightly or wrongly. They need conquest and drive for upward movement. Politicians are the best examples of winning power in organizations, unions, educational institutions and military organizations. Here, leadership drive is the motivating factor to assign power to employees.

**Need for Affiliation (N Aff):** People being social beings, desire
friendship and association. They prefer co-operation rather than competitive situations. Individuals desire relationships involving a high degree of mutual understanding and cohesiveness. It is the unlearned behaviour, as has been observed in animals who move about in groups. They prefer group behaviour to individual isolation. People working in groups get more energy to perform the job. Synergy developed through group behaviour is always an effective motivator. Employees, particularly rank and file employees, have an intense need to belong to a group.

High achievers are motivated by entrepreneurial activities, self-contained units and personal responsibility. High need people are generally not good managers. The need for power makes leaders. Similarly, the need for affiliation is an essential quality of managers. Employees should be motivated based on N Ach, N Pow and N Aff as per their characteristics and individual differences and personalities.

3.11.10. Cognitive Theory:

This theory was presented in 1960s which mainly concerns with allocating extrinsic rewards for behaviour that had been previously intrinsically rewarding tends to decrease the overall level of motivation. The extrinsic rewards have been recognized as an effective factor of motivation. It has been revealed that later on extrinsic reward is no longer a motivator, because it has lost its intrinsic cognition. Individuals continue to be motivated as long as the motivators influence their internal instinct. They enjoy the pleasure of getting something worthwhile, which becomes a driving force for better performance. The cognitive theory believes that motivations, in order to be effective, must be accepted by employees. For example, if additional pay is recognized as giving
additional pleasure to individuals, it would motivate them. On the other hand, when additional pay is considered routine and authorized, it does not motivate individuals, because they do not get any additional pleasure. E.L. Deci, D.J. Campbell and others have concluded that extrinsic reward would not motivate employees unless it creates intrinsic interest.

Motivation is not related to the materials given to the employees, but the method by which materials are given to employees, motivates them. The perception of individuals towards motivation is the basic point in motivation. The right perception of pleasure, interest and enjoyment motivates employees whether it is monetary or non-monetary motivation. External force or compulsion does not motivate employees. It is the intrinsic interest, which motivates individuals. Any extrinsic reward should be made contingent on employees' performance for their motivation.

The cognitive theory has assumed that there is a reverse relationship between extrinsic awards and intrinsic interest. If extrinsic award increases, intrinsic interest diminishes. In real life, such assumptions are not found to be correct. Many managers are intrinsically motivated, although they are also influenced with extrinsic awards. The cognitive theory is based mainly on perception and learning theories.

3.11.11. Attribution Theory:

The attribution theory was initiated by Fritz Heider who contributed the theory based on internal forces and external forces for behaviour determination. He pointed out that perception is the main
contributor to behaviour. People behave differently, as they perceive internal attributes differently. External attributes are realized differently by people. The locus of control may be external or internal. Internal control behaviour is related to people's own feelings. They attribute the cause of success or failure to their own ability, skills and effort. People believing in external forces attribute the outcomes to factors beyond their control. Internal forces attribute the locus of control within the purview of abilities and willingness of employees. External forces attribute outcomes to factors beyond the control of employees.

The attribution theory believes in perceptual process. People's perceptions about motivational factors influence their behaviour. Attribution is the process by which people interpret and assign causes for their own behaviour and the behaviour of others. It is based on the relationship between personal perception and interpersonal behaviour. It is a cognitive process by which people interpret behaviour as caused or attributed to certain factors. This theory tries to reply “why”, to explain a particular type of behaviour. Since people have different perceptions, they assign or attribute different causes of “why”. The motivation process cannot work effectively unless their perceptions or cognitive processes are brought to a common level. It assumes that people are rational and are motivated to understand the environment and accept appealing factors for development.

The attribution theory has wide recognition with some modifications. Therefore, attributions are looked upon differently, in order to understand types of attributions and their impact on behaviour and performance. They are classified based on stability, consensus, consistency, and
distinctiveness, personal and situational factors.

The stability factors, i.e. fixed or variable dimensions of external and internal processes are recognized for the effective application of the attribution theory. Experienced employees have a fixed internal force, as they believe in internal attribution firmly. Some employees have temporary internal attribution, which is known as variable internal force. Employees feel stable external attribution about the environment and working conditions. Unstable external attribution is luck. Internal attribution is functional and external attribution is dysfunctional. These attributions are helpful to predict employee’s behaviour and improvement in their performances. Conscious attribution predicts a particular behaviour in a given situation. The degree of subordinate behaviour is predicted on consensus behaviour. The consistency attribution predicts the behaviour of employees and how they would behave in a particular fashion in the given situation. The tendency of behaviour is known on the basis of consistency attribution. Distinctive attribution specifically reveals the causes of the behaviour, which are used for modifying the employees’ performances as it is assumed that there is close relationship between performance and behaviour.

3.11.12 Goal Setting Theory: Goal setting has been considered as motivational because it attracts employees' attention, encourages them better, defines their activities and creates certainty in their minds. If employees are specifically told what to do, they try to achieve them within the specified period. A goal is defined as what the individual has to do. Employees plan the allocation of resources,
time, energy and money to achieve the goal. It prepares employees for specific behaviour and helps performance evaluation, to pay them additional money for higher performances. Recognition of merit is possible with goal setting and its comparison with performance.

Goal setting is a motivational process, as it influences employees’ work behaviour. Specific goals result in higher levels of performance. Individual motivation and performance are improved if the goal is clearly known to the employee. It motivates employees to take up challenging tasks. It is motivational because it creates a discrepancy between the current and expected performance. Goal setting creates tension in the mind. As tension leads to action, employees perform better for the satisfaction of goals. Employees develop drives, thrust and a sense of belonging as a result of goal setting. Achievement of goals provide satisfaction, develops self-esteem and ambition. It creates self-efficacy, which is a sort of internal satisfaction achieved through related capabilities and competencies. Employees with high efficacy prefer outstanding performances of higher goals. Achievement of the initial goal leads to a feeling of self-efficacy, which is strengthened by the achievement of the next higher goal. Self-efficacy is self-motivation. A successful goal setting helps to build and reinforce self-efficacy. Goal setting serves as the foundation of reinforcement. It presupposes that employees are committed to achieve goals and they get satisfaction by the attainment of goals. This is possible when employees participate in the goal setting process and have an internal locus of control.

Goal setting is a successful motivator of employees. They are educated, goal conscious and have realized their self-efficacy and
esteem. Self-efficacy refers to an individual's belief that he is capable of performing a task. Higher efficiency has higher self-confidence in the capability of performing a task. Higher self-efficacy leads people to perform even difficult tasks under unfavourable situations. It leads to acceptance of challenges. Low efficiency discourages people who may leave the task incomplete. Goal setting is focused with motivational purposes, which is possible after an analysis of the employees’ learning, experiences, environments, incentives, participative activities, goal setting attributes and other relevant factors.

3.11.13 Vroom’s Expectancy Theory: The Expectancy theory was propounded by Victor Vroom in 1964. “Vroom’s combined a number of variables into his theory. He emphasized the role of expectation in motivating the employees of an enterprise to higher levels of individual performance or productivity. He gave stress on five elements that interact in the chain. Activities or behaviour of a worker is linked to the goal of an organisation. They are 1) individual activity or behaviour; 2) organizational reward; 3) individual performance; 4) individual goal; 5) organizational goal.” (29) The expectancy theory amongst the other process theories, viz., attribution theory, cognitive theory and equity, has been considered a more effective and useful theory of motivation. The expectancy theory is based on the expectation of salary increases, promotions, rewards, and bonus in the future. Individuals work hard because they anticipate more rewards in the future. The strength of an expectation is a powerful factor of motivation. Individuals are motivated by the attractiveness of the outcome. An employee is motivated to exert a high level of effort when he believes that the effort will lead to good performance
and reward. An individual effort will lead to high performance which will help in the development of the organization and employees’ satisfaction in the form of higher pay, perks, bonus, recognition and personal satisfaction. The expectancy theory assumes that there is a direct relation between effort and performance, performance, and reward and reward and personal satisfaction through the achievement of personal goals. A given amount of effort will lead to performance, and a higher performance will enhance reward, which will satisfy the organization and the employees.

Favourable expectation leads to positive performance and poor expectation causes a negative or lower performance. The employees are taken into confidence and trust so that they may develop favourable expectation. If employees believe that their boss is reluctant to recognize performance, they would not perform better in the hope of getting rewards in future. Employees’ disbelief has an unfavourable impact on performance. Lack of loyalty, initiative and spirit does not motivate a higher performance. Some employees believe that their efforts will not lead to higher performances and that good performances will not give more rewards. Many employees find rewards non-satisfactory because the rewards are not consonant with their needs. Many employees find that some employees are rewarded without merit and experience. Undue favour is given to some employees because the boss is pleased with flattery, palm greasing and other non-performance functions. Employees will not be motivated if they get anything other than what they expect. If employees have the hope of getting promotion by higher performances but get a higher pay instead, they are not motivated. Rewards for motivational purposes must be need oriented. Otherwise,
they would be retrogressive. The same reward is not motivational to all the employees. Different rewards must be offered to different employees according to their respective needs. If employees work hard, they expect more rewards and appreciation. Employees performing simple jobs should be rewarded differently from employees performing challenging jobs. The differential reward system is consistent with the expectancy theory. It necessitates the understanding of an individual’s goals and the linkage between effort and performance, between performance and rewards and finally between rewards and individual goals. Linkage of bonus with productivity increases performance.

The expectancy theory is complex and critical. It is not applicable in its original form of valence, instrumentality and expectancy. It does not provide specific motivation, but has combinations of many factors. Employees are unable to find out and distinguish between first level outcomes and second level outcomes. The expectancy theory has opened a new chapter in the areas of motivation. Managements are cautious about expectancy and performance.

3.11.14 Equity Theory: Many employees are concerned not only with satisfying their own needs but also compare what others receive. They feel satisfied or dissatisfied with comparative observations of their friends, neighbours and colleagues. The equity theory was developed on this hypothesis. Employees feel they are lacking with the comparison of others possessions. This lacking tension motives people to work hard to reach the levels of others. J. Stacy Adams has propounded that this negative tension provides motivation to employees to exert themselves. People are motivated by the inequity they note with others. The equity
theory tries to reduce an inequity sense of achievement. J. Stacy Adams has defined two specific words, vii. person and other. Person is any individual for whom equity or inequity exists. Similarly, other is defined as any individual with whom a person is in a relevant exchange relationship, or with whom a person compares himself. “Motivation is influenced by an individual’s subjective judgment about the fairness of the reward he or she gets, relative to the inputs, compared with the rewards of others.” (30)

If a person is getting lesser than another, inequity exists because of being under rewarded. He tries to improve himself so that he can reach the level of others. A person perceives job situations and outcomes in relation to what he has put into them, i.e. input with those of outcome and inputs of others. In case both the ratios are equal, equity exists, and the person is at a constant level. He is not motivated on this ground. On the other hand, if a person's outcome as compared to his input is more than others in terms of his inputs, the person is over rewarded and tries hard to remain higher than those of others.

The equity theory is a cognitive based motivation theory. Perception plays a great role in motivating a person. If a person is undeterred by inequity, he is not motivated. In the normal way, persons are envious of others and are motivated accordingly. However, if persons do not bother about other's achievements, they are not motivated by other's outcomes. The equity theory is backed by the cognitive dissonance theory, which is based upon the person's perceptions, age, education, sex, qualifications and other factors. The ratio of outcome to input is
perceptual. This cognitive theory is motivation. The strength of motivation is the direct outcome of the perceived inequity. The person may change cognitively distort the inputs or outcomes, leave the field, act on other or change other to restore equity. Over reward is not desirable, as persons do not get the incentive of getting more. The input and outcome analysis has incorporated their real world meanings. Input means education, seniority, work experience, capacity to contribute, commitment, effort and job performance. Outcomes refer to direct pay, bonuses, awards, rewards, fringe benefits, recognition and socio-psychological satisfaction.

3.11.15. Reinforcement Theory: The reinforcement theory has a behavioural approach. Persons tend to repeat behaviour that is accompanied by favourable outcomes and tend not to repeat behaviour that is accompanied by unfavourable outcomes. It is the opposite of the goal-setting theory which is a cognitive approach proposing an effort for attaining purpose, while reinforcement theory believes in behaviour. The reinforcement theory does not stress on perception or inner state of mind; it is directly related to what happens to a person who carries out certain actions. However, it is not concerned with what initiates behaviour, but is concerned with behaviour motivating the employees. One's behaviour is improved through conditioning, which is a theory of learning. The reinforcement theory ignores the attitude, feeling, expectations and other cognitive variables that influence behaviour. It is concerned with direction, arousal, maintenance and alteration of behaviour. Repeated action is reinforcement, which helps to acquire a desired type of behaviour. Similarly, repeated prevention of unfavourable behaviour will
lead to reduction of unfavourable behaviour. Favourable behaviour is repeatedly reinforced to develop a good habit.

**Methods of Reinforcement:** The reinforcement theory is based on the learning process, particularly operant conditioning. It tries to develop the behaviour of employees because favourable behaviour automatically motivates people to exert themselves. Reinforcement assigns greater responsibility of employee’s development and control. The behaviour is measurable in terms of achievement of objectives, e.g. number of units produced, time and budget economy, quality control and other achievements.

Reinforcement is contingent upon stimuli, attention, recognition and translation. Classical, operant and social learning are used for reinforcement. Reinforcement shapes the behaviour. Stimulus-response and response-stimulus relationships, as discussed in the chapter of learning, are helpful for building and developing of behaviour. Many times, response or consequence is used to reinforce a particular behaviour, but stimuli are significant factors for motivating employees to attain a particular type of behaviour. It has been concluded that motivation is learned behaviour. Motivated behaviour helps achieve objectives. Motivated behaviour is built, developed and maintained through learning, which becomes effective when perception is rightly developed by the organization.

The reinforcement period should be shortened as much as possible for getting effective behaviour. The period of reinforcement starts with the performance and ends with the reward achievement. The stimuli and response should be as narrow as possible. The response and
consequences are required to be narrower to motivate employees. Simply put, the achievement or consequences should be appreciated by the manager at the earliest possible time. The manager who is reinforcing, i.e. the reinforcer, should be prompt in action and observation of the stimuli response relationship. He should be a person of integrity and faith. The competence and credibility of the reinforcer has an impact of reinforcement on employee behaviour.

**Types of Reinforcement:** Reinforcement has been differently used for motivating employees as per circumstances and situations. There are four types of reinforcement, viz. positive, negative, punishment and extinction.

**Positive reinforcement:** This increases the favourable behaviour of employees. It provides favourable consequences that reinforce the behaviour. A new computer is given (stimulus) to a clerk who uses it for getting the work done at the earliest in an efficient manner (response). It creates favourable behaviour, and the employees like to repeat the work with enjoyment. Behaviour is reinforced and the employee wants to do high quality work again and again. Reinforcement is contingent upon the employee’s favourable behaviour. Positive reinforcement is possible by the positive attitude of the supervisor who provides performance feedback, recognition and rewards to the employees. Regular feedback and recognition gives the employees positive reinforcement. Positive reinforcement gradually shapes behaviour. Training is considered as an effective method of shaping behaviour. Improved behaviour is reinforcement through recognition and appreciation.
**Negative reinforcement:** This is the removal of an unfavourable consequence. Unfavourable behaviour is repeatedly removed till it is avoided. A mechanic working on machines listens for abnormal sounds and tries to stop the machine to prevent unpredictable danger. An unfavourable consequence or response is avoided by nonperformance. It is like putting two negatives together to make positive reinforcement. It is used to strengthen the desired behaviour. By negative reinforcement, a mechanic becomes accustomed to the type of noise to prevent a breakdown of the machine. Thus, negative reinforcement is avoidance learning. It avoids undesired consequences by strengthening the behaviour, unlike positive reinforcement, which stimulates better performance. Avoidance of risk or unfavourable consequence is as essential as better performance. Negative reinforcement is the avoidance of unfavourable situations. It is not punishment, which discourages any type of behaviour.

**Punishment:** This is reprimand to prevent unfavourable consequences. It is used to influence employees not to resort to any undesirable behaviour. It is used to decrease undesirable behaviour. Positive reinforcement strengthens favourable behaviour. Punishment retrogrades undesirable behaviour through reprimand, which leads to unfavourable consequences. The response is the unfavourable behaviour and the reprimand is punishment expected to improve the unfavourable behaviour of employees. Repeated reinforcement of reprimand may discourage employees’ favourable behaviour. It is disciplinary action resorted to by the supervisor to prevent the undesirable behaviour of employees. Punishment may discourage undesirable
behaviour if it is not grave and retaliatory. It does not encourage favourable behaviour. Moreover, persons punished are unclear about the desired behaviour. Small doses of punishment may prevent unfavourable behaviour and undesired consequences, but continuous and heavy doses of punishment create unhealthy conditions and frustration in the organization.

**Extinction:** Extinction is similar to punishment and is the reinforcement to reduce or dominate undesirable behaviour. Extinction is the withholding of positive reinforcement. It is the absence of reinforcement. With continuous non-reinforcement, undesirable behaviour may disappear or may be totally eliminated. Extinction does not give any increased results, but avoids unfavourable behaviour. Punishment is an unfavourable consequence or reprimand, and is not avoidance of positive reinforcement.

The basic purpose of any type of reinforcement is to motivate different types of employees under different circumstances. The reinforcement theory either increases the strength of desired behaviour or decreases the strength of undesired behaviour. For example, a supervisor gains the benefits of extinction by simply ignoring undesirable behaviour. The management can achieve the goal of the organization by manipulating favourable or unfavourable consequences.

**Schedule of Reinforcement:** The manner in which consequences or rewards are given contingent upon employee’s behaviour is known as schedules of reinforcement. It is the frequency with which the chosen consequence accompanies the desired behaviour. The schedule of reinforcement may be continuous or intermittent.
Continuous reinforcement: This involves a situation in which behaviour is reinforced each time it occurs. Reinforcement accompanies each correct behaviour by an employee. Such scheduling is desirable to encourage quick learning. Every time the employee exhibits correct behaviour, he is rewarded, but it is not feasible to award employee every time he performs correct behaviour. Therefore, reinforcement is not continuously administered. An example of continuous reinforcement is the piece rate system of wage payment.

Intermittent reinforcement: This occurs when behaviour is not awarded every time, but is awarded after a time interval or with a ratio. This reinforcement is considered more effective and useful. It may be an interval schedule or a ratio schedule.

(i) Interval schedule: This is exercised when reinforcement is used after a passage of time. It may be fixed time or variable time. A fixed interval schedule involves a constant or fixed amount of time between two reinforcements. For example, the monthly payment of salary will be variable when reinforcement time is not fixed. It changes from person to person and place to place.

(ii) Ratio schedule: Ratio schedule is observed when reinforcement occurs after a number of occurrences of desired behaviour. It may be a fixed rather than variable ratio. When reinforcement is administered after occurrence of a fixed number of desired behaviour, it is a fixed schedule. Variable ratio has no definite number of occurrences. It may occur at any time, depending on the needs of employees and the organization’s policy.

3.11.16. Integrating Motivation Theories:
These theories are important and have relevance in modern times. The early theories and contemporary theories are integrated to understand their interrelationships. All the theories have been considered which are influenced by several factors. The administration of reinforcement or reward increases the likelihood of behaviour of motivation. Positive reinforcement is more effective than any other reinforcement or reward.

**Effort:** Effort is the first outcome of motivation. Any motivation should lead to higher effort. The amount of energy a person exerts while performing a job is termed as effort. A motivated employee exerts more energy for performance within his capacity, ability, experience and willingness. The organizational environment also shapes the amount of effort. The search and choice of a particular behaviour is also an influencing factor.

Need deficiencies become a drive to exert effort. The expectancy theory expects the employee to make an effort.

**Performance:** Performance is the outcome of effort. It is influenced by the individual ability of the employees and reward expectations. Performance is governed by search and choice decisions. The equity theory is an influencing point of performance. Reinforcement, learning and experience play a great role in shaping the performance.

**Rewards:** Reward depends on performance and organizational policies.

**Goal:** The goal of motivation is to provide satisfaction to
employees and achieve organizational objectives. Feedback helps to understand the reward and goal achievement. Equity and ERG are used to provide feedback to employees to exert more or less effort.

The expectancy theory is applicable to shape the effort-performance-reward-goal relationship. Employees make efforts if they perceive and anticipate a strong relationship between effort and performance, performance and rewards, rewards and satisfaction of personal and organization goals. The employees must have the requisite ability to perform as desired by them. The performance appraisal system should be fair and correct. The performance reward relationship is better if the reward is purely based on performance and not other factors such as experience or personal bias. The cognitive evaluation theory is valid if performance is rewarding. The reward goal relationship should be strengthened for effective motivation. Existence, relatedness and growth (ERG) theory are applicable for motivating employees. If reward is adequate and growth oriented, employees would exert themselves more and perform better for achieving existence and growth through the relatedness consideration. The reward received should be consonant with the needs of employees. The equity theory is applicable to influence the performance. An achiever believes in performance for getting satisfaction. Needs for Achievement (N Ach), Needs for Power (N Pow) and Needs for Affiliation (N Aff) influence the effort. Consequently, performance is improved to award the employees.

The role of the organization in integrating motivation theories has
been very vital for incorporating different theories in motivation. Assigning more autonomy and responsibility provides favourable conditions for motivational development. An organizational climate makes motivational theories more effective. The manager’s role, attitude, size, shape and credibility of the organization influence the motivation process. Integrating theories have become most effective motivation techniques, which are applied as per individual characteristics, organizational variables, search and choice behaviour and relevant theories of motivation.

3.11.17. Theory Z:

William Ouchi in his Theory Z, has developed a theoretical model of motivation. His Theory Z takes the best of Japanese techniques and proposes them to American corporate sector. According to him the secret of Japanese success was not technology, but a special way of managing people. He has suggested six broad features of theory Z. The features of theory Z are-

1) Trust
2) Subtlety
3) Intimacy
4) Life Time Employment
5) Participative Decision Making
6) Equalitarianism

The Theory Z has a distinct set of values, such as long term employment, Trust and close personal relationship. They touch all
areas and facets of organisation’s life. Z Philosophy Company assumes that, a worker is not half machine i.e. From 10 to 6 and half human in hours of preceding and following. It believes that, humanized working conditions not only increase the productivity and profits of the company but also the self-esteem of the employees. A greater sense of ease and an absence of tension make everyone function as better as possible. The Theory X and Theory Y exclusively rely upon external control of human behaviour and self-direction respectively. Theory Z emphasizes corporate teamwork and dedication to work. “Ouchi’s Theory Z represents the adoption of Japanese management practices (group decision making, social cohesion, job security, holistic concern for employees, etc.) by the American companies. In India, Maruti-Suzuki, Hero Honda, etc. apply the postulates of Theory Z.”(31)
References: