Chapter – II

MOTIVATION : CONCEPT AND THEORIES

2.1 Introduction

In the first chapter, an overview of various factors and forces affecting a business enterprise was made. These forces have made the 21st Century as the Century of Competition and the Century of the Customer, resulting in various challenges. The success and effectiveness of a business, as such, will depend upon, how well these challenges are addressed. Motivated, committed and involved people, apart from other factors, will play a significant role in this endeavour. The research student, therefore proposes to elaborate on this vital aspect of motivation in this chapter. An attempt is being made to study various definitions and theories of motivation as appearing in the standard Text books. It includes the major contributions of various renowned authors, which are considered as important milestones in the area of motivation.

- John Roebling saw a dream of constructing a suspension bridge across the river East, connecting Brooklyn with Manhattan (New York). After untiring efforts and followup, the project was sanctioned and he was appointed as a Chief Engineer to it. However in the early stages of work he met with an accident and died in 1869. His son Washington Roebling assumed the responsibility and continued the work. Those days, the construction technology was not that advanced and there was tremendous pressure on this young Chief Engineer. The stress caused a severe attack of paralysis in 1872 and Washington was totally paralysed and became bed-ridden. His entire body became incapacitated and he could move only one finger of his right hand. However his brain was as sharp as ever. Not getting affected by this serious handicap, he developed a code language by this finger
with his wife Emily, who became the liaison between him and those working on the project. With grit, determination and hard work, the bridge was completed in 1883. The bridge is fully operative even today after 125 years and an estimated 1.5 lac vehicles use it everyday.

- The celebrated American cyclist Lance Armstrong, was diagnosed as suffering from cancer with 40% chances of survival. As such, he was told that he would never be able to cycle again. However he decided to fight back and emerge as a cancer survivor and not as a cancer victim. He recovered, resumed practice and a few years later, he won the prestigious, ‘Tour de France’ title in the year 2005 for a record 7th time. He was also honoured ‘The best male athlete of 2005’.

When we look around, we find numerous examples of such persons who were driven by a passion that made them to accomplish seemingly impossible tasks by sheer determination, tenacity and perseverance. This drive itself is motivation which creates wonders. However such incidents which are observed on individual level in large number, are relatively less in the organizational context. On the contrary, we usually find employers, executives and managers at various levels commenting as under:

- These day people simply do not want to work.
- They want to earn more, want additional facilities but fail to come up with matching contributions.
- They only know their rights but not the responsibilities.
- They always perform below their potential.
- While in jobs, they are always looking for greener pastures and switch over at first opportunity to other organizations without slightest hesitation.
The various reasons / factors underlying these comments, the extent of substance in them and the measures to modify the situation started attracting the attention of the employers, entrepreneurs, academics and management thinkers in the Twentieth Century. They studied this aspect of motivation from different dimensions and presented their views. As such plenty of literature is available on this vital aspect. It is aimed to highlight some of the important contributions on motivation in this chapter. As mentioned in the beginning, it is proposed to follow the sequence given below.

- few definitions of motivation.
- theories of motivation.

2.2 Definitions of motivation

Motivation, which in simple words means an urge, inducement to work, has been defined by different authors. A few of these definitions are given below.

- Motivation is the result of processes, internal or external to the individual, that arouse enthusiasm and persistence to pursue a certain course of action.
  
  ○ J.L.Gray & F.A. Starke
  (Organizational Behaviour – Concepts and Applications)

- Motivation explains how human behaviour gets started, is energized, is sustained, is directed, is stopped and what kind of subjective reaction is present in the organization, while all this is going on.
  
  ○ R.M. Steers and L.W. Porter
  (Motivation and Work Behaviour)

- The willingness to exert high levels of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual need.
  
  ○ Stephen Robbins
  (Organizational Behaviour)
- Motivation is the set of forces that cause people to behave in certain ways.
  ○ K. Aswathappa
  (Organizational Behaviour)

- Motivation is an area of psychology which explains / attempts to explain why people behave in a certain manner. It is concerned with influences which cause specific action in humans.
  ○ David A Hume
  (Reward Management)

- Motivation is an act or instance of providing something that causes a person to act in a certain way.
  ○ Webster’s Dictionary

- Motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or as drive that is aimed at a goal or incentive
  ○ Fred Luthans
  (Organizational Behaviour)

- Motivation is getting people to do what you want them to do because they want to do it.
  ○ Dwight D Eisenhower

- Motivation means the internal processes that guide and maintain behaviour (especially goal directed behaviour)
  ○ Baron

- Motivation is a psychological concept related to the strength and direction of human behaviour.
  ○ Robertson & Smith

- Motivation that is a result of fear of punishment or failure to get extrinsic rewards is not motivation but merely a movement. Motivation is a
function of growth from getting intrinsic rewards out of interesting and challenging work.

Herzberg

All these different definitions bring out the following aspects –
- Motivation is a process
- Internal and external
- Arises on account of physiological or psychological deficiencies or needs.
- Causes specific action or behaviour directed towards fulfilment of the needs and deficiencies.
- So as to get extrinsic or intrinsic rewards.

Thus motivation is a process wherein internal needs and drives create tensions. This results in efforts to satisfy these needs and drives. It leads to performance and resultant rewards and finally in need satisfaction.

2.3 Model of motivation

Thus it will be seen that environment, opportunity, goals, incentives and ability are the factors that have significant impact on the

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performance of an individual. In fact the various theories of motivation are based on one or the other of the above mentioned aspects. It is proposed to review some of these theories in the following pages.

2.4 Needs

Entire concept of motivation revolves round one aspect and that is needs. In fact the process of motivation begins with deficiency of needs and ends with fulfilment of needs. Needs\(^2\) can be classified as

- Primary needs
- Secondary needs

**Primary needs**: They represent the basic physical needs like food, water, shelter, clothes etc. They arise from the basic requirements of life and are important for survival of people. They are common to all but vary in intensity from one person to another.

**Secondary needs**: They represent needs of the mind and spirit rather than those of physical body. Many of these needs emerge as people grow, mature and develop. e.g. self esteem, belonging and receiving affection, autonomy, etc. In fact these needs complicate the managers’ motivational attempts making them more difficult. Peculiar features of Secondary needs are as under

- strongly conditioned by experience
- vary in type and intensity among people
- are subject to change
- are often hidden
- are vague as against specific physical needs
- influence behaviour

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2.5 **Theories of motivation**

These theories can be broadly classified as

- Content theories
- Process theories

**Content theories** - These theories use individual needs to help in the understanding of job satisfaction and work behaviours. Needs reflect physiological or psychological deficiencies (They suggest that a manager’s job is to create work environment that responds positively to the individual needs). When a machine malfunctions, people try to find out the causes of its breakdown and needs of the machine. On the same lines, when an employee does not perform, it is due to certain causes that may be related to needs. When these causes and needs are duly addressed, we would have more satisfied and productive workers.

Content theories include

- Maslow’s need hierarchy theory
- Herzberg’s two factor theory
- Alderfer’s ERG theory
- McClelland’s achievement motivation theory.

**Process theories** : The content theories explain the dynamics of employee needs whereas process theories describe the process through which the needs are translated into behaviour. They explain the direction, intensity and persistence of efforts to satisfy the needs.

Process theories include

- Vroom’s Expectancy theory
- Porter and Lawler’s theory

All these theories are explained in the following pages.
2.5 (a) Content Theories :

1. **Maslow’s theory of need hierarchy:**

This simplest and most widely discussed theory was put forth by Abraham Maslow, an American psychologist, in 1954. He stated that a human being is a wanting animal and rarely reaches a state of complete satisfaction except for a short time. As one desire/need is satisfied another pops up to take its place. When it is satisfied still another comes into foreground and so on. He tried to establish them into a hierarchy of five needs as given below-

- **Physiological Needs** – Usually taken as a starting point. These are basic needs like food, clothing, shelter, hunger, thirst etc. They are powerful needs and as such other needs are swept away. Physiological needs are necessary for physical survival.

- **Organizational context** – an employee’s need and concern for a job, salary and basic working conditions.

- **Safety needs** – When physiological needs are satisfied, the next to emerge are safety needs which mean security and protection from physical and emotional harm, freedom from anxiety. These are necessary for existence and self preservation.

- **Organizational context** – An employee’s concern for a permanent job, confirmation etc which lead to job security. Thus security of tenure, pension and insurance schemes, improvement in safety conditions at work etc. are the areas of major concern for the employees.

- **Social needs** – They are next in line. They represent need for love, belongingness, affection, acceptance and friendship. It means that people, desire for a place in family, group etc.
Organizational context – They indicate need for compatible work group, peer acceptance, professional relationship, etc.

Esteem / ego needs - All people have a need or desire for self respect or self esteem and esteem from others. Maslow divided them into two subsidiary sets viz self and external. The former are represented by autonomy, achievement, competence, etc. whereas the desire for prestige, reputation, status, recognition etc. represent external esteem factors. Together, they mean worth, strength and confidence.

Organizational context – Factors like position, merit pay, recognition, challenging work, publicity, prestige etc. which are desirable in the work situation.

Self actualization – Even if all these needs are satisfied, people may still often (if not always) expect that a new discontent or restlessness will soon develop unless they are doing what they are fitted for. To support this, Maslow says, “What people can be they must be”. This is self actualization, a term coined by Kurt Goldstein in 1939. It refers to self fulfilment i.e. to reach the potential. Here people transcend ‘others’ domain’ and start working in their ‘own domain’. This hierarchical arrangement of needs has been shown in a familiar pyramid on the next page.
Interestingly Maslow did not use this pyramid to illustrate the hierarchy of needs. According to John Adair, this must have been added later on. Unfortunately this way of representing these needs makes it look like as if our greatest needs are in the lower ranges (as they are narrowing down in size as one goes up the pyramid). But in reality it is not so. At times this hierarchy is not followed. e.g. Mahatma Gandhi, on various occasions, went on hunger strike or ‘Uposhan’ for Independence or other social causes. Here he sacrificed his physiological and safety needs for a national or social cause. John Adair feels, that the pyramid, when inverted, makes more sense.

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Maslow has drawn the open ended diagram to show that there may be one more level of need to transcend oneself. In fact, Maslow virtually reached this important conclusion at the end of his life.

Maslow’s theory represents a significant departure from economic theories of motivation. It received a wide recognition, particularly among the practicing managers as it offered some useful ideas to them for motivating their employees. It was also simple to understand. However, research does not validate this theory.

2 Herzberg’s two factor (hygiene or maintenance) theory
American psychologist Frederick Herzberg proposed this two factor theory of motivation in 1959 in his book ‘The motivation at work’. He conducted a study wherein he had extensive interviews of about 200 engineers, accountants from eleven industries in Pittsburgh area. The
objective was to identify as to “What people want from their jobs”. As such he asked them when they felt exceptionally good and bad about their jobs. These responses were tabulated and categorized. It was observed that certain factors were related to job satisfaction and others to job dissatisfaction. Intrinsic factors such as achievement, recognition etc seemed to be related to job satisfaction whereas extrinsic factors like working conditions, company policy, supervision etc were related to job dissatisfaction. Here he suggested that opposite of satisfaction was no satisfaction and not dissatisfaction as traditionally believed. Similarly opposite of dissatisfaction was no dissatisfaction.

Traditional view

Satisfaction .................................................................Dissatisfaction

Herzberg’s view

Satisfaction .................................................................No Satisfaction

Dissatisfaction .............................................................No Dissatisfaction

According to him factors leading to job satisfaction were separate and distinct from the factors that caused job dissatisfaction. Therefore managers who try to eliminate factors that lead to job dissatisfaction can bring about peace but not necessarily motivation. Herzberg named these factors as hygiene or maintenance factors. When they are adequate people may not be dissatisfied but neither satisfied also. The factors leading to job satisfaction were called as motivators. When they are present the people will be satisfied and in case of their absence there will be a state of no satisfaction.
Various factors in these categories are given below –

**Hygiene factors**
- Company policy and administration
- Supervision
- Working conditions
- Salary
- Environment
- Interpersonal relations
- Money
- Status
- Security

**Motivators**
- Job itself
- Achievement
- Recognition
- Responsibility
- Advancement
- Growth and development
- Challenging work

Thus according to Herzberg, people find motivating factors as intrinsically rewarding and are motivated for higher performance, whereas hygiene factors lead only to the state of no dissatisfaction. It can be illustrated as under –

<table>
<thead>
<tr>
<th>High Negative feelings</th>
<th>Neutral</th>
<th>High Positive feelings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absence</td>
<td>Presence</td>
<td>Absence</td>
</tr>
<tr>
<td>Hygiene factors</td>
<td></td>
<td>Absence</td>
</tr>
</tbody>
</table>

**Figure 2.4**

Prior to Herzberg’s research, the managers tended to concentrate on extrinsic hygiene factors. However they failed to yield the desired results. The differentiation between hygiene and motivating factors broadened their perspective by showing potentially powerful role of intrinsic rewards. As such they started focussing on motivating factors.
Inspite of this, Herzberg’s theory has been criticized on the grounds that it is not universally applicable as it applied mainly to managerial and upper class white collar employees. The critics say that it provides, to a certain degree, valid explanation to job satisfaction. As such they lable it as a theory of job satisfaction and not a theory of motivation.

3 Alderfer’s ERG Theory:
Clayton Alderfer of Yale University modified Maslow’s need hierarchy theory and sought to overcome some of its weaknesses. In 1969 he proposed a modified need hierarchy, ERG, with only three levels. According to him, there are only three groups of core needs, viz Existence, Relatedness and Growth and hence the name ERG theory.

Existence Needs: Combination of physiological and safety needs, necessary for providing basic material existence requirements.

Relatedness Needs: The next level involving the desire to have good interpersonal relations, to like and to be liked. These include Maslow’s social and external esteem needs.

Growth Needs: The final level containing the intrinsic desire for growth and development which means combination of internal esteem and self actualization needs.

ERG theory is not merely condensing Maslow’s five levels to three. Maslow’s theory was rigid and progressing step wise, whereas Alderfer states that simultaneously more than one need may be in force. He further says that if one is unable to satisfy a higher order
Thus Alderfer says that although a satisfied lower order need leads to the desire to satisfy higher order need, multiple needs can be operating at the same time. ERG theory is a more consistent theory, which has been established through research. However it has been observed that it does not hold good in some organizations wherein there may not be many opportunities to satisfy the relatedness needs of the employees. These days the organizations have become global in real sense and the employees come from different nationalities, cultures and ethnic backgrounds. If the organizations fail to accommodate these diversities it may create difficulties in their interaction and as such relatedness need might not be satisfied. Nevertheless ERG theory represents a more valid version of the need hierarchy.

4 McClelland’s Achievement Motivation theory

David McClelland of Harvard University developed this model in 1961. He, with his associates, began the study of three dominant needs that motivate human behaviour viz Achievement, Affiliation and Power.

Achievement Motivation (nAch) : It is a drive to pursue and attain goals. It enables them to overcome challenges and obstacles in the pursuit of goals. Such people want to develop, grow and climb up the ladder of success. Achievement of these goals is for its own sake and not for the accompanying rewards. Such people work harder, take responsibility for their actions and results, control their destiny and above all, enjoy being part of a winning endeavour. High achievers perform best when they perceive their probability of success is being 50 – 50. They dislike taking chances when the odds are high as they
do not get achievement satisfaction from such success. They also dislike low odds since it does not provide challenges to their skill. They usually like to set the goals that require moderate stretching.

Affiliation Motivation (nAff) : It represents a drive to relate to people on a social basis. They work better (unlike Achievement motivation people who work harder) when they are complimented for their attitudes and cooperation. They want to have friends, be with them, to be liked and accepted by others and develop relationships. They desire job freedom.

Power Motivation (nPow) : It is a drive to influence and control people and change the situations. Power motivated people wish to create an impact on others and their organisations. They are willing to take risks in doing so. Thus they like to be ‘in charge’. Once this power is obtained, it may be used constructively or destructively.

Thus the motivational drives can be summarized as under:  
Achievement : A drive to accomplish objectives and get ahead. 
Affiliation : A drive to relate to people effectively. 
Power : A drive to influence people and situations.

Managerial application : A manager by understanding these drives can effectively use them to motivate the employees. He will be able to identify the motivational drives in the people and handle them suitably. Thus he will speak to them in ‘their language’. These drives can be observed through their behaviour.

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2.5 (b) Process Theories

1. Victor Vroom’s Expectancy theory:

   It is a most widely accepted theory of motivation propagated by Victor Vroom in 1964 and further developed by Porter, Lawler and others (to follow).

   It states that motivation depends upon the strength of expectation that a certain action would be followed by an outcome as an individual always desires outcome/result.

   According to Vroom

   \[
   \text{Motivational Force} = \text{Valence} \times \text{Expectation}
   \]

   Valence represents the degree of desirability of outcome i.e. intensity. It gives him strength to accomplish that outcome. Valence varies from -1 to 1 i.e preference from not attaining outcome to attaining outcome. Thus motivation will take place only when valence is positive.

   \begin{align*}
   &\begin{array}{ccc}
   &-1 & 0 & +1 \\
   \text{Strong avoidance} & \text{Indifference} & \text{Strong preference} \\
   \end{array}
   \end{align*}

   Expectancy refers to the belief that an effort will lead to completion of a task. Thus it is the probability of completion of a task. If an individual concludes that the probability / chances of achieving an outcome is bleak, he may give up efforts, even when with little endurance and perseverance he might have been able to achieve the goals.

   \begin{align*}
   &\begin{array}{ccc}
   &0 & 1 \\
   \text{Low probability} & \text{High probability} \\
   \end{array}
   \end{align*}
Thus it will be observed that an employee will be motivated to exert high level of effort when he believes that effort will lead to good performance, which in turn will fetch organizational rewards. These rewards will satisfy his personal goals. Thus he concludes that motivation is a product of valence and expectancy.

2. **Porter and Lawler’s theory of motivation**

Expectancy model propagated by Victor Vroom, was further refined and developed by Porter and Lawler. They came up with this comprehensive theory of motivation in 1968. Vroom stated that “motivation results from expectancy multiplied by valence which leads to the efforts to achieve the goals”. Porter and Lawler added two moderating variables viz abilities and traits and role perception which affect the performance. They further stated that performance resulted in certain outcomes in the form of intrinsic and extrinsic rewards both of which provided the desired satisfaction which again was moderated by perceived equitable rewards. The theory can be effectively illustrated in the diagram 5 given on the next page.

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Porter and Lawler Model

Box 1 - expected rewards emerging from doing a job i.e. valence

2 - assessment of probability of outcome i.e. expectancy

They lead to

3 - efforts, which in turn lead to

4 - performance

Here, the two variables, which moderate the efforts and in turn the performance, come into play.

5 - Abilities – Job knowledge, skill, intellectual capacity to perform a job

&
Traits – endurance, perseverance and goal directedness

AND

Role perception – how an individual perceives his / her role.

i.e whether an individual feels that his role is important and his contribution is significant and worthwhile. To quote Ricardo Semler\textsuperscript{6} from ‘The Seven Day Weekend’,

“Late Rogerio Ottolia, then CEO of Semco’s digital scale factory, asked a cleaning lady, what her exact job was. Without missing a beat, she replied, ‘I build scales’. She knew her work contributed more to Semco than just her efforts with a broom, a bucket and a pushcart. Instead of compelling to stick to an anonymous job description, she identified with the very purpose of our factory. “

In other words, the job is what an employee makes of it. Some readily accept additional responsibility and expand the scope of their job while others may avoid it to narrow the scope.

Performance leads to

intrinsic rewards

extrinsic rewards

they in turn provide

satisfaction

however this again is moderated by

perceived equitable rewards, which means satisfaction will only be felt / experienced when the person feels fairly and justly rewarded for his efforts. e.g. an employee, doing an outstanding contribution, is

elevated by two levels. However his joy / happiness will be diluted if he feels that he should have at least been elevated by 3 levels.

This model is of great significance to the managers and organizations since it enables them to realize importance of the above factors and hence focus on the following in order to keep the employees motivated.

a. right person on the right job (matching abilities and traits of individual to the job profile)
b. explain their role to the employees and to ensure that they properly understand it.
c. precisely explain the expectations from the employees in terms of quality and quantity.
d. ensure that rewards given are valued by them. It means finding out what rewards are attractive to the employees and see if such rewards can be given to them.

2.6 Summing up

Apart from these theories, some more theories, as an off-shoot of them, were developed and propagated. However, they contain more or less, similar views with certain modifications. As such the research student has confined his attention to only the above mentioned theories. In addition to the theories on motivation various authors have contributed their views on this important subject, either in the form of books or articles. It is attempted to discuss some of these contributions in the next chapter.

However, it is necessary to examine and ascertain the extent to which these theories still hold good. It will be observed that most of these theories were presented in 1950s and 1960s and they referred to the
situation prevailing during that period. However the situation has undergone drastic and far reaching changes thereafter. The highly competitive, globalised environment of the 21st Century is volatile, customer driven where change is the key word. As such it will be necessary to see whether the 20th Century solutions would be applicable to the 21st Century problems. This century is also the Century of experimentation. The research student has attempted to find out the validity of all these through the employee motivation surveys which will be discussed in the following chapters.

Motivation is a very complex subject. At the same time it has become an essential aspect at workplace. It is not a static field but a very active field. As such lot of academics and others in managerial field have contributed to this vital topic. Their work is in the form of books, articles, reviews and so on. It was felt that a review of this literature will give the research student the proper perspective and direction for further studies. Therefore it has been covered in the next chapter.