I'm simply a plain ordinary man, highly motivated.

- Theodore Roosevelt

3.1 Introduction

Motivation is an important factor guiding all human endeavours. In every walk of life an individual has to be motivated to accomplish results. The soldier’s performance of duty entails exposures to grave dangers. It requires adjustment to all the savage conditions of life on a battlefield. He has to remain motivated to carry out his task in such difficult and strange environment (Sinha, 1976).

Motivation is as complex as human nature. It is a subject matter of multiple disciplines of learning. Human resource developers knew it long before that there are drives and motives behind human activities. Social sciences such as Psychology, Sociology, Cultural anthropology, Economics etc. study the problem and endeavour to discover the laws governing human nature (Mandle, 1979).

3.2 Meaning of Motivation

Scholars have variously defined motivation. ‘Motivation’ is a Latin word, meaning ‘to move’. Human motives are internalized goals within individuals.
Motivation is one of the important factors affecting human behaviour. The level of motivation does not only affect perception and learning but it also affects the total performance of the individuals, as expressed by:

\[ \text{Performance} = \text{Ability} \times \text{Motivation} \]

The motivation is also affected by various psychological factors such as perception, learning and personality.

Motivation has come from motives, which are the expression of human needs by people. In fact, the activities of human beings are caused and behind every action there is particular motive or need. Thus, motivational relationship can be expressed in the following formula:

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

3.3 Motivation and Behaviour: Motivation causes goal-directed behaviour. Feeling of a need by a person causes him to behave in such a way that he tries to satisfy himself. This can be expressed in the following figure:

Fig 3.3 Needs Cause Behaviour

![Diagram showing the relationship between Motives (Needs), Environment, Incentives, Tension, Wants, Behaviour, and Release of tension.](image)
3.4 **Model of Frustration**: Satisfaction of one-need leads to feeling of another need. If the need is not satisfied because of some reason, frustration results. Since frustration is not an ideal position for the person, he will try to bring him back by alternative behaviour as shown in figure.

**Fig: 3.4 A Model of Frustration**

```
Need —— Drive —— Frustration —— Goal
(Deprivation) (Deprivation with direction) Barriers (Reduction of drive)
```

**Defence Mechanism**
1. Aggression
2. Withdrawal
3. Compromise

"Motivation refers to the degree of readiness of an organism to pursue some designated goal, and implies the determination of the nature and locus of the forces, including the degree of readiness".

**Encyclopedia of Management.**

"Motivation is the stimulation of any emotion or desire operating upon one's will and prompting, driving it into action".

"Motivation refers to the drive and effort to satisfy a want or goal. Satisfaction refers to the contentment experienced when a want is satisfied. In other words, motivation implies a drive towards an outcome and satisfaction involves outcomes already experienced”.

Harold Koontz and Cryil O’ Donnell.
As Burleson and Steiner state, "A motive is an inner state that energizes, activates, or moves and directs or channels behaviour towards goals". Stanford and Wright man describe a motive thus "It is a restlessness, a lack, a yearn, a force. Once in the grip of a motive, the organism does something to reduce the restlessness, to remedy the lack, to alleviate yearns, to mitigate forces".

3.5 Characteristics of Motivation

3.51 Individuals Differ in Their Motivation: The viewpoint that 'there is only one economic drive that determines behaviour is untenable. The goals to which an individual aspires are many and so are his motivations. The oft quoted story about three men cutting stones near a cathedral, about three fourths completed, is well known. While the first man cut stones for making ends meet, the second person did it for seeking job satisfaction and the third man accomplished group goals through this activity.

3.52 Motivations Change: Motivation of each individual changes from time to time even though he may continue to behave in the same way. For example, a temporary worker may produce more in the beginning to become permanent. When made permanent, he may continue to produce more- this time to gain powerful position and so on.

3.53 Sometimes The Individual Himself is unaware of his motivation. Freud uncovered this phenomenon while analyzing critical patients. He found that man is like an iceberg. Only a small part is conscious and visible. The rest is beneath the surface. This below the surface concept is unconscious motivation. That is why a person can not always verbalize his motivation to attain certain goals.
3.54 Motivations Are Expressed Differently: The ways in which needs are eventually translated into actions vary considerably between one individual and another. The reactions of individuals to successful or unsuccessful fulfillment of their needs may also differ. Some become frustrated and give up trying.

3.55 Motivation is Complex: It is difficult to explain and predict the behaviours of workers. The introduction of an apparently favorable motivational device may not necessarily achieve the desired ends, if it brings opposing motives into play. In a factory when blue-green lighting was introduced to reduce eyestrain, the output of male workers increased. But that of female employees declined. The investigations revealed that the latter disliked the change in lighting. They felt that the new type of lighting projected them in poor light.

3.6 Motivational Theories

From the beginning, when human organizations were established, people had tried to find out the motivators for youth. The satisfactory and generalized answer is yet to be found out. F W Taylor conceptualized scientific management and particularly differential piece rate system for motivated workers. The findings of motivational research studies and theories are affected by time, country and circumstances. Thus is due to complex nature of youngsters.

We can classify motivation theories under three broad heads –
1. Content Theories
2. Process Theories, and
3. Reinforcement Theories.
Chapter 3

Motivation and Youth

The content theories explain what energizes an individual's behaviour. These determine such needs of an individual as energies and direct his behaviour. The Process Theories of motivation show how behaviour is energized and directed. And Reinforcement Theories highlight the ways in which behaviour is learned, shaped or modified.

Fig 3.6 Classification of Motivation Theories

Motivation Theories

- CONTENT THEORIES
  - VROOM EXPECTANCY THEORY
  - MASLOW'S HIERARCHY OF NEEDS
- PROCESS THEORIES
  - ADAM'S EQUITY THEORY
  - HERZBERG'S HYGIENE - MOTIVATION THEORY
- REINFORCEMENT THEORIES
  - McCLELLAND'S ACHIEVEMENT THEORY
  - OPERANT CONDITIONING THEORY
  - CLASSICAL CONDITIONING THEORY

3.7 Applicability of Motivational Theories To Youth while Opting For Various Careers.

For the youngsters from Schools and Colleges seeking entry into various Vocations, Maslow's Hierarchy of Needs is the most relevant theory. It is because unemployed educated youth tend to satisfy their basic needs first i.e. lower order needs. These are physiological needs i.e. food, clothing and shelter. Then, youth move up to satisfy their security and social needs. Once physiological, safety and social needs are fulfilled, youngsters yearn for higher order needs like Esteem Needs and self-actualization needs.
Chapter 3  

Motivation and Youth

Such Higher order needs are seldom applicable to youth looking for a career just after leaving school/college. Through recruitment into an appropriate profession personal safety and job security is adequately met. On the other hand, higher order needs like Social, Esteem and Self Actualization needs arise subsequently once the youth is well entrenched in the chosen career. Hence, this theory is discussed in greater detail. Other theories like Hygiene-Motivation Theory; McClelland’s Achievement Theories etc are more relevant to professionals who are already employed in a vocation.

3.8 Maslow’s Needs Hierarchy Theory

Dr. Maslow’s theories of basic needs provide valuable insights about human motivation. Maslow views an individual’s motivation as a predetermined order of needs which he strives to satisfy. Maslow model of ‘Hierarchy of Needs’ indicates the following prepositions about human behaviour: -

3.81 Man is a wanting animal, as soon as one of his needs is satisfied, another appears in its place. The process is unending. It continues from birth to death. Man continuously puts forth efforts to satisfy his needs.

3.82 A satisfied need is not a motivator of behaviour. Only unsatisfied needs motivate behaviour.

3.83 Man’s needs are arranged in an ascending order of importance.

3.84 Physiological, Safety and Love needs are described, as low order needs, Esteem, and self-actualization as higher order needs. The distinction stands on the premise that higher order needs are
satisfied internally to the person whereas lower order needs are predominantly satisfied externally (e.g. money, wages, and good working condition).

Maslow proposed that basic needs are structured in a hierarchy of prepotency and probability of appearance. A schematic version of the five level triangles is portrayed in Fig. 3.8.

3.81 **Physiological Needs:** Physiological needs are the biological needs required to preserve human life. These needs include food, clothing and shelter. These needs must be met at least partly before higher level needs emerge. They exert a tremendous influence on behaviour. They are the most powerful of motivating stimuli, for we must satisfy most of them in order to exist (survive). These take precedence over other needs when thwarted. As pointed out by Maslow, “Man lives by bread alone”, when there is no bread, physiological needs dominate, when all needs are unsatisfied. Physiological needs have certain features in common.

3.811 These provide meaning to work life. Individuals are not treated as inert instruments, glorified machine tools, and mere appendages in the production process. People congregate because of mutual feelings of being beaten by the system. They seek affiliations because they desire to have their beliefs confirmed.

3.812 Social needs are regarded as secondary because they are not essential preserve human life. They are nebulous because they represent needs of the mind and spirit, rather than of the physical body.
Figure-3.8 Maslow’s Hierarchy of Needs

3.8121 They are relatively independent of each other.

3.8122 In many cases they can be identified with a particular organ in the body (hunger-stomach).

3.8123 In any affluent culture, these needs are unusual rather than typical motivators.

3.8124 Physiological needs are essentially finite.

3.8125 They must be met repeatedly within relatively short time periods to remain fulfilled.

3.8126 Satisfaction of physiological need is usually associated not with money itself but what it can buy.
3.8127 Most of the physiological needs require some conscious provisions for their future satisfaction.

3.82 Safety Needs: Once physiological needs become relatively well gratified, the safety needs begin to manifest them and dominate human behaviour. These include:

3.821 Protection from physiological damages (Fire, accident).

3.822 Economic security (fringe benefits, health, insurance programmes).

3.823 Desire for an orderly, predictable environment, and

3.824 The desire to know the limits of acceptable behaviour.

Maslow stressed emotional as well as physical safety. Thus, these needs are concerned with protection from hazards of life, from danger, deprivation and threat. Safety needs are primarily satisfied through economic behaviour. Organisation can influence these security needs either positively through pension schemes, insurance plans or negatively by arousing fears of being fired or laid off. Safety needs too are emotional, only if they are unsatisfied. They have finite limits.

3.83. Higher Order Needs - the Love Needs: After the lower needs have been satisfied, the social or love needs become important motivators of behaviour. Man is a gregarious animal and wants to give and receive friendship and affection. Social needs tend to be stronger for some people than for others and stronger in certain situations. Social needs have certain features in common.
3.831 They provide meaning to life. Individuals are not treated as inert instruments, glorified machine tools, and mere appendages in the production process. People congregate because they desire to have their beliefs confirmed.

3.832 Social needs are regarded as secondary because they are not essential to preserve human life. They are nebulous because they represent needs of the mind and spirit, rather than of the physical body.

3.833 Social needs are substantially infinite.

3.834 Social needs are primarily satisfied through symbolic behaviour of psychic and social content. Where these are not met, severe maladjustment is probable; where the hunger for companionship is assuaged, the mental health of the organism is once again on a better lease.

3.84. **Esteem Needs:** Esteem needs is two fold in nature – self esteem and esteem of others. Self-esteem needs include those for self-confidence, achievement, competence, self-respect, and knowledge and for independence and freedom. The second group of esteem needs is those that related to one’s reputation needs for status, for recognition, for appreciation and the deserved respect of one’s fellow/associates. Esteem needs have certain features in common.

3.841 They do not become motivators until lower level needs are reasonably satisfied.

3.842 These needs are insatiable; unlike lower order needs, these needs are rarely satisfied.
Satisfaction of esteem needs produces feelings of self-confidence, worth, strength, capability and adequacy of being useful and necessary in the world.

The satisfaction of esteem needs is not always obtained through nature or adaptive behaviour. It is sometimes generated by irresponsible actions.

The modern organisation offers few opportunities for the satisfaction of these needs to people at lower levels in the hierarchy.

Self Actualization Needs: These are the needs for realizing one’s own potentialities for continued self-development for being creative in the broadest sense of that term. Self fulfilling people are rare individuals who come close to living up to their full potential for being realistic, accomplishing things, enjoying life, and generally exemplifying classic human virtues. Self-actualization is the desire to become what one is capable of becoming. A musician must make music, a poet must write, a General must win battles, an artist must paint, a teacher must teach, if he is to be ultimately happy. What a man CAN be, he MUST be. Self-actualization needs have certain features in common.

The specific form that needs take will vary greatly from person to person. In one person, it may be expressed materially in still another, aesthetically.

Self realization is not necessarily a creative urge. It does not mean that one must always create poems, novels, paintings and experiments. In a broad sense, it means creativeness in realizing to the fullest one’s own capabilities; whatever they may be.
3.853 The way self-actualization is expressed can change over the life cycle e.g. John Borg, Rod Leaver, switching over to coaching after excelling in their respective fields.

3.854 These needs are continuously motivational.

3.855 These needs are psychological in nature and are substantially infinite.

3.856 The conditions of modern life give only limited opportunities for these needs to obtain expression.

3.86 Evaluation

Although of great societal popularity, need hierarchy as a theory continues to receive little empirical support. The available research certainly generates reluctance to accept the implication of Maslow's theory unconditionally.

3.861 Theoretical Difficulties: The need hierarchy theory is almost a non-testable theory. It defines empirical testing, and it is difficult to interpret and operationalize its concepts. e.g. what behaviour should or should not be included in each need category? What are the conditions under which the theory is operative? How does the shift from one need to another take place? What is the time span for the unfolding of the hierarchy? After reviewing 22 studies, Wabhu Bride well concludes, "review shows that Maslow's theory has received little clear or consistent support. Some of the prepositions are totally rejected, while others receive mixed and unquestionable support at best. Maslow's simplified theory is grossly incomplete and must be viewed as a theoretical statement rather than an abstraction from field research."
3.862 **Research Methodology:** Maslow's model is based on a relatively small sample of subjects. It is a clinically derived theory and its unit of analysis is the individual. Maslow, recognising these limitations, presented the model, with apologies to those who insist on conventional reliability, sampling etc.

3.863 **Superfluous Classification Scheme:** The need classification scheme is somewhat artificial and arbitrary. Needs cannot be classified into neat watertight compartments, a neat five steps hierarchy. The model is based more on wishes of what man SHOULD BE than what he ACTUALLY IS. Some critics have concluded that the hierarchy should be viewed merely a two tiered affair, with needs related to existence (survival) at the lower level and all other needs prospect at the second level.

3.864 **Chain of Causation in the Hierarchy:** There is no definite evidence that once a need has been gratified, its strength diminishes. It is also doubtful whether gratification of one need automatically activates the next need in the hierarchy. The chain of causation may not always run from stimulus to individual needs to behaviour. Further various levels in the hierarchy imply that lower level needs be gratified before a concern for higher level needs develop. In a real situation, however, human behaviour is probably a compromise of various needs acting on us simultaneously. Some outcomes may satisfy more than one need.

3.865 **Needs Are Crucial Determinants of Behaviour:** The concept of needs is introspective in nature and so cannot be tested objectively. It is difficult to catalogue the multifarious needs of individuals and point out clearly as to how one need differs from another. The limitations, critics have questioned the usefulness of the needs theory. Because of its assumption that need is the crucial determinant of behaviour is also open to doubt. Behaviour is
influenced by innumerable factors (not necessarily by needs alone). Moreover, there is ample evidence to show that people seek objects and engage in behaviour that is in no way connected to the gratification of needs. It is also worth noting that the Maslow’s model presents a somewhat static picture of individual needs structure. The facts that the relative mix of needs changes during an individual’s psychological development have been ignored. In addition, a longitudinal view of needs is totally missing. The needs of workers change over time inevitably. Owing to these limitations, the need priority model provides, at the best an incomplete and partial explanation of behaviour.

3.856 Individual Differences: Individuals differ in the relative intensity of their various needs. Some individuals are strongly influenced by love needs despite having a flourishing social life and satisfactory family life. Other individuals have great and continued need for security despite continued employment with enormous fringe benefits, young workers have greater esteem and self-fulfillment deficiencies than do older workers. Culturally disadvantaged employees may feel stronger deprivation of biological and safety needs, whereas culturally advantaged employees prefer routine and standardized jobs. The picture will be very confusing if we apply the theory in different countries with cultural, religious differences. In one case, black managers, had a greater lack of need fulfillment than their black counterparts in almost every category. Surveys in Japan and continental countries show that the model does not apply to the managers. Cultural, religious and environmental influences play a major role in determining the need priority in various countries. Thus the theory hardly reckons with a whole of set of factors affecting individual need structure, positions in authority structure and culture etc. Few data support the idea that all people are capable of activating all levels of the need structure. Moreover managers do not have substantial amount of time for a leisurely diagnosis of where every employee is positioned in the Maslow’s
Chapter 3  

Motivation and Youth

need priority model.

3.9 Conceptual Framework: This provides a certain frame of reference for practice, research and education. Conceptual framework is a cohesive supporting linkage of selected, inter related concepts. It is the device adopted for organizing ideas and, in turn bringing order to related observations, events and experiences. It serves as a guide to research and a spring-board for the generation of research hypotheses.

From the literature reviewed, several ideas and information were collected. Later, the information was organized in the form of a conceptual framework. The aim of the present study is to identify the motivating factors of Indian youth while opting for a career and determine its implications for the recruitment policies of the Armed Forces. The career choice is influenced by many factors – familial factors such as parents, educational and occupation status, their income, religion etc., individual factors such as individual’s cognition about a career, his/her own value systems or needs, social factors such as influence of mass media, influence of professionals or other members in the society etc.

People often choose a career because they correlate both achieving success in life and realizing their ambitions. The meaning of success can be categorized into socio-economic status, competitive edge over peers, growth orientation and inter-personal security. Competitive edge would indicate the power, position and respect. A growth orientation suggests that the person could improve change and climb the Career ladder i.e. meeting the self-actualization needs of Maslow’s hierarchy. Inter-personal security is individualized to a great extent but could be that the person is able to feel comfortable and be at peace with life.

We like to pursue a career that we feel that we can successfully accomplish it. This is probably due to what we call our self-efficacy expectation. Self-efficacy is the belief in one’s ability to perform an
experiment successfully. When individuals believe that they can be successful in a given career, they will more likely explore opportunities in that particular field.

Rosenberg (1957) points out that the individual’s choice of a career is itself determined by those factors which it affects and those are: cognition i.e. the person’s choice of a career reflects her/his knowledge about the world of work, ideas about the nature of various careers, their educational and training requirements, the abilities and skills required, their demands and rewards. And in making a choice, an individual is also guided by his/her cognition about himself/herself.

Individual choice of a career is also influenced by the value orientation and needs i.e. how it satisfies her/his needs; value an individual attaches to a particular career. Value may be “intrinsic” or “extrinsic”. Intrinsic value of a career relates to the career preference for its own sake while extrinsic values are those that make a person seek for a career for what it may offer to him/her e.g. economic security or social status.

Motivation of youth is bound to have positive or negative impact on the recruitment policies of an organization depending upon pay and allowances, service conditions, status of employees vis-à-vis other professions, image of the concerned organization and the job satisfaction level of its members. While positive motivation generated through praise and credit for work done, sincere interest in subordinates, competition, participation, pride, delegation of responsibility and appreciation pulls prospective recruits towards an organization and induces them to apply for a job. On the contrary, negative or fear motivation created through hazardous service conditions, prolonged separation from families, deprivation of freedom of speech, limited promotion prospect, inferior status in
society, mis-matched pay and allowances vis-à-vis hardships and risks involved in a vocation cause eligible candidates to try out all other avenues of employment before applying for the Armed Forces. This results in poor quality youth applicants and inferior recruitment ratio. In such a situation, the Armed Forces have a little choice for selection from among poor quality candidates. At times, it has to compromise its selection standards to fill up the minimum vacancies and keep the organization ‘going’ somehow.

An organization with thirty percent persisting manpower shortfall in the officer cadre reflect on the inadequacy of recruitment policies, when viewed with other lucrative job options available to prospective candidates. Such an organization is either compelled to lower its recruitment standards or may have to improve its service conditions for better quality of work life and improve morale of its personnel.

The recruitment policies have to keep pace with the requirement of a job. The dilution of standards will have serious repercussions. The attainment of the objectives of such an outfit will be questionable in the long run due to poor performance of its members. And during a war, there is no prize for runners up.
## Motivation and Youth

### Fig 3.9 Conceptual Framework

<table>
<thead>
<tr>
<th>Familial</th>
<th>Individual</th>
<th>Societal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parent's Education</td>
<td>* Own Motivation</td>
<td>* Exposure to Mass Media</td>
</tr>
<tr>
<td>Family Income</td>
<td>* Own Value System</td>
<td>* Career guidance and counseling</td>
</tr>
<tr>
<td>Influence of relatives</td>
<td>* Own Cognition</td>
<td>* Influence of Professionals</td>
</tr>
<tr>
<td>and Family Members</td>
<td></td>
<td>and Friends</td>
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### Factors for Consideration in the Choice of a Career

#### Positive Motivation for Recruitment
- Praise and credit for work done
- Sincere Interest in Subordinates
- Competition
- Participation
- Pride
- Delegation of Responsibility
- Appreciation & Pay and Allowances

#### Negative Motivation for Recruitment
- Hazardous Working Conditions
- Prolonged Separation from Families
- Mismatched Pay and Allowances vis-à-vis Hardships and Risks Involved
- Autocratic Leadership Style of the Management
- Predominantly Downward Communications
3.10 Summary

The level of the performance of a person is function of his abilities and motivation. Motivation affects behaviour. It propels an individual into action to achieve goals. Individual differ in their motivation. Motivation change from time to time. Sometimes the individual himself is unaware of his motivation. Motivations are expressed differently and are complex. There are three Theories of Motivation – Content, Process and Reinforcement. The content Theories explain what energizes an individual behaviour. The process theories show how behaviour is stimulated. And Reinforcement Theories emphasize the way in which behaviour is learned, shaped or modified. Youth's motivation for a career choice is mainly governed by Maslow's Hierarchy of Needs. Familial Considerations, individual choice and societal influences play an important role in the choice of a career by youth. Besides, positive and negative motivators inherent in a profession also affect choice for a career.