CHAPTER - III

THEORIES OF MOTIVATION

There are various theories of motivation. These all theories are based on different assumptions. These theories may be put down under certain different categories :

1. **Prescription Theories :**

    These theories will try to guide the management how to motivate employees. Taylor's scientific management theory, Howthorn's human relation model & MC Greor's. Theory, fall under this category. These were based mostly on trial & error experience & popular beliefs.

2. **Content Theories :**

    These theories are concerned with the question of what causes behaviour to occur & stop. These are based on the needs, motives or desires that drive employees to get satisfaction in the job. Masiow's Theory of Hierarchy of needs, Fedric Herzberg's Two Factor Theory & David MeCelland's need for achievement Theory belong to this category.

3. **Process Theory :**

    This theory says how behaviour originates & is performed. The behaviourist model is an example of this category.

4. **Cognitive Theory :**

This theory is based on the thinking & feeling of individuals. under this theory falls Varoom's Expectancy Theory.

1. **MOSLOW'S THEORY OF HIERARCHY OF NEEDS**

The hierarchy of needs theory is one of the most widely mentioned theories of motivation which is put forth by psychologist Abraham H. Maslow. Maslow saw human needs in the form of hierarchy, starting in an ascending order from the lowest to the highest needs, & he concluded that when one set of needs was satisfied, this kind of need ceased to be a motivator.

Maslow arrived at a conclusion, after a proper research, that there are certain perceived needs of the employees & when they join the organisation they somehow believe that the needs can be better satisfied by doing the work. Workers have expectation from the organisaion to satisfy their perceived needs. If the perceived needs are satisfied according to their expectation they feel satisfied & motivated. On the other hand, if there is a gap between these, they become slow or refuse to work. He recognised that needs have a certain priority. As the more basic needs are satisfied a person seeks to fulfill the higher level needs. If one's basic needs are not met they claim priority & effort to satisfy the higher level needs must be postponed.

Maslow classified needs into five types :

1. **Physiological needs :**

   These are the basic needs for sustaining human life itself - food, water, warmth, shelter, sleep and sexual satisfaction. Maslow took the position that until these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people.

   Following are common features of physiological needs :

   A) They are relatively independent of each other.

   B) They can be identified with a specific location.

   C) They must be met repeatedly.

   D) In an affluent culture these needs are unusual rather than typical motivators.

2. **Security & Safety Needs :**

   These are the needs to be free from physical danger & the fear of loss of a job, property, food or shelter. These needs are concerned with the physical & financial security. Physical security implies the freedom from bodily threat & financial security is concerned with the security on the job.

   When physiological needs of a man are reasonably fulfilled, needs at the next higher level, safety needs, begins to dominate man's behaviour.
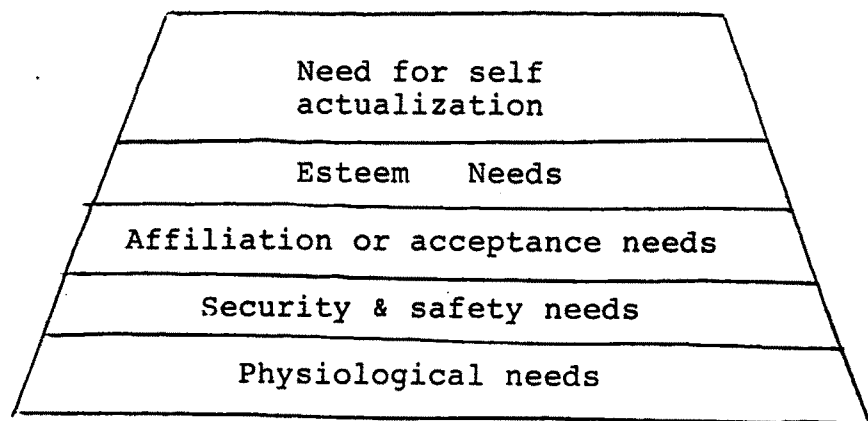
3. **Affiliation or Acceptance Needs :**

These needs refer to the needs of the love & social security. Every individual aspires to be loved by others, to be associated with others & to get affection from his group members. Deprived of these things, man want's them as intensely as a hungry man want food.

4. **Esteem Needs :**

According to Maslow once people begin to satisfy their needs, they tend to want to be held in esteem both by themselves & by others. This kind of need produces such satisfaction as power, prestige, status & self confidence.

5. **Need for Self - Actualization :**

Maslow regards this as the highest need in his hierarchy. It is the desire to become what one is capable of becoming - to maximise one's potential & to accomplish something.

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MASLOW'S HIERACHY OF NEEDS

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Evaluation of Maslow's Theory :

Maslow's classification of needs has been a landmark in the field of motivation. It's main utility is that this has suggested the priority & nature of needs. This hierarchical concept of needs is important for understanding the managerial task in relation of human resources working in organisations. His approach is direct, simple & practical. Maslow has himself pointed out that this hierarchy of needs is not rigid & fixed in order & it is not the same for all individuals. Individuals who are high in position in organisation are able to satisfy their high order needs but the lower level people are unable to do so. Once an individual has moved from a lower level of needs to a higher level of needs, the lower level needs assume a less important role.

Even though this theory of motivation, is a landmark, following are the weakness of this theory --
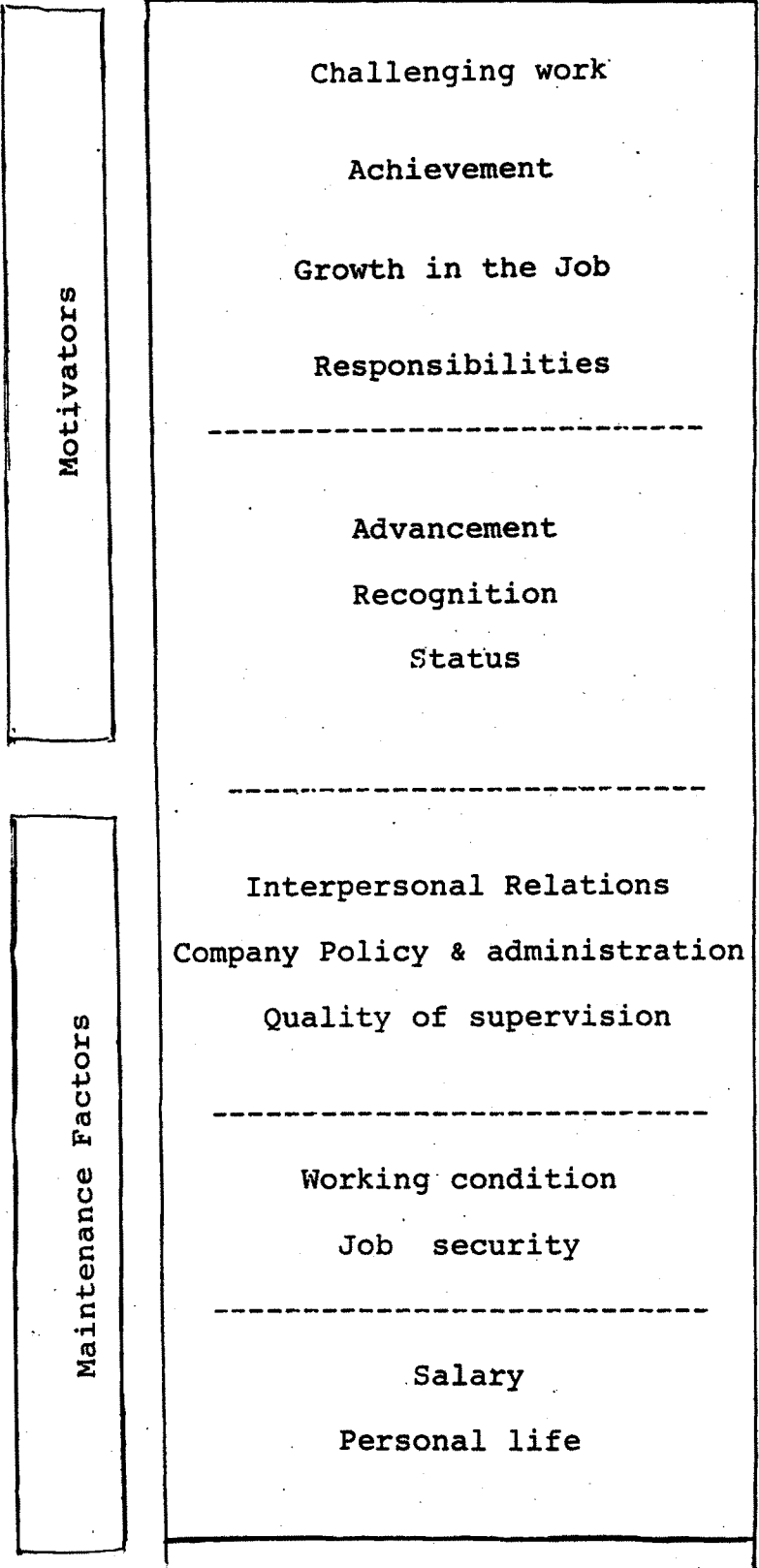
1. It is a general expression & not specific.
2. The levels in the hierarchy are not rigidly fixed. The boundaries between them are hazy & overlapping.
3. It does not have any allowances for exceptions.
4. This approach overlooks the inner action of needs. An act is more likely to be caused by several needs. An act is seldom motivated by a single need.

2. F. HERZBERG'S TWO FACTOR MODEL

Maslow's need approach has been considerably modified by Frederic Herzberg & his associates. Their research purports to find a two-factor theory of motivations.

In one group of needs are such things as company policy & administration, supervision, working condition etc. These were found by Herzberg & his associates to be only dissatisfiers & not motivators. In other words, if they exist in a work environment in high quality & quality, they do not yield dissatisfaction. Their existence does, not motivate in the sense of yielding satisfaction, their lack of existence would, however, result in dissatisfaction. They were consequently referred to as "hygiene" factors.

In the second group, Herzberg listed certain satisfiers - & therefore motivators - all related to job content. They included the factors of achievement, recognition, challenging work, advancement & growth in the job. Their existence will yield feelings of satisfaction or no satisfaction.

Motivators	Challenging work
	Achievement
	Growth in the Job
	Responsibilities
	- -
	Advancement
	Recognition
	Status
	- -
Maintenance Factors	Interpersonal Relations
	Company Policy & administration
	Quality of supervision
	- -
	Working condition
	Job security
	- -
	Salary
	Personal life

Herzbreg's Two Factor Theory

Hygiene factors or maintenance factors :

According to Herzberg & his associates, there are ten Hygiene or maintenance factor. These are - company policy & administration, technical supervision, inter-personal relationship within the groups, inter-personal relationship with subordinates, salary, job, security, personal life, working conditions, quality of supervision & status. These are not intrinsic part of a job, but are related to conditions under which a job is performed. They produce no growth in a workers output, they only prevent losses in worker's performance due to work restrictions. These maintenance factors are necessary to maintain a reasonable level of satisfaction in employees. Any in-creases beyond this level will not provide any satisfac-tion to the employees, however, any cut below this level will dis-satisfy them. As such, these are also called as dis-satisfiers. Since, any increase in these factors will not affect employee's level of satisfaction, these are of no use for motivating them.

Motivational Factor :

These factors are capable of having a positive effect on job satisfaction often resulting in an increase in one's total output. Herzberg include six factor that motivate employees. These are - achievement, recognition, advancement, work itself possibility of growth & responsi-bility. Most of these factors are related with job con-tent. An increase in these factors will satisfy the em-

ployees. However, any decrease will not affect their level of satisfaction . Since they are useful in increasing the level of satisfaction in the employees, they can be used in motivating them for higher out-put.

Herzberg maintains the potency of various factors is not entirely a function of factors themselves. It is also influenced by the personality characteristics of the individual. From this point of view, individuals may be classified into two parts - one motivation seeking and second maintenance seeking . The motivation seekers generally are individuals who are primarily motivated by the satisfiers such as advancement. achievement & other factor with work itself. On the other hand, the mainte-nance seekers tend to be more concerned with factors surrounding the job such as supervision, working condi-tions, pay etc.

EVALUATION OF THE HERZBERG'S THEORY

There are many related studies which support the view of herzberg's. The study of a group of supervisors in Utility Industry substantially confirms the findings of Herzberg. Another study of scientist, engineers, manufac-turing supervisors, technicians tent to confirm the result & theories from Herzberg's study. It should be added here that in this study, there are differences among the var-ious groups of individuals about the relative importance of various satisfiers & dis- satisfiers.

Also Herzberg's model has been applied in the industry & has given several new insights. One of these is the job enrichment. The job enrichment applies to improvement of job in such a way that they have more motivators than before. The idea behind the job enrichment is to keep maintenance factors constant or higher while increasing motivational factors.

Apart from the merits of this theory many writers & thinkers, on the subjects have argued against the theory as follows :

1. In fact, job satisfaction & dis-satisfaction are two opposite points on a single continum. Individuals on the job are affected by the change either in the job environment or in the job content.

2. Herzberg's model is 'Method bound' & a number of methods used for similar study have shown different results, not supporting his contentions. Thus the theory has limitations in general acceptability.

3. This theory does not attach much importance to pay, status or inter-personal relationships which are held generally as important contents of satisfaction.

COMPARISON OF MASLOW'S & HERZBERG'S

THEORIES OF MOTIVATION

Maslow's Need Hirearchy		Herzberg's Two Factor Theory
Self-actualization	**Motivators**	Challenging work Achievement Growth in the Job Responsibility
Exteem or Status		Advancement Recognition Status

Affiliation or acceptance	**Maintainance Factors**	Interpersonal relations
		Company Policy and
		            administration
		Quality of
		            supervision

Security & safety		Working condition, Job security
Physiological needs		Salary Personal Life

When Malsow's & Herzberg's models are compared, it can be seen that both the models Focus their attention on the relationship that is what motivates an individual. Maslow has given it in term of need hierarchy & has suggested how people try to attain higher level needs.

Thus, any satisfied need becomes a motivating factor of the individual & governs his behaviour in that direction. In comparatively socially & economically advanced countries, most of the lower order needs are fulfilled & for people only higher level needs remain motivating factors. This is what Herzberg has suggested. Most of his maintenance factors come under comparatively lower order needs. Most of these needs remain satisfied & hence cease to be motivators.

However, there is a particular difference between the two models, maslow emphasises that any unsatisfied need whether of lower order or higher order will motivate individuals. Thus it has universality in its applicability. It can be applied to lower level workers as well as higher level manager. In underdeveloped countries, where because of lack of social & economic progress, even lower order needs are not reasonably satisfied, such needs are motivating factors. According to Herzberg, these are hygiene factors & fail to motivate workers.

3. MCGREGOR'S THEORY X & THEORY Y

The management action of motivating human beings in the organisation, according to MC Gregor's involves certain assumptions, generalisation & hypothesis relating to human behaviours & human nature. These assumptions may be neither consciously crystalised, nor overly stated.

However, these serve the purpose of a predicting human behaviour. The basic assumptions about human behaviour may differ considerably because of the complexity of factors influencing the behaviours. MC Gregor has characterised these assumptions in two observe point - Theory X & Theory Y.

Theory X

Theory X represents standard bureaucratic & authoritarian attitudes towards employees & the assumptions are that" Most people prefer to be directed & prodded, that they are not interested in assuming responsibility that they are lethargic & do not like to work, & want safety above all." There is also the belief that people are motivated by money, fringe benefits & threat of punishment. This is the traditional theory of human behaviour.

Assumption of Theory X :

Following are the assumption of theory X :

1. Management is responsible for organising the elements of productive enterprises.

2. In respect of people, this is a process of directing their efforts, motivating them, controlling their actions, modifying their behaviour to fit the needs of the organisation.

3. Without this active intervention by management, people would be passive - even resistant - to organisational needs. They must be persuaded rewarded & punished, controlled & their activities must be directed. This is management task.

4. The average man is by nature indolent - he works as little as possible, dislikes work & when ever possible avoids it.

5. He lacks ambition, dislikes responsibility, prefer to be led.

6. He is innerently, self centered, indifferent to organisational needs.

7. He is by nature resistant to change.

8. He is not very bright.

These assumptions about human nature are negative in their approach. however much organisational processes have developed on these assumptions. Manager subscribing these views about human nature attempts to structure, control & closely supervise their employees. They fell that control is most appropriate for dealing with irresponsible & immature employees. He believes that these assumptions about human nature have not changed drastically through there is a considerable change in behavioural pattern.

Theory Y

MC Greor said that management by direction & control may not succeed because it is a questionable method for motivating people whose physiological & safety needs are reasonably satisfied and whose higher level needs are becoming predominant. He developed an alternative theory of human behaviour called Theory Y. This theory represents the democratic approach & gives the employees scope for creativity & responsibility. Assumption of Theory 'Y'.

The assumptions of this theory are probably much more representative of the average worker. Following are the assumption of theory 'Y'.

1. The average human being does not inherently dislike work.

2. External control & the threat of punishment are not the only means of bringing about efforts towards organisation objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.

3. Commitment to objective is a function of the reward associated with their achievement. The Most significant of such award can be direct product of effort directed towards organisational objectives.

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4. The average human being learns under proper conditions not only to accept, but to seek responsibility. Avoidness of responsibility, lack of ambition & emphasis on security are generally consequence of inherent human characteristics.

5. The capacity to exercise a relatively high degree of imagination, ingenuity & creativity in the solution of organisational problem is widely distributed in the population.

The assumptions of Theory Y suggest a new approach in management. It emphasises co-operative endeavour of management & employees. The attempt is to get maximum output with minimum amount of control & direction.

4. LYNDALL F. URWICK'S THEORY 'Z'

L.F. Urwick proposed another theory of human behaviour at work place which he has called Theory 'Z'. Urwick has viewed that the primary task of manager is to make or distribute goods or services, at prices which the consumers are able & wiling to pay. And it is to this end that he must direct the efforts of those associated with him.

L.F. Urwick has given the following propositions :

1. Management is responsible for organising the element of productive enterprise - Money , material

equipment & people - in the interest of economic ends.

2. In a free society, economic needs are determined by the choices of innumerable individuals in their capacity as consumers.

3. This involves a network of decision & communication through which management postulates leadership.

4. Man is a consumer insists that the latest products of science & technology are at his disposal. He seeks change.

5. Management can overcome difficulties of complex communications by devoting more attention to morale.

Urwick indicates that the individuals would be ready to direct their behaviour towards organisational goals under two conditions :

A) Each individual should know the organisational goal & his contribution thereto.

B) Each individual should be confident that the realisational goals are going to affect his need satisfaction positively, & that none of his need are threatened by membership of the organisation.

This theory presents more realistic picture of human behaviour in the organisation, rather than making

assumptions about human behaviour. The success of any organisation depends ultimately on the morale of all those engaged in it.

But this theory could not get much popularity in management because such propositions have been given in one form or the other by different theories.

5. EXPECTANCY THEORY OF MOTIVATION

There are another approach to explaining motivation & one that many believes goes for an explaining how people are motivated is the Expectany Theory. This theory was developed by one psychologist - Victor H. Vroom. He holds that people will be motivated to do things, to reach a goal, if they believe in the worth of that goal & if they can see that what they do will help them in achieving it. In a sense, this is modern Expression of what Martin Luther observed centuries ago when he said that " Everything that is done in the world is done in hope."

This theory explained that motivation of the people towards doing anything will be determined by the value they place on the outcome of their effort multiplied by the confidence they have will that their effort will materially aid in achieving a goal. In other words he makes the point that motivation is a product of the anticipated worth that an individual places on a goal & the chances he or she sees of achieving these goals.

Using his own terms, Vroom's theory may be stated as

Force = Valence X expectancy

Where force is the strength of a person motivation, valance is the strength as an individual's preference for an outcome & expectancy is the probability that a particular action will lead to desired outcome.

Valence :

Valence means the strength of an individual's preference for one outcomes to others. It is an expression of the keenness or otherwise of the desire for a goal. It arises out of each individual's internal self, as conditioned by experience. Thus it varies from person to person. The valence is positive when an individual prefers to attain an outcome. It is negative when he prefers not to attain it. It is zero when he is indifferent towards the outcome.

Expectancy :

Expectancy is the strength of belief that an act will be followed by particular outcomes. It represents employees judgment of the probability that one result will lead to another result. If the employees believes that particular action will not bear any fruitful result, the expectancy is zero. If it is certain that result will be positive, expectancy is one. Normal expectancy of an employee is between these two.

Evaluation of Vroom's Theory :

One of the great attractions of the Vroom theory is that is recognizes the importance of various individuals needs & motivation. Thus it avoids some of the simple features of the maslow & Herzberg approaches. It does seem more realistic. It fits the concept of harmony of objectives that individuals have personal goals different from organisational goals but that these can be harmonized. Also Vrooms theory is completely consistent with the entire system of managing by objectives.

But there are some weakness also of this theory. His assumption that sense of value varies among individuals at different times & in various places appears more accurately, to fit in real life. It is consistent also with the idea that a manager's job is to design an environment for performance, necessary taking into account the differences in various situations. On the other hand Vroom's theory is difficult to apply in practice. But this weakness, despite its logical accuracy, simply recognizes that motivation is much more complex than the approaches as Maslow & Herzberg seems to imply.

6.   THE PORTER & LAWLER MODEL :

L.W. Porter & E.E. Lawler have derived substantially more complete model of motivation, built in large part of expectancy theory. In their study, have applied these models primarily to managers.

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This model indicates, that the amount of effort depend on the value of a reward plus the amount of energy, a person believes, is required & the probability of receiving the rewards. The perceived effort & the probability of actually getting a reward in turn, also influenced by the record of actual performance. If people know they can do a job or if they have done it, they have a better appreciation of the effort required & know better the probability of rewards.

Actual performance in a job is determined principally by effort expended. But it is also greatly influenced by an individual's ability to do the job & his or her perception of what the required task is. Performance, in turn, is seen as leading to intrinsic rewards & extrinsic rewards. These rewards, as tempered by what the individual sees as equitable, lead to satisfaction. But performance also influences equitable rewards.

Evaluation of Porter & Lawler Model :

The porter & Lawler Model of motivation, while more complex than other theories of motivation, is almost certainly a more adequate portrayal of the system of motivation. To the practicing manager, this model means that motivation is not simple cause & effect matter. It means, too, that manager should carefully assess their reward structures & that through careful planning, managing

by objectives & clear definition of duties & responsibilities by good organisation structuring, the effort - performance - reward- satisfaction system can be integrated into an entire system of managing.

7. ALDEFER'S NEED THEORY

Maslow's need theory was reformulated by C.P. Alderfer. According to him, there are three basic types of needs :

1. Existence needs.
2. Related needs.
3. Growth needs.

1. Existence need :

These needs consist of desires for material substances that are in infinite supply - food, shelter & money. These need are not insatiable.

2. Related needs :

These needs have their object the mutual sharing of thoughts & feelings with other people. People desire to tell other people their thoughts & feelings & to have them reciprocated.

3. Growth needs :

Growth needs are said to involve the interaction of the individual with the environment in such a way as to develop whatever abilities & capacities the individual feels are most important for him or her.

Their satisfaction means a fairly fundamental change in individual capacities.

Alderfer listed a number of propositions, which include the following :

1. The less of need is satisfied, the more it is desired.

2. The less a higher order needs is satisfied, more lower order needs are desired.

3. The more a need is satisfied, the more higher order needs are desired.

8. MC CLELLAND'S NEEDS THEORY OF MOTIVATION

David C. MC Clellaand has contributed to the understanding of motivation by identifying three types of basic motivating needs. He classified them as - need for power, need for affiliation & need for achievement. Considerable research has been done on method of testing people with respect to these three types of needs, & McClelland & his associates have done substantial research, especially on the need for achievement drive.

Need for power :

Me Celland & other researchers have found that people with a high need for power have a great concern for exercising influence & control. Such individuals are generally seeking positions of leadership. they are

frequently good conversationalist though often argumentative, they are forceful, outspoken, hardheaded & demanding, & they enjoy teaching & public speaking.

Need for Affiliation :

People with a high need for affiliation usually derive pleasure from being loved & tend to avoid the pain of being rejected by a social group. As individuals, they are likely to be concerned with maintaining pleasant social relationship, to enjoy a sense of intimacy & understanding, to be ready to console & help others in trouble, & to enjoy friendly, interaction with others.

Need for Achievement :

People with a need for achievement have an intense desire for success & an equally intense fear or failure. They want to be challenged, set moderately difficult goals for themselves, & take a realistic approach to risk, they are not likely to be gamblers but rather prefer to analyze & assess problems, assume personal responsibility to get a job done, like specific & prompt feedback on how they are doing, tend to be restless, like to work long hours, do not worry unduly about failure if it does occur & tend to like to run their own shows.

All three drives - power, affiliation & achievement - are of particular relevance to management

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since all must be recognised to make an organised enterprise work well. Because any organised enterprise & every department of it represent group of individuals working together to achieve goals, the needs for achievement is of paramount importance.