

Motivation

Motivation is the word derived from the word '**motive**' which means needs, desires, wants or drives within the individuals.

It is the process of stimulating people to actions to accomplish the goals. In the work goal context the psychological factors stimulating the people's behaviour can be -

- desire for money
- success
- recognition
- job-satisfaction
- team work, etc

One of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs.

The process of motivation consists of three stages:-

1. A felt need or drive.
2. A stimulus in which needs have to be aroused.
3. When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that motivation is a psychological phenomenon which means needs and wants of the individuals have to be tackled by framing an incentive plan.

Types of Motivation:

Positive vs. negative: Positive examples include a desire to work as a monitor. negative, such as wishing to leave in order to prevent parental abuse

Educated vs. Basic: Basic as inborn, such as hunger, rage, discomfort, etc. Learning does not come naturally to some people, like achievement and praise.

Intrinsic and extrinsic motivation: Extrinsic motivation happens when we are driven to act in a certain way in order to receive an external reward, whereas intrinsic motivation arises from inside in order to achieve personal fulfilment.

Motivation Theories:

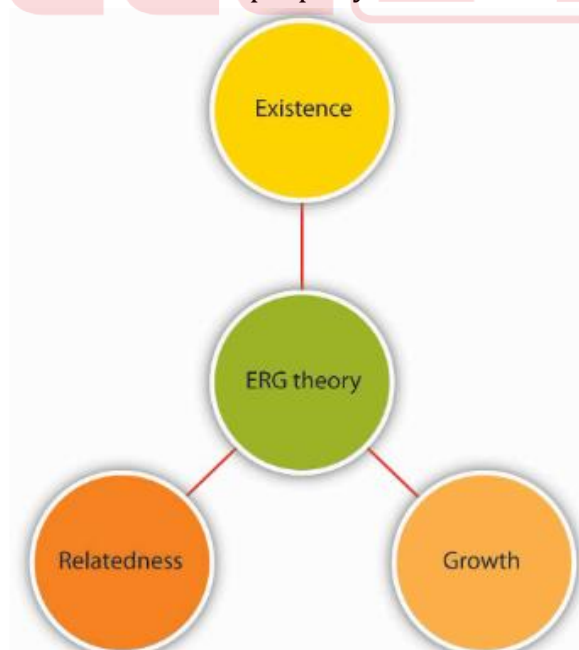
Need-Based Theories of Motivation

Maslow's Hierarchy of Needs

The theory is based on a simple premise: Human beings have needs that are hierarchically ranked. There are some needs that are basic to all human beings, and in their absence nothing else matters. As we satisfy these basic needs, we start looking to satisfy higher order needs. In other words, once a lower level need is satisfied, it no longer serves as a motivator. The following diagram tells about the hierarchy of various needs



ERG Theory: ERG theory, developed by Clayton Alderfer, is a modification of Maslow's hierarchy of needs. ERG theory's main contribution to the literature is its relaxation of Maslow's assumptions. For example, ERG theory does not rank needs in any particular order and explicitly recognizes that more than one need may operate at a given time. Moreover, the theory has a "frustration-regression" hypothesis suggesting that individuals who are frustrated in their attempts to satisfy one need may regress to another. For example, someone who is frustrated by the growth opportunities in his job and progress toward career goals may regress to relatedness need and start spending more time socializing with coworkers. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them.



Two-Factor Theory

Frederick Herzberg approached the question of motivation in a different way. By asking individuals what satisfies them on the job and what dissatisfies them, Herzberg came to the conclusion that aspects of the work environment that satisfy employees are very different from aspects that dissatisfy them.

Herzberg labeled factors causing dissatisfaction of workers as “hygiene” factors because these factors were part of the context in which the job was performed, as opposed to the job itself. **Hygiene factors** included company policies, supervision, working conditions, salary, safety, and security on the job.

In contrast, **motivators** are factors that are intrinsic to the job, such as achievement, recognition, interesting work, increased responsibilities, advancement, and growth opportunities. According to Herzberg’s research, motivators are the conditions that truly encourage employees to try harder.

Acquired-Needs Theory

Among the need-based approaches to motivation, **David McClelland’s** acquired-needs theory is the one that has received the greatest amount of support. According to this theory, individuals acquire three types of needs as a result of their life experiences. These needs are the need for achievement, the need for affiliation, and the need for power. All individuals possess a combination of these needs, and the dominant needs are thought to drive employee behavior. McClelland used a unique method called the **Thematic Apperception Test (TAT)** to assess the dominant need

