

Motivation Theories and their Application

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Abstract: *Motivation refers to the psychological stimulus that encourages the person to act, maintains on work and provides maximum satisfaction to them. Motivation is one of the many essentials in the business. Motivated employers and employees have the ability to operate an organisation to satisfy customer's needs and want to keep the organisation stable. Workplace with motivation and goal setting often result in confident workers. Organisations with confident worker create ideas and set goals while taking financial risks to put those goals into action. A manager must understand what motivates employees and how to stimulate this knowledge. Paper shows the meaning, nature, importance and limitation of motivation. Paper shows different theories of motivation and their application.*

Keywords: Motivation, Motivator, Motive, Incentive, Disincentive

1. Introduction

Motivation means inducement to act or move. In the context of an organisation, it means the process of making subordinates to act in a desired manner to achieve certain organisational goals. While discussing about motivation, we need to understand three inter related terms:

- 1) **Motive** – A motive is inner moves and that energies, activates or moves and directs behaviour towards goals. Motives arise act of the needs of individuals. Realization of a motive causes restlessness in the individual which prompts some action to reduce such restlessness.
- 2) **Motivation** – Motivation is the process of stimulation people to action to accomplish desired goals. Motivation depends upon satisfying needs of people.
- 3) **Motivators** – Motivators is the technique used to motivate people in an organisation. Managers use diverse motivators like pay, bonus, promotion, recognition, praise, responsibility etc., in the organisation to influence people to contribute their best.

Employees are the key resource in the business. Motivation is a force that drives a person to action. In the context of business it means inspiring workers to perform tasks that lead to goals accomplishment. Motivation creates willingness to perform tasks that lead to accomplishment of goals. The term motivation is derived from the Latin word "Mover" which means "To Move". Motivation process explains why and how human behaviour is activated.

Motivation is the ability to change the behavior of a person. It is drive that compels a person to act because human behaviours is directed towards some goals.

1.1 Objective of the study

- To know about motivation.
- To know motivation theories.
- To know how a manager can apply motivate his employees.

2. Research Methodology

Paper is based on secondary data which were collected from books and websites.

2.1 Nature of Motivation

- Motivation is an internal force. It can not be measured in quantitative terms. It can only be observed through actions and performance.
- Motivation is an ongoing process, observing human needs, behaviour and action is continuously followed by managers.
- Motivation is required to all level of management.
- Motivation can be either positive or negative.
- Motivation is a complicated task because understanding human need is difficult.

2.2 Importance of motivation

- Motivation Increase work efficiency satisfied workers work to satisfy the organisational need.
- Managers find prime need of the employees physiological or psychological and try to fulfill those needs through motivation.
- Motivation helps managers ascertain the need of employees.
- Motivation reduces the rate of labor absenteeism and turnover.
- Motivation develops leaders.

There are two categories of motivation that satisfy needs of employees. First category is Incentives and Disincentives and second category is financial and Nonfinancial motivation. When rewards are given to employees in recognition of their behaviour, motivation is in the form of incentives and when penalties are imposed for non performance of work, motivation is in the form of disincentives. Use of rewards and penalties or incentives and disincentives to promote desired behavior find their reference in the carrot and stick approach to motivation. The "Carrot" refers to rewards, rewards may be financial or non-financial. When workers perform well managers recognize their activities and offer them rewards in the form of increase pay, bonus, vacation or promotion etc. The "stick" refers to penalties and punishments. The fear of loss of job, transfer to the other office, demotion, cut in salary and other disincentives act as strong motivators that influence worker's behaviour in the desired direction. Second category of motivation is financial and nonfinancial motivation. Rewards can be financial or nonfinancial.

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Financial rewards are in the form of money. Money has great value in satisfying numerous need of a person. Financial motivation may be in the form of more wages, more salaries, bonus, profit sharing, leave without pay, medical reimbursements etc. Non-financial motivation is in the nature of better status, recognition, participation, job security etc.

2.3 Theories of Motivation

Human behaviour, being complex in nature in terms of need behaviour-action process different motivational theories emphasise on these elements in a different perspective. Motivation is a huge field of study. There are many theories of motivation. Some of the important theories of motivation are:-

A. Need Theories -

- 1) Maslow's need hierarchy theory - Maslow
- 2) Two factor theory - Herzberg
- 3) ERG Theory - Clayton Alderfer

B. Cognitive Theories -

- 4) Expectancy theory - Victor H. Vroom
- 5) Goal Setting theory - Edwin Locke
- 6) Equity theory - J. Stacy Adams

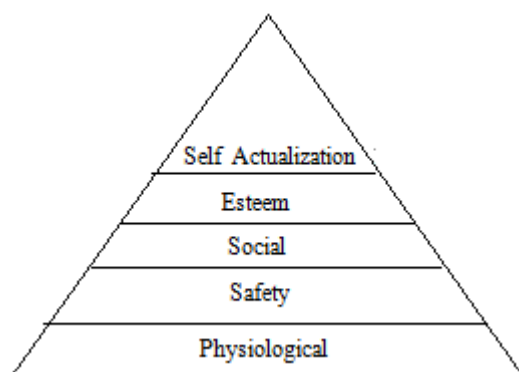
C. Behavioural Theories

- 7) Theory X and Theory Y – Mc Gregor
- 8) Theory Z – Ouchi

- **Need Theories** – Need theories identify and satisfy needs of a person that Motivate him to perform organisational activities. Need theory believe that individuals have various need and work to fulfill those needs.
- **Cognitive Theories** – According to cognitive theories, it is not the need that makes a person act but his perception about a particular situation that influences his behaviour. People's actions are affected by what they expect to achieve out of those actions.
- **Behavioural Theories** – The nature of individuals and how they behave in different situation forms the basis for motivation in the behavioural theory.

1) Maslow's Need Hierarchy Theory:

The Need Hierarchy theory is developed by Abraham Maslow. This theory is based on human needs. This theory classifies the need into a hierarchy from lower to higher order as five need clusters as shown in the following figure:



- **Physiological need:** a person's need for food, drink, shelter and other physical requirements.
- **Safety need:** - The second level of need in maslow's hierarchy is emerged once Physiological needs are met. Safety needs involve the need for a secure environment, free from threats of physical and psychological harm.
- **Social needs:** - All individuals want to be recognized and accepted by others. Social needs involve affection, sense of belonging, acceptance and friendship.
- **Esteem needs:** - These needs refer to self-esteem and self-respect. These include such needs that indicate self-confidence, achievement, competence, knowledge and independence.
- **Self-Actualization need:** - The final step under the need theory is the need of self-actualization. This refers to self-fulfillment. These needs inspire a person to develop to his maximum potential.

In Maslow's need hierarchy theory, human need are arranged in a lowest to the highest order. The second need does not dominate unless the first reasonably satisfied and the third need does not dominate until the first two needs have been reasonably satisfied. This process goes on till the last need.

2) Herzberg's Two Factor Theory:-

Fredrick Herzberg's proposed a two factor motivation theory. This is also called the motivation hygiene theory. This Theory focuses on the distinction between factors that can increase job satisfaction

(Motivators) versus those that can prevent dissatisfaction but cannot increase satisfaction hygiene factors. Motivators are intrinsic factors and directly related to the performance of a job, Such as the nature of the work itself, responsibility, personal growth and the sense of achievement and recognition directly received by performing the work. The hygiene factor or extrinsic factors are associated with conditions surrounding the job. This includes work condition, good pay, insurance policies, vacations, supervision, relation with co-workers.

While Maslow's theory is based on general observation if needs of the employees, the two factor theory is based on actual research findings. Herzberg conducted interviews with 200 accountants and engineers of companies in the Pittsburgh area. He asked them two questions-

- What are the factors that make you feel satisfied with your work and motivate you to perform better? and
- What are the factors that make you feel dissatisfied with your work and do not motivate you to perform better?
- The results from this inquiry from the basis of Herzberg's motivation- hygiene theory.

3) ERG theory:-

It is formulated by clayton Alderfer. The basis of this theory is the need hierarchy of Maslow. The five needs as specified by Maslow are clubbed into three by Alderfer in ERG need Theory. These are existence needs, Relationship needs and growth needs.

E – Existence Needs

R – Relationship Needs

G – Growth Needs

- **Existence needs** – These include need for basic material necessities. In short, It includes individual's Physiological and safety needs.
- **Relatedness needs:** - These include the aspiration individual's have for maintaining significant interpersonal relationship, getting public fame and recognition Maslow's social needs and esteem needs fall under this class of need.
- **Growth needs:** - These include need if self development and personal growth and advancement. Maslow's self-actualization needs fall under this category of need.

4) Vroom's Expectancy Theory: -

Victor Vroom's expectancy theory of motivation is a process theory of motivation. It says that an individual's motivation is affected by their expectations about the future. Vroom's theory asserts that motivation is a product of valence and expectancy.

$$\text{Motivation} = \text{Valence} \times \text{Expectancy}$$

The expectancy theory states that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. It includes three variables

- **Expectancy** – It is the probability perceived by an individual that exertion of a specified amount of effort will lead to a certain level of performance.
- **Instrumentality** – It is the degree to which an individual believes that performing at a particular level is instrumental in attaining the desired outcome.
- **Valence** – It is the importance that an individual places on the potential outcome that can be achieved on the job. Valence considers both the goals and needs of the individual.

5) Goal Setting theory:-

In the 1960's, Edwin Locke put forward the goal setting theory. Goals indicate and give direction to an employee about what needs to be done and how much effort is required to be put in. Setting of goals can also be a motivational factor affecting the human behaviour. If goals are attainable, measurable, challenging and within the reach of individuals, they will be motivated to work towards the attainment of these goals. When people feed committed to organisational goals, they are motivated to work hard to achieve those goals and also associate their hard work with returns and rewards. Goal setting theory is based on 7 principles which are –

- Clarity
- Challenge
- Commitment
- Feedback
- Task Complexity
- Self efficiency
- Goal commitment

6) Equity Theory

The Equity theory developed by J. Stacey Adams. Theory proposes that employees compare what they obtain from a job (Outcome) with what they put into it (inputs) and then compare their inputs. There should be a balance of the

outcome and inputs relationship for one person in comparison with that for another person. Equity theory focused on distributive Justice, which is perceived fairness of the amount and allocation of rewards among individuals.

7) Theory X and Theory Y:-

Douglas McGregor developed an approach that showed how assumptions about worker's attitude and behaviour affect the behaviour of managers. He developed two sets of assumption about human behaviour which help managers in adopting motivators for them. One set of assumptions is called X Theory and the other set of assumption Theory Y.

One of McGregor's theories is called the traditional theory and second theory is called modern theory. The first principle presents a pessimistic and second principle presents an optimistic view.

- **X Theory** – This theory is based on the assumption that every person wants to avoid work. Therefore, to get work out of this, a negative motivation is necessary. He can be med only by showing fear. The autocratic leadership theory is also based on this belief.
- **Y Theory** – Y theory is based on concept that every person is passive and unreliable by nature. If he is duly motivated, he can be loyal to work himself and produce more. In

McGregor's words, "An effective organisation is one in which there is true loyalty and cooperation in place of direction and control and whose decision involves every one affected." It is clear that according to the Y theory, to motivate employees for more work, they should make them partners in every work of organisation. McGregor's theory of motivation is simple. This theory is based on the howthorne Experiments. This theory offers a framework for analysing the relationship between motivation and leadership style.

8) Ouchi's Z Theory:-

William ouchi proposal Theory Z as an integrated model of motivation. He developed the theory after comparing Japanese and American management practices. Theory Z focusedan increasing employee loyalty to the company by providing a job for life with a strong focus on the well being of the employee, both on and off the job. According to ouchi, Theory Z based management tends to promote stable employment, high productivity and high employee morale and satisfaction. This theory holds that every human is a consumer. Ever if he is a producer, manager, teacher, employee, doctor etc. Z theory emphasizes services to the society of consumer. This theory contributes to its practical implementation by removing the barriers of Y Theory. This principle believes in substituting business as marketing.

Limitation of Motivation

It is true that motivation is a very important fact in accomplishing the objective of the organisation, but in reality it is not an easy task to motivate the employees in the organisation. Determination of basic facts is a problem because the basic needs of each person are different. Lack of employee loyalty towards the organisation is also a problem. It is not easy to understand the inner feelings of the workers.

The problem of variation in motivation also arises due to variation in employees.

Application of Motivation Theories

A manager is interested in motivating his employees effectively. He needs specific recommendations that can be applied in practice. The following suggestion can be given on the basis of the theories:-

- All motivation theories recognize that employees are not identical. They have different needs and personality
- Managers should ensure the employees have specific goals and feedback on how well they are doing in achieving those goals.
- The motivational benefits should be aligned carefully to match people with their jobs.
- Managers need to make rewards contingent on performance. Important rewards such as pay increases and promotions, should be given for the attainment of specific goals. Furthermore, managers should look for ways to increase the visibility of rewards, making them potentially more motivating.
- Employees should perceive that rewards or outcomes are equal to the inputs.
- Employees perform better for managers who care about them.

3. Conclusion

As we know motivation is an important task of management, which motivates people who are working in the organisation towards the attainment of the set goals. Motivation is called the heart of management. The field of motivation is very wide. Different circumstances follow different motivations because different individuals are motivated by different types of motivation.

Above study shows different types of motivation theories and how a manager can apply these theories to motivate his employees. Motivation theories play a very important role for managers to achieve their objectives. A manager doesn't have to implement all the theories at once. It has to vary from person to person and manager should be aware of his subordinates' stage of motivation.

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