

Motivation theories and its implications

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Abstract

Motivation is a psychic force that derives an individual towards goal realization. Motivation is an encouragement people to do more work. It is basically the process in which behavior is initiated, guided and maintains goal-oriented behaviors. The behavior of people varies from situation to situation and to understand the same, there are various theories of motivation. Theory is basically an idea or assumptions that tries to provide a rationale explanation of cause-and-effect relationships. Various theories have been propounded to make an attempt to know the relationship between motivation and employee performance. Theories and their implications are discussed in this article are : Maslow's Need Hierarchy Theory, McGregor's X and Y theory, Herzberg's Two Factor Theory, Mc Clelland's Three Need Theory, Victor Vroom's Expectancy Theory, Adams Equity Theory, Alderfer's ERG Theory.

Keywords: Motivation, Theories, Behavior, Implication

1. Introduction

Motivation derived from Latin word 'Motive' which means needs, desires, drives within the individual. It is an intrinsic feeling which can only be felt. It is basically a process in which firstly need arises which in turn creates wants which causes tension to fulfill it and for that we take some action that result in satisfaction. If satisfaction is not their, motivation process is incomplete. It can be seen in individual through their behaviors rather than observed directly. Variety of factors influences motivation that can be internal or external such as desire for money, team work, job satisfaction, recognition, achievement, success etc.

There are basically two types of motivation i.e Intrinsic and Extrinsic. Intrinsic are those which comes from within inner self. Intrinsic motivation can be produced within individual by knowing their psychological needs which are related to the jobs they are doing. Employees are involved in decision making process by inviting their valuable suggestions which in turn increase their efficiency in achieving goals. Extrinsic factors like money, promotion, coercion, threats of punishment etc. are contributed to extrinsic motivation. Crowd cheering for the individual and trophies are also external ones.

1.1 Objective

Motivation is goal directed behavior and is very complex process as person needs, their likings and disliking differs. The main purpose of this article is to study the various theories of motivation and their implications. Motivation is closely related with the employee behavior. Today's dynamic era wants something new from time to time so experts developed various theories which shows the relationship between motivation, environment at work place, job itself and employee behavior.

1.2 Theories of Motivation

Theory is basically a supposition or a system of ideas that are intended to explain something. Motivation is a force that influences productivity. Higher the level of motivation, higher is the productivity. Variety of theories are given in motivation. We shall discuss about those and their implications.

1.3 Maslow's Need Hierarchy Theory

Need hierarchy theory was given by Abraham H Maslow in 1943. According to him, needs are arranged in a chain called hierarchy. He believes that a person has different needs but at a point of time he has only one need which he wants to be satisfied and when this need is fulfilled another need arouses and this process will go on. He has given five categories of needs in the following order:

- 1. Physiological needs:** The basic needs of individual includes food, clothing, shelter, water, air etc. comes in this category.
- 2. Safety needs:** After the first level needs were satisfied, a man tries to satisfies safety needs like job safety, protection against danger, self- preservation, safety of property etc. first and second order needs are called low level needs.
- 3. Social needs:** These needs arouses when safety needs are fulfilled. Man is an social being wants love, affection, belongingness, friendship etc.
- 4. Esteem needs:** These needs are concerned to desire for self-respect, recognition, feeling of being unique and respect from others.
- 5. Self-actualization needs:** These are the needs of highest order and arouses when above all needs are satisfied. A man wants to become what he is capable of. Last three needs are high level order needs.

1.4 Implications of the theory

For first order needs, employees should be given proper salary to meet out their basic needs. For second order needs, job security, congenial work environment and retirement benefits must be given. For nest order needs, management should encourage teamwork. Managers should encourage employees by giving them reward and promotion for fourth order needs. For the last one, employees should be given challenging jobs and their core competencies are properly utilized.

1.5 Herzberg Motivation And Hygiene Theory (Two Factor Theory)

It is given by Fredrick Herzberg in 1959. He talked about two things maintenance or hygiene and motivational factors.

Table 1

Hygiene Factors	
No Dissatisfaction	Dissatisfaction

Maintenance or hygiene factors are those if present in the firm don't satisfy the employees but their absence strongly dissatisfies the employees. These are ten factors such as company policy and administration, technical supervision, interpersonal relationships with supervisors, peers and subordinates, salary, job security, personal life, working conditions and status.

Table 2

Motivators	
Satisfaction	No Satisfaction

Table 3

Theory X	Theory Y
Traditional theory of human behavior	Modern theory of human behavior
Includes lower order needs like safety needs	Includes higher order needs like ego needs
Autocratic style is adopted	Democratic and participative style is adopted
Lack of self-motivation	Enthusiastic & self-motivated
Scalar chain and centralization are used	Decentralization is used
People are passive so needs to be directed	People are active & self-directed
Work done by the pressure of external control	No external control & threat of punishment
They are resistant of change	They are always ready to accept change

1.9 Implications of the theory

Earlier the main focus is on physiological & safety needs but because of change in the value & social system, higher order needs are emphasized & replaced the lower ones and for this reason Theory Y is more widely used as this involves self-direction & self-control. Believers of this theory encourage decentralization of authority, teamwork and participative decision making. These people are innovative and contributes valuable work in the organization. Management by objectives, management by integration techniques are used.

1.10 Vroom's Expectancy Theory

Expectancy theory was given by Victor Vroom in 1964. It assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure & minimize pain. It is based on motivation process. It is also called VIE theory.

Motivation = valence * instrumentality * expectancy

Valence, refers to the emotional orientations people hold with respect to outcomes.

Instrumentality, perception of employees as to whether they will actually get what they desire even if it has been promised by a manager.

Expectancy, probability that a particular action leads to an outcome.

1.6 Motivational Factors

Are those factors having a positive effect on job satisfaction but a decrease in them will not effect the level of satisfaction. There are six factors such as achievement, recognition, advancement, work itself, possibility of growth and responsibility.

1.7 Implications of the theory

Management must guaranteed the availability of hygiene factors such as job security, personal life, salary, working conditions etc. to avoid dissatisfaction. They must focuses on job-enrichment (redesigning of job to make job more challenging and to avoid boredom) to encourage employees. Motivational factors such as achievement, advancement, job itself etc. improves quality of work life. By developing equal level of authority & responsibility and provide appropriate recognition serve the purpose. Opportunity must be given for personal growth, re-engineering and promotion.

1.8 Mc Gregor X and Y theory

This theory is given by Mc Gregor in 1960 and consider two different views of individuals either positive or negative. This theory involves certain assumptions, generalizations relating to human behavior.

1.11 Implications of the Theory

This theory is consistent with an idea that manager's job is to design an environment for performance so that deserving employees must be rewarded for their exceptional performance. But for this, managers must ensure that the employees must achieve the targeted performance level. Organization must design interesting, dynamic and challenging jobs. For giving them reward, their motivational level should be continuously assessed through questionnaires etc.

1.12 Alderfer Erg Theory

Clayton Alderfer provides an extension over Maslow's need hierarchy theory and Herzberg's two factor theory of motivation particularly the former one. This theory was given in 1969. He believes that there is a distinction between lower-order needs and higher-order needs and there is a value in categorizing the needs. People try to satisfies the most concrete needs first and then move on to abstract ones.

1.13 Existence Needs

Physiological needs+ security needs of an individual. They have similar impact on the behavior of individual.

1.14 Relatedness Needs

Social needs+ Part of esteem needs which is derived from relationship with other people.

1.15 Growth Needs

Self-actualization + part of esteem needs which is internal to the individual like feeling of being unique, feeling of personal growth.

1.16 Implications of the theory

This theory contradicts the believe as moving up higher in the need hierarchy, the better it is but according to this theory different needs work simultaneously. If manager focuses on one need at a time then this will not encourage employee. If individual's particular path towards satisfaction is blocked, he may persisted along that path but same time he regress towards more satisfied needs. Thus, ERG theory provides us different category of needs, their relationships and progression & regression of their satisfaction.

1.17 Mc Clelland need theory

Mc Clelland has given this theory in 1961 & stated that all are having following three types of needs irrespective of age, sex, race or culture. He described how the needs affect the actions of people.

Need for Achievement, prefer working on moderate risk, having immediate feedback with a desire to accomplish the task.

Need for Affiliation, prefer of being loved, social responsibility. They prefer collaboration over competition and does not like high risk or uncertainty.

Need for Power, to influence other behavior. People enjoy work with a high discipline. They prefer competition and enjoys winning in arguments for own status.

1.18 Implications of the theory

Managers show high on achievement and power and low on affiliation. CEO's of smaller companies show higher achievement motive as compared to those of large companies. Middle level managers have high achievement as compared to the chief executive.

2. Conclusion

After thorough analysis of the above topic, I derive at a point that being motivated is pivotal in the process of taking any decision as motivation is the core of any success. Of course it is a driven force towards a dream or aim. After having studied above theories, main points come to notice is that variety of factors contributes to motivation and every theory has same crus that motivation is directly linked with human behavior. Maslow's theory differentiate the needs ywo categories- low or high. Herzberg's deals with the extension of mallow theory. Expectancy theory relates with human expectations n so on. Thus, creating a favorable environment, giving proper reward is the core of motivation.

3. References

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