



Motivation Part - 1

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Introduction to Motivation

What is Motivation?

The term motivation is based on Latin word '**movere**' which means '**to move**' and a widely accepted definition of motivation is: "**Motivation is the process that initiates, guides, and sustain goal-oriented behavior.**"

Process of Motivation

Following are the **5 major steps** in the motivation process:

- A. Need/motive:** Arousal of need is the starting step of the motivation process. It is the inner state of a person that he is lacking/missing something. In the context of motivation, **need and motive** are taken as synonyms.
- B. Tension:** When a need is unfulfilled, it creates psychological tension or discomfort. This tension acts as a driving force, pushing the person to take action.

- C. Goal-directed behavior:** To reduce this tension, the individual engages in actions aimed at fulfilling the need. These actions are purposeful and directed towards achieving a specific goal. Moreover, goal-directed behavior can also be called **goal-oriented behavior**.
- D. Need Satisfaction:** If goal-directed behavior is successful, the need gets fulfilled, leading to satisfaction and a sense of accomplishment. However, in many cases goal directed behavior does not lead to need satisfaction. In such cases, the person feels dissatisfied.
- E. Feedback:** After achieving the goal, the person evaluates whether the need was properly satisfied or not. This feedback helps in setting new goals or refining actions for better satisfaction in the future.

At the final stage of the motivation process, feedback helps us to analyze whether the need has been properly satisfied or not. Let's understand this part again with the example of Mukesh:

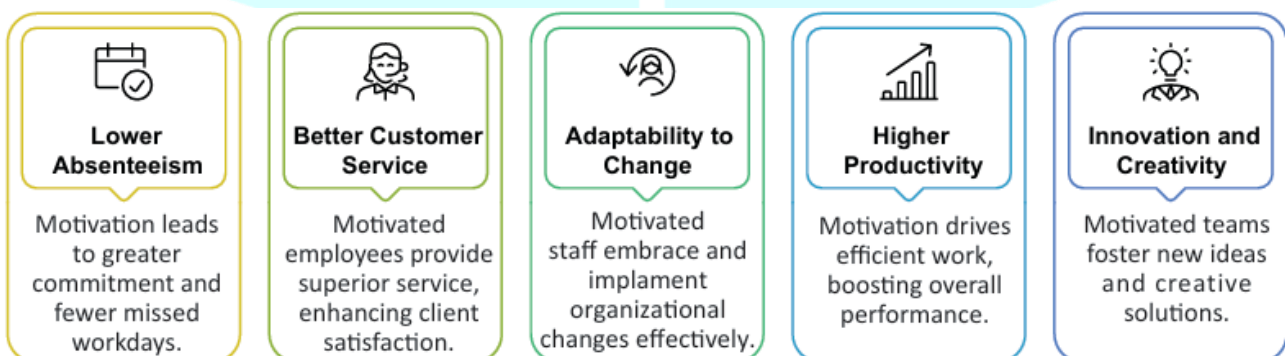
- A. Positive feedback:** If Mukesh secures a job with ₹80,000 salary, he feels satisfied as his financial goal is achieved.
- B. Negative feedback:** If he gets only a slight salary hike, say ₹60,000, he may still feel financially constrained and realize he needs to make further efforts to reach his target. In this case, the **tension will still remain active** because the need is not fully satisfied yet.

Generally, when people receive positive feedback, they feel happy and satisfied. However, **negative feedback** can lead to different reactions.

If a person's need is not met despite their efforts, they may experience emotions like **anger, sadness, or frustration**.

Importance of Motivation in Workplace

The importance of motivation in an organization may be described as follows:



Types of Motivation

The following are the major types of motivation:

- A. Based on the goals,** motivation can be classified into following two types:

Positive motivation is driven by the desire to **achieve** something desirable, such as rewards, recognition, or personal satisfaction. It encourages actions with a focus on **attaining goals** and **improving performance**.

For example, a salesperson works hard to earn a bonus or recognition.

Negative motivation is driven by the desire to **avoid** something undesirable, such as punishment, failure, or reprimands. It pushes individuals to take action primarily to **prevent negative consequences** rather than to achieve a positive outcome.

For example, a salesperson works hard to prevent penalties, punishment or the risk of demotion.

B. Based on **motives/need**, motivation can be classified into following two types:

Basic motivation, also known as **primary motivation**, are **natural** and it includes need for survival, such as hunger, thirst, sex, pain avoidance, and emotions like fear and aggression. They are **unlearned** and biologically based.

For example, an employee feels hungry during work hours and takes a lunch break to satisfy their hunger.

Learned motivation, also known as **secondary motivation**, develop through experience and social influence, encompassing desires for achievement, power and recognition. They are **learned** and influenced by our experiences in life.

For example, an employee works hard to earn a promotion, driven by the desire for recognition and career advancement.

C. Based on the **source of motivation**, motivation can be classified into following two types:

Extrinsic motivation, here the motivation comes from **outside**, basically some external factors are pushing you towards your goal. Studying to get a good grade or working for a higher salary are **examples** of extrinsic motivation.

Intrinsic motivation, here motivation comes from **inside** the individual and is not done due to the external push. Participating in a sport because you find it enjoyable is an **example** of intrinsic motivation.



Theories of Motivation

Content Theories (Traditional Theories)

Content theories look at **specific needs that motivate people**. The need can be intrinsic or extrinsic needs and managers should try to fulfil all the needs of employees. This set basically concentrates on **“what” motivates an individual**.

Process Theories (Contemporary Theories)

Process theories go a step further, here the focus is not on any specific need, rather the manager digs deeper to understand the **reasons** behind an employee's behavior. This set concentrates on **“why” a person needs to be motivated**.

Content Motivation Theories

As discussed, basis behind these theories is that individuals have certain needs which if not met, will create tension in the mind of people. The individuals will then try to satisfy the need to reduce the tension. The managers should try to understand the needs of people and try to satisfy them. This fulfilment of needs will motivate the employees. Therefore, these theories are also called **need-based theories**. Moreover, this set is also known as **humanistic** approach to motivation because here **manager focusses on core human needs**.

Abraham Maslow Theory of Motivation

This is one of the most well-known theories of motivation. The core idea of this theory revolves around the **hierarchy of needs**. Before we dive into the theory, let's first understand the **meaning of hierarchy**.

- A hierarchy is a structured arrangement where elements are ranked in order of importance.
- In Maslow's case, he categorized **human needs in a specific order**, suggesting that people fulfil basic needs first before moving to higher-level needs, hence he created a specific **hierarchy of needs, which is shown below**:



Now, we shall be understanding the meaning of all the needs one by one:

1. **Physiological needs:** These primary needs are created in an individual by nature. Needs of air, water, food, defecation etc. are such needs. These are the things without which **we cannot live**. Unless the needs of the individual are fulfilled, he cannot even think of higher-level needs.
2. **Safety needs (security needs):** These needs refer to the desire for **safety, stability, and protection** from physical and emotional harm. Once physiological needs are met, individuals seek security in their environment, including personal security, job security, financial stability, and a safe environment to work.
3. **Needs of belongingness and love:** These are the social needs that arise once physiological, and safety needs are met. They include the desire for **love, friendship, companionship, and acceptance** within a group or community. Individuals seek relationships, social connections, and a sense of belonging to feel emotionally fulfilled.
4. **Esteem needs:** Esteem involves the desire for **self-respect, recognition, and acceptance**. People seek appreciation through achievements, and when these needs are met, they **feel confident**. However, low self-esteem can lead to an inferiority complex, leading to low confidence and low self-respect in the employees.
5. **Needs of self-actualization:** An individual comes to recognize his strengths and weaknesses fully before coming to this last level of needs. Based on potentialities, employees want to do such **extraordinary**

work so that they may acquire the top place in the eyes of people. It can be achieved only when each of the **other levels have been mastered**, not just understood.

Features and Implications of Maslow Theory

- Maslow introduced **satisfaction progression**, which means that an employee moves **step by step upward** in the hierarchy of needs after satisfying each lower-level need. For example, Kritika first fulfils her **physiological needs**, then **safety, belongingness, esteem**, and finally reaches **self-actualization**.
- According to Maslow, movement in the need hierarchy is always **upward**. Once a need is satisfied, the person becomes motivated by the **next higher-level need**.
- Maslow stated that at a given time, only **one need actively motivates** a person. For example, a person struggling for **food and shelter** will not be motivated by **recognition** until basic needs are fulfilled.
- Maslow's theory helps managers identify which **employee need is unmet** and take suitable action to fulfil it. For example, if an employee feels insecure about the job, the manager can provide **clear communication and reassurance** about job stability.

Clayton P. Alderfer Hierarchy of Needs

Clayton P. Alderfer's believed that the original need hierarchy (given by Maslow) was not quite accurate in identifying and categorizing human need. As an evolution and criticism to hierarchy theory, **Alderfer proposed ERG theory in 1969** which condenses Maslow's five human needs into three categories: **Existence, Relatedness and Growth (ERG)**.



Alderfer's ERG theory ranks needs **by concreteness**, here concreteness means how clear, definite, or common the need is.

- Existence needs (food, money) are the **most concrete** and easy to measure, these needs are present in almost every human being.
- Relatedness needs (friendships) are less concrete as they are more complex to understand.
- Growth needs (personal development) are the least concrete since they vary for each person and are hard to define.

Features and Implications of Alderfer's Theory

- Alderfer's ERG Theory states that **multiple needs can be active at the same time**, unlike Maslow's step-by-step hierarchy. Therefore, managers should address **existence, relatedness, and growth needs together** to keep employees motivated and satisfied.
- Alderfer introduced the **frustration-regression principle**, which means that if a higher-level need remains unfulfilled, a person may move back to a lower-level need. For example, during COVID-19, Kritika's job uncertainty affected her progress and pushed her back toward basic and relationship-related needs.
- According to Alderfer, movement in ERG Theory is **flexible**. A person can move upward toward higher needs or move downward again if higher needs are not satisfied.
- Managers should understand that employees may seek fulfilment in **Existence, Relatedness, and Growth needs simultaneously**. Therefore, they should adopt a balanced approach because an unmet need in one area can affect motivation and progress in other areas.

Differences between Alderfer and Maslow Theory of Motivation

Basis of difference	Maslow theory of needs	Alderfer theory of needs
Number of needs	5 needs	3 needs
Nature	Rigid, because only upward movement is allowed.	Flexible, because both upward and downward movement is allowed.
Principle	Satisfaction progression	Frustrated regression
Motivation cause	At any given time, only one level of need motivates a person.	Multiple needs can motivate a person simultaneously.
Universality of order	The order of needs is universal for all individuals.	The order of needs varies for each individual.

David McClelland's Theory of Needs (Achievement Theory of Motivation)

David McClelland's theory of needs was developed to better understand workplace motivation. Unlike Maslow's model, which assumes a fixed progression of needs, McClelland proposed that individuals are primarily driven **3 key needs: Achievement, Power, and Affiliation**.

He identified these as **manifest needs** because they are visible and can be directly observed through a person's behavior. These needs are not basic or instinctive; they are **learned or acquired** through personal experiences and social influences.

- Need for Achievement (N-Ach):** People with a **high need for achievement** prefer taking responsibility for solving problems and setting challenging goals. They try to master complex tasks, seek



regular feedback for improvement, strive for excellence, and prefer having control over their own progress without unnecessary interference from others.

- **Need for Affiliation (n-Affil):** People with a **high need for affiliation** have a strong desire to belong, enjoy teamwork, value good relationships, and seek stability. They work well in groups, adapt easily to group norms, prefer jobs involving personal interaction and collaboration, and usually avoid risky or uncertain situations that may create conflict.
- **Need for Power (n-Pow):** People with a **high need for power** have a strong desire to control, influence, or direct others, and they often enjoy winning arguments and maintaining discipline. This need may be of two types: **personal power**, where a person wants to control or command others, and **institutional power**, where a person uses influence to organize others' efforts for achieving organizational goals; managers with high institutional power are generally more effective than those with high personal power.

Frederick Herzberg Two Factor Theory

This theory was developed by **Frederick Herzberg**, he identified two factors, **motivators** and **hygiene factors** that influence an **individual's motivation**; therefore, this theory is also known as **Two-Factor Theory of Motivation**.

The core idea of this theory is:

- Motivators determine if an employee is **intrinsically motivated** (driven by passion and growth).
- Hygiene factors determine **extrinsic motivation** (influenced by work conditions or environment, salary).

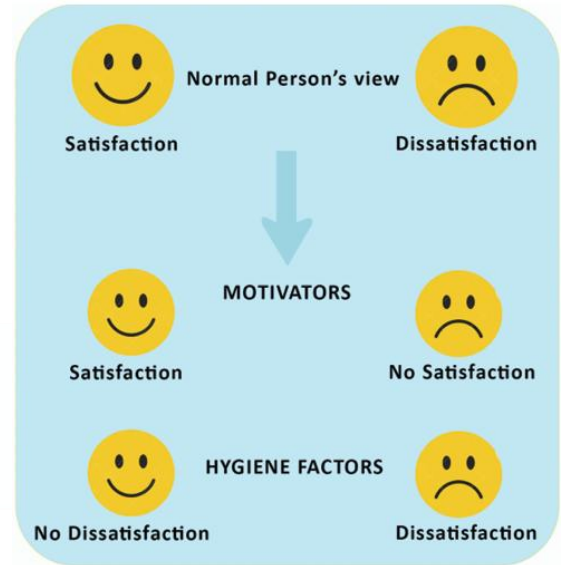
Now, let's understand two factors in a more comprehensive way -

Motivators or Motivating factors	Hygiene factors
These factors are part of the job itself, like responsibilities and achievements, therefore they are related to the job content.	Hygiene factors are not part of the job itself but relate to the work environment, job conditions like salary and policies.
They motivate for long term, because passion survives for longer period	They do not provide long-lasting motivation
Intrinsically rewarding	Extrinsically rewarding
Examples: Achievement, recognition, work itself, responsibility, growth and Promotion	Example: Company policy, supervision, salary, interpersonal relations, working conditions
They are also known as satisfiers .	They are also known as maintenance factors .

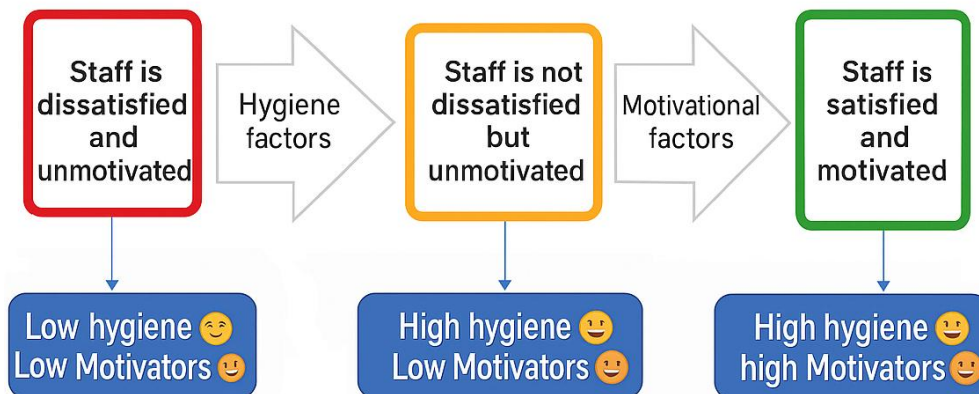
According to Herzberg, **the opposite of satisfaction is no satisfaction**. Motivators determine whether an employee feels satisfied or not. When factors like recognition, growth, and meaningful work are present, employees feel happy and engaged. If absent, employees lack satisfaction.

Similarly, according to Herzberg, **the opposite of no dissatisfaction is dissatisfaction**.

- **Hygiene factors determine whether an employee feels dissatisfied or not.**
- **Not dissatisfied = Happy zone:** When hygiene factors (like salary, job security, and work conditions) are met, employees feel stable and comfortable.
- **Dissatisfied = Sad zone:** If these factors are missing, employees feel unhappy and demotivated.



Two Factor Theory (Herzberg)



Features and Implications of Herzberg Theory

Well, we have covered almost all relevant points as per Herzberg, just few more important points are listed below:

- Herzberg stated that motivation also depends on the **personality of the individual**, not only on workplace factors. **Motivation seekers** are driven by achievement, growth and recognition, while **maintenance seekers** focus more on salary, security, policies and working conditions.
- Herzberg explained that **today's motivator may become tomorrow's hygiene factor** once the employee gets used to it. For example, a promotion may motivate an employee initially, but after some time, it becomes a normal expectation rather than a fresh source of motivation.
- Managers should maintain good **hygiene factors** to avoid dissatisfaction and provide strong **motivators** to improve performance. This means creating a good work environment, giving meaningful work, enriching jobs and using employees' skills effectively to increase satisfaction and productivity.

There are 4 possible situations as per Herzberg theory:

Hygiene	Motivator	Outcome
High	High	Happy and highly motivated employee
High	Low	Comfortable but only working for salary
Low	High	Interested in work but unhappy with conditions
Low	Low	Unhappy and not motivated to work

Douglas McGregor Theory X and Theory Y

Douglas McGregor developed a theory that there are two types of behavior, **Theory X and Theory Y**. This theory doesn't focus on specific needs, but rather it introduces two different mental sets which managers have about their employees.

This theory is not purely a content-based theory because we are not talking about specific needs. However, we still include it in content-based theories because it is traditional theory.

Theory X managers are authoritarian and controlling, they use threat and punishment to coerce people. Here **carrot and stick approach** of motivation is followed. Managers show carrot (rewards) to get the work done and if they are not able to meet the targets then they are punished (stick).

Whereas, **theory Y managers** are democratic, consultative and empowering, they help people to develop and encourage them to take the initiative. These are enlightened managers, who tend to achieve the best results from their teams.

Following are the major differences between theory X and theory Y managers.

Basis	Theory X managers	Theory Y managers
Work Attitude	They assume people/employees dislike work and try to avoid it.	They assume people naturally put effort into their work, like how they enjoy leisure activities
Employee Motivation	They assume people need to be controlled, coerced, and threatened to work hard.	They assume people are self-motivated and will work with self-direction when committed to a goal.
Responsibility	They assume people avoid responsibility and prefer being directed.	They assume people seek and enjoy responsibility and are willing to take ownership of tasks.
Creativity and Problem-Solving	They assume are not inclined to think creatively or solve problems independently.	They assume people are capable of creative problem-solving and enjoy finding solutions.

Inspired by the work of McGregor, **William Ouchi developed the Theory Z variant of managers.**

Theory Z by William Ouchi

In his book **Theory Z: How American Business Can Meet the Japanese Challenge (1981)**, William Ouchi emphasizes how American businesses can adopt Japanese management principles to improve their competitiveness.

The major focus of theory Z is on **creating a work environment where employees feel valued and supported**. The basic idea is to combine the best aspects of American and Japanese management styles.

It emphasizes long-term job security, trust, teamwork, and employee well-being. In this approach, employees are encouraged to work together, make decisions collectively, and continuously improve their skills. **Theory Z believes that when employees feel secure and trusted, they are more motivated and productive**, leading to better outcomes for the organization.

William Ouchi proposed the **Ringi system** as part of Theory Z, emphasizing collective decision-making in organizations. This system involves circulating proposals among all levels of employees for feedback and approval, promoting consensus, collaboration, and transparency. It ensures that every employee has a voice in important organizational decisions.

Instinct Theory of Motivation

The Instinct Theory of Motivation suggests that **our behaviors are driven by innate or natural biological instincts** that are programmed into us by our genes. According to this theory, humans and animals **are motivated by a set of natural, inherited behaviors** that help ensure survival. The basic drive for survival is the primary motivator, and from this, all other motivations emerge.

For example, a mother comforting her crying baby is instinctive behavior, as it is biologically programmed for mothers to care for their offspring. These actions are all motivated by biological needs and instincts, rather than learned behavior.

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