MOTIVATION- How, When and How much in industrial scenario

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Abstract - *Some people are very much motivated on their own like the scientists in ISRO - Government of India for ever and some people will be motivated at the start of their careers in any organizations and then many will be frustrated later. And few people will always try to shirk away from the work. Then one of the important functions of the manager, motivation, plays vital role in creating "will to work" so that the goals of the organizations are realized. Motivation is at the core of the management. Proper application of suitable techniques of motivation not only enthuse the people to obey the orders of the managers but also succeeds in influencing them to execute those orders in an effective and efficient way. The paper presents the importance of understanding of various techniques of motivation. The highlight of research work is the proper utilization of all those available techniques in context of how, when and how much of motivation.*

Key Words: **Motivation, cognitive and non-cognitive approaches, workplace motivation, performance, productivity, Motivation techniques**

1. INTRODUCTION

 Most managers in all organizations ponder always "How can I motivate my workers to work harder?" The education, knowledge, training and the experience of the person makes him to be able to do a job. But utilizing all these capabilities in pursuit of the organizational goals needs a compelling force called as motivation. Some stimulus prompts to show up those behaviors. These stimuli depend on the motives of those individuals which can be understood by the study of his desires and needs. Many influencing factors of motives which control the human behaviors at different point of time and situation cannot be explained by a single theory. Different people will have different motives prevailing at different times influencing their behaviors. And it becomes necessary for the managers to understand those different motives to have an idea about the human behaviors. It is not the ability rather Motivation which is the key factor for enhanced performance and productivity. Motivation is important for both the organization as a whole and each individual. Motivation helps the individual to achieve his personal objectives, facilitates self-development and enhances job satisfaction. For organizations, it develops empowered, committed teams with more individual contribution and enhanced team works resulting in profitable scenario and successful survival in the market. It also facilitates more creativity and adaptability during the introduction of changes in the organization.

 "The complex of forces starting and keeping a person at work in an organization" is the motivation as per Dubin [1]. He also states that motivation is something that moves the person to action and continues him in the course of action already initiated. Motivation refers to the way in which urges, drives, desires, and aspirations, strivings or needs direct, control or explain the behavior of human beings [2]. Explaining and predicting human behavior provides sound basis for managerial motivation function and is dependent on the knowledge of needs and drives and the resulting tensions. Motivation develops and intensifies the desire in all the individuals in the organization to work efficiently and effectively in his role. Instead of following one-size fits all approach, the needs of individual employees must be found out to understand what motivates them[3].

Some people are very much motivated on their own because of the work which they are doing. Work in itself is a great motivator for those some people as they revere their work. But many perform it because of what they get by doing that work. In keeping with what an individual wants if the work satisfies his needs, he will work with zeal. Does a person works to satisfy his needs which he can do so by the money what he gets from doing the job? Yes, some do, but some being financially strong also work hard with pressure schedules, not for material gains. The difference being the type of needs, physiological (primary), social and psychological (secondary) As secondary needs are related to mind and spirit, are more

complicated to understand than the primary, which make motivating effort of a manger a bit difficult as they vary much more among people than the primary needs.

2. APPROACHES TO MOTIVATION

Basically two models are preferred in the industrial scenario. Cognitive and non-cognitive. Cognitive approach concentrates on internal states and mental processes of the individuals, whereas the non-cognitive model focuses on operant conditions which states that the human behavior is results of its consequence.

The cognitive model has two dimensions, content theory and process theory. The content theory explains what motivates an individual. It concentrates on the individual needs and urges managers to identify patterns and work with the unsatisfied needs. Those individual needs can be physiological or psychological. The process dimension considers the dynamics of interrelations of variables causing the individual behavior & explains the degree and persistence of the effort. An individual's expected outcome of performance is critical in finalizing the motivational efforts. Content model concentrates on what motivates an individual and works with needs whereas the process theory focuses on how motivation occurs and works with variables that affect motivation and their relations.

The non-cognitive model advocates that the behaviors occur as a result of the consequences. A rewarded behavior gets reinforced whereas the punished behavior gets ceased. As per this model the behaviors are the results of external forces. Both the models are complementary and not mutually exclusive in explaining the behaviors as both internal and external forces the motivation.

3. THEORIES OF MOTIVATION

A high staff turnover irrespective of the salaries offered is one of the important challenges faced by many organizations. Aguinis [4] .Employee commitment is the backbone of the success of any organization. One of the main reasons for that commitment is motivation, the force of which compels all towards the goals of the organization. Heterogeneity in the human behavior is a complex thing to tackle and it makes difficult to motivate each and every person individually. And that is why some advocate that motivation is creation of such an environment in organization that each and every one works with zeal towards the goals. Arousing and sustaining goal-directed behavior is motivation as per Nelson [5]. Motivated and committed employees with high levels of job involvement are considered as an important asset to an organization [6].

Many people have suggested various motivational theories which basically fall into any of the two types, need based theories and process based theories. The type of needs that must be met in order to motivate individuals is explained by need theories whereas process theories explain how any individual can be motivated. Maslow's hierarchy of needs, Alderfer's ERG theory, McClelland's theory of needs, and Herzberg's two factor theory fall under need based theories.
Process theories include expectancy theory and goal-setting theory.

3.1 Maslow's Hierarchy of Needs Theory

As per Maslow, there exists a hierarchy of five needs Physiological needs, safety and security need, Social need, Self-worth and Self-actualization in human beings. The substantial fulfillment of the earlier need surfaces the next level needs. Exceptions exist for hierarchy pattern.

3.2 ERG theory of motivation

It is modified version of Maslow's theory wherein the needs are classified into three types as existence, relatedness, and growth. It is proposed by Clayton Alderfer and is based on empirical research.

3.3 McClelland's Theory of Needs

It is another need based theory wherein McClelland explains motivation based on three needs, Power, Achievement and Affiliation, identified by him.

3.4 Motivation-Hygiene Theory

This motivation theory is proposed by Frederick Herzberg and is also called as two factor theory. He stated those factors like achievement, recognition, the work itself, responsibility, advancement, and growth act as motivators if present and factors like company policy and administration, supervision, interpersonal relations, and working conditions cause dissatisfaction. As per this theory, "Satisfaction" is "No Satisfaction," and the opposite of "Dissatisfaction" is "No Dissatisfaction." Motivational factors motivate people actually but hygiene factors create dissatisfaction if don't exist but will not motivate if present.

3.5 McGregor's theory 'x' and theory 'y'

McGregor assumed two set of separate qualities, one entire positive trait ('x') and other all negatives ('y'). And he stated that based on these assumptions the people must be motivated by following different strategies.

3.6 Vroom's valence x expectancy theory

It is also called as expectancy theory. According to this theory, the behavior of any individual depends on the expected outcome of any act. Motivation is based on effort-performance, performance-rewards and Rewards–Personal Goals Relationship.

3.7 Goal-setting theory

Edwin Locke proposed this theory who assumes that intentions to work toward a goal are a major source of work motivation. Goals motivate by directing attention, regulating effort, increasing persistence and encouraging the development of strategies and action plans.

The proper understanding of all above motivational theories is going to help the managers in motivating the people in the organization with respect to how, when and how much.

4. METHODS OF MOTIVATION

Motivation is not some type of ethereal or spiritual essence so that is cannot be understood easily. Psychologists and others understand a great deal about the different methods of motivation. Two methods of motivation are frequently see in the workplace serving a different purpose and useful in distinctive ways, Positive motivation and negative motivation.

4.1 POSITIVE MOTIVATION

When the motivational acts results in a reward, it is called as positive motivation. Offering a promotion for achieving a set target is an example for positive motivation.

4.2 NEGATIVE MOTIVATION

Anything resorted to modify the behaviors of employees towards the organizational goal is called as negative motivation. It is introduced when positive motivation doesn't work and a setback is to be given to the worker psychologically. A threat of cut in pays for not meeting the quality standards is an example of negative motivation.

And both types of above motivation methods are again classified into two ways, financial and non-financial incentives.

4.3 Financial incentives

These are also called as pecuniary incentives. These are monetary in nature and cash flow to the employees from the organization. Wages, allowances, salaries, bonus and fringe benefits are examples for such incentives. The physiological needs like food, clothes and shelter which the money can buy are met by financial incentives. Also needs like social affiliation, security and status are partially met. These are tangible in nature affect both people and company. These are calculated based on many factors like cost of living, performance evaluation and wage agreement etc. Effective in motivating non- managerial personnel and shop floor workers

4.4 Non-financial incentives

These are also called as non- pecuniary incentives. No financial commitments will be involved in this type. They receive no money if such incentive is given to anybody.. Praise, job enrichment, opportunity for growth and participative management etc. are examples for such type of incentives. These are intangible in nature and affect workers and organizations indirectly .Some needs like ego, status, sense of responsibility, self-actualization, career advancement and autonomy which money cannot satisfy are taken care by these incentives. Behavioral orientation of management, nature of jobs and strength of aspirations and urges of employees are the elements on which these incentives depend upon. Effective in motivating managerial personnel and other higher level people financial incentives are supplemented by non-financial incentives in the organizations.

5.   DISCUSSIONS

Prior to Hawthorne Studies, conducted by Elton Mayo, employees were treated as just another input for the production process. But the Hawthorne Studies changed that mindset. It also revealed the importance of motivation and attitude based employee behaviors and found that money is not the only motivator [7]. Human relations approach to management emerged as main findings of Hawthorne studies and as a consequence the needs and motivation of employees become the primary focus of managers [8]. The overall growth of any organization depends on its most valuable asset, the motivated employee. It's very much essential to understand that all individuals are not same and also their needs. For motivating the employees in the organization effectively, one must possess the knowledge of basics of needs, motives, various motivational concepts, theories and methods of motivation. Such knowledge will empower the managers to properly categorize team members and apply the appropriate type of motivation. The understanding of all these along with their experiences with employees, managers can definitely bring prosperity to organizations.

6.   CONCLUSIONS

Human nature is hard to predict. Knowledge and experience play important role in understanding human behaviors. One category of people will be interested in monetary benefits only and some will do anything in area of their passion. Whereas, some will be ready to take all sorts of risks in accomplishing the task for the sake of rewards they get later. A motivated, delighted and internally satisfied employee will contribute to effective and efficient working of any organization leading to improved profits. A clear-cut knowledge about various motivation concepts & where and how they can be applied in different situations and structures is very much essential to the managers for organizational success.

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