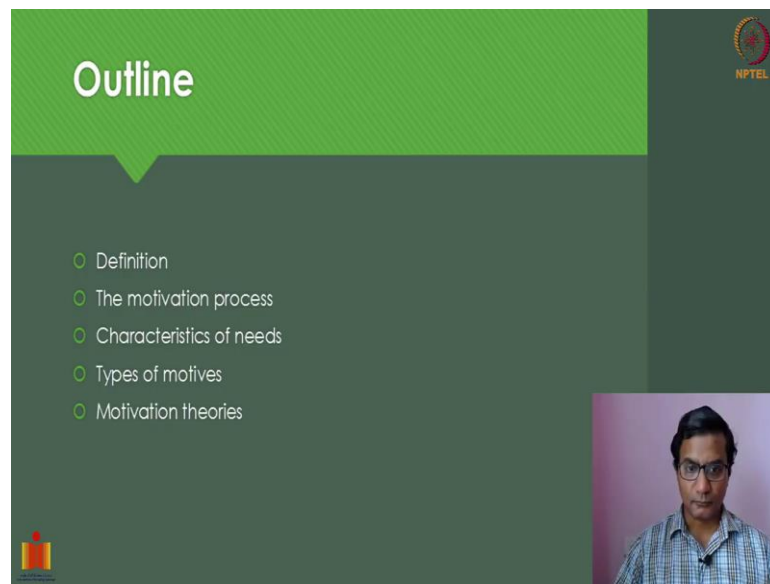


Organizational Behaviour
Dr. M. P. Ganesh
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Lecture – 29
Motivation – Part 4

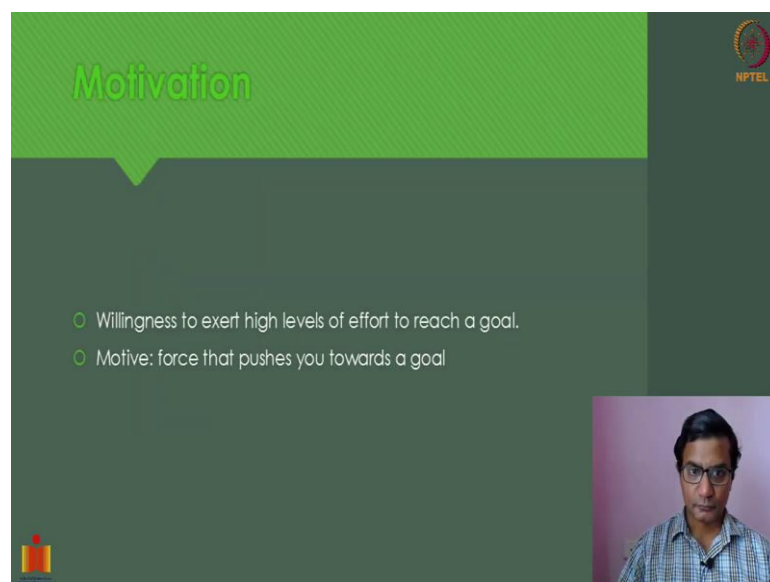
Warm welcome to this lecture series on Organizational Behaviour. We are in this chapter on Motivation and this is going to be our 4th lecture in this chapter.



Outline

- Definition
- The motivation process
- Characteristics of needs
- Types of motives
- Motivation theories

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Motivation




- Willingness to exert high levels of effort to reach a goal.
- Motive: force that pushes you towards a goal

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I will quickly summarize what happened in the previous lectures; we defined motivation.

The basic motivation process




NEEDS → DRIVES → INCENTIVES



We also looked at the basic process involved in motivation.



Characteristics of needs

- Dominant need dominates behaviour
- Satisfied needs ceases to influence behaviour
- Needs never cease to exist
- Needs are recurrent in nature
- All of us have needs




We elaborated on this particular concept called need, because that is a very fundamental idea in motivation.



Types of motives




- Primary motives (unlearned and physiological)
- General motives (curiosity, paternal, manipulative activity)
- Secondary motives (security, affiliation, achievement, status etc)



Psychological motives



- Power motive: the desire to control others
- Achievement motive:
 - Moderate risk taking
 - Need for immediate feedback
 - Satisfaction
 - Preoccupation with the task
- Affiliation motive: need to be part of a group



So, we discussed about needs and what are the different types of needs. What are motives, more specifically we spoke about psychological motives.

Intra-personal conflict as a motive



- Role conflict
- Goal conflicts
 - Approach-Approach
 - Avoidance- Avoidance
 - Approach-Avoidance
- Frustration



Money as a motivator





- Money can restrict extra-role performance
- Money is not always the first choice
- Nature of the work matters
- Profit sharing and performance bonuses



We also spoke about conflict as a motivating factor. We discussed about the role of money as a motivator, and also the dangers of using money as the sole motivating factor in workplace.


Motivation theories

- Content theories: what motivates people?
- Process theories: How do people get motivated?





We also looked at theories on motivation. Those theories are classified into content theories and process theories. Content theories talk about what kind of elements or what kind of factors motivate people. Process theories talk about the process of motivation, how motivation happens among workers.

Maslow's theory of need hierarchy



Level	Category	Specific Needs
1	Physiological Needs	Hunger, Thirst
2	Safety Needs	Security, Protection
3	Social Needs	Sense of belonging, Love
4	Esteem Needs	Self-esteem, Recognition, Status
5	Self-Actualization	




In the last class, we stopped with this particular theory called Maslow's theory of need hierarchy. It is also called as Maslow's hierarchy of needs theory.

We looked at this theory from a social psychology point of view and also organizational behavior point of view. We also discussed about some of the criticisms on this theory, and also its application in organizational context.

What motivates you at work?

1. An interesting job
2. A good boss
3. Recognition and appreciation for the work I do
4. The opportunity for advancement
5. A satisfying personal life
6. A prestigious or status job
7. Job responsibility
8. Good working conditions
9. Sensible company rules, regulations, procedures, and policies
10. The opportunity to grow through learning new things
11. A job I can do well and succeed at
12. Job security



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This was the last slide which I showed in the previous lecture. I wanted you to look at this list, and I said I will talk about this list and its relevance to the motivation process in the workplace.

So, if you would have looked at this list, there are many factors. There are 12 factors which are given in this list. And, if you want to club them together, how would you club them? Just think for a minute and if you have to group them 2-3 into 1 category, how would you categorize this list or the factors in the list ok. Maybe quickly when you looked at it you would have seen words like job, work condition, boss, all those things ok.

So primarily, this list has, if you want to group things in this list, it has items or questions or statements on job related issues; like interesting job, job security, job responsibility, you know; opportunity for advancement, even though there is job is not mentioned, but it talks about the job.

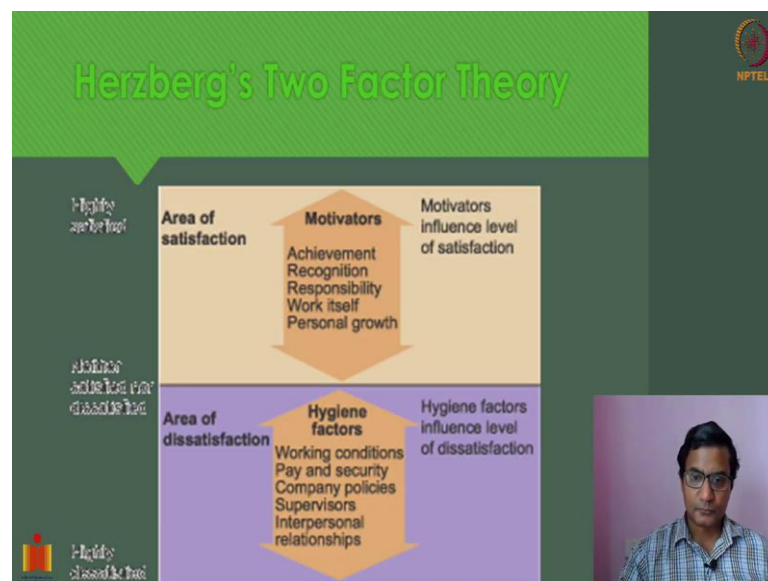
Recognition, appreciation for the work I do, so it is also about the job. There are also statements about people, like good boss, good working conditions. So working conditions means, people around you. Satisfying personal life, which is also you know in your work condition how satisfied you are.

And also there are some questions on rules and regulations, like sensible company policies, regulations, all those things. So, if you want to broadly group them, I would group them into two categories; things related to job, things which are very specific to

the nature of the work, and then other factors or other statements related to the context. Context means; apart from job, the environment or the conditions in which you work.

So, which one do you think is more important for job motivation? Is it the job which is important or is it the working conditions which are important? Just think for a minute. So, let us say the working conditions are extremely good ok. You work in a multinational company you know. Everything about the place is good. You know, you get a good salary, you get you know very posh office, all the facilities are excellent, but your job is boring ok. This is one condition.

Other way around, your job is like a very meaningful job, very challenging job, there is lot of opportunity for you to show your capabilities and also recognition in the job, but the office is in a very bad shape. You know you do not have enough facilities, you know people around you are not very helpful, the working conditions are like pathetic, which one which kind of organization would you prefer ok?



Just think about it. In fact, this is what the next theory talks about. It is called Herzberg's two factor theory. So, these two factors these factors related to working condition which are called hygiene factors, and factors related to actual work is called motivators ok.

So according to this theory, lack of or absence of dissatisfaction does not mean that you are satisfied. So, in other words, if you are not dissatisfied does not mean that you are happy ok. So, there is a difference between not dissatisfied and satisfied ok. So not dissatisfied is neutral; you are neither satisfied nor dissatisfied ok.

So, these hygiene factors, these background factors like good working condition, your job is very secure, company policies are very employee friendly, you know you have facilities for child care, you have facilities there is a gym inside, there is a swimming pool inside your organization, you know there is a wonderful cafeteria in their company, and you know you get very nice food for very low price, your supervisors are very friendly, people around you are friendly, everything is fine ok, but having all these things will not make you happy in your work ok.

It will, these factors are called hygiene factors because these are fundamental factors; very basic things a person requires in their workplace. So if they do not have this; obviously, they will quit ok. So, if people around you are bad and in and you know your pay is pathetic, you are not getting enough pay, your supervisor is like you know always yells at you, you will obviously leave.

But let us say, everything is there, all these things are there, you will be happy about your organization, but not about your work. You might be happy about working in that particular organization, but you may not be motivated ok.

So, having all these factors helps people or helps organizations to retain good employees. Retain means; if you want to keep good people to stay in your organization, you do not want them to leave, then you have to provide all these conditions.

But, again if you provide all these conditions does not mean that they will work better ok, they will not leave the organization, but to work better or to motivate them to perform to their fullest you need something else. So, that is what is motivators.

So motivators if you see, all of them, almost all of them are about job. The work should be meaningful you know, the work should give opportunities for a person to grow, the work should have enough responsibilities which should make the person feel that they are important. You know it should not be a routine job. A job which makes them feel they are responsible.

So, sense of responsibility also involves sense of impact. So whatever I am doing is creating an impact. So, when will people feel responsibility in work which means they when will a person feel the work involves responsibilities? Only when they see the impact of the job on something else ok.

So, you know you somebody is doing a very routine job; just taking photocopy and typing letters. So you may not feel, even though you are paid well you do not feel the work is having any impact on anyone ok.

Similarly, lack of personal growth. You will feel the work is a dead end, you cannot do it beyond a certain point. Recognition, though the work has lot of growth opportunities, the work is meaningful, but nobody recognizes your effort, nobody says good job.

You know you are doing it very well, but nobody actually notices you ok. And also sense of achievement. Sense of achievement means, you should feel happy that I have achieved something. Which also means the work should have clear cut results where the person should claim the person can claim responsibility for that achievement ok.

So, the results should be in a way that results of the job should be in a way that the person can identify that particular achievement and say I own this achievement ok. Certain jobs, let us say in an assembly line kind of a work ok. So, your job you just you know doing the same thing again and again you. For you there is no sense of achievement, no sense of recognition, no sense of you know personal growth, you will obviously feel dissatisfied ok.

So, hygiene factors are fundamental factors, basic factors. Every company should give that or provide those factors, otherwise many people will leave the organization. So, you are retaining them, let us say you are providing everything, you are retaining people.

In order to make people work better you need to design work in a way that it is meaningful, it is you know it has personal growth, it has sense of achievement, and things like that ok.

If you want to connect it to the previous theory; Maslow's theory, how would you know connect these two theories? Do you see any connection between these two theories? Just think for a minute, if you remember in Maslow's theory we looked at many needs. So, do those needs match with this particular theory?

I think many of you can see the connection. The hygiene factors are similar to the basic needs. So whatever is there in the hygiene factors are nothing but, factors like job security, which is security need you know. Pay which is basic need, you know pay helps

you satisfy your biological needs; food, water and all those stuff and also to some extent belongingness needs which is second; acceptance from your coworkers, interpersonal relationships.

So, these three in Maslow's that the bottom three in the Maslow's are similar to hygiene needs. Motivators are the next two; you know the self esteem need and self actualization need. If you can see the connection, you will understand. So, those two needs are very important for employees so that they get motivated and then they perform better ok.

So, let us say motivating factors ok. When the organization can offer only motivating factors. The job is like meaningful, job is personal growth opportunities are good, but let us say hygiene factors are not there, what will happen? Obviously people leave ok. Even though they like the job, they do not get enough support in the organization to perform. If that is the case, nobody will be willing to stay in the job ok.

So, they can get similar jobs in other context, other organization, where conditions are better. For example, you know you will teaching job or a counselor job; it is a very meaningful job, it is a very high impact job, people recognize you, respect you and everything, but let us say your college or your school, as a teacher where you are working or if you are a doctor, the hospital which where you are working is treating you pathetically, will you still stay in that hospital as a doctor or a teacher in a school?.

No, you will leave that organization. You will find a similar job in some other organization which will offer you that kind of a job, but with better working conditions ok.

So, the advantage of having this theory or the positive thing about this theory is this classification. So, earlier people thought you know in this list everything is like equally important. No, it is not like everything is like equally important. Some things are more important than other factors.

And also this classification that, lack of dissatisfaction does not mean people are satisfied ok. Because many organizations, what they will do is, they will try to retain people through wonderful working conditions, you know good cafeteria, good pay. Thing like things like good pay will not help people stay in the organization for very long.

You may retain a person by saying you know we will give you retaining bonus, there is something called retaining bonus. If you stay there for 2-3 years, they will pay you money after 2-3 years, even without your performance criteria ok.

But that does not work ok. So, whatever you pay, beyond a point if the work is not interesting people will never stay in the organization. So, that is where the role of HR. Role of human resource management is not just about giving better working conditions to people.

In fact, many organizations treat HR managers like event managers event management people you know. Event management means, you create birthday celebrations, you know you design performance evaluation structures. So, they are not just you know people who create better work conditions, HR managers. HR managers are also people who can contribute a lot to designing meaningful jobs.

So, designing meaningful jobs, job design that is what they call in human resource management, involves lot of thought process you know. It involves lot of effort in understanding how a job can be enriched. In fact, in human resource management there is a concept called job enrichment ok. So in fact job enrichment is all about making a job more meaningful and more you know interesting to employees who do that job ok.


So, this particular theory has lot of implications for human resource management ok. So, in fact, the list which I showed earlier is a questionnaire. So, what I want you to do is, just rate them in terms of each statement. If you agree to them, you rate them in terms of 1 to 5 scale.

For example, interesting job, you give 1 if it is not at all important to you, you give 5 if it is very important to you, you give 3 if it is moderately important, 4 if it is somewhat important. So, the scale is 1 to 5.

Scoring

- Hygiene factors: 2, 5, 6, 8, 9, 12
- Motivational factors: 1, 3, 4, 7, 10, 11

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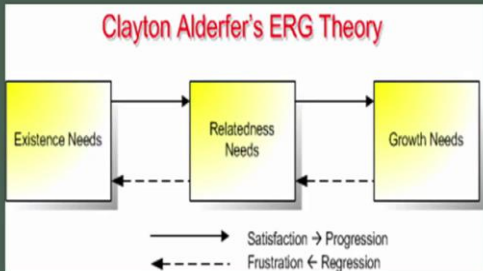


So each of these statements, I want you to give a number to each of these statements, and later what you do is, you want to see for which factors you give more importance ok. So, these are the questions. Questions number 2, 5, 6, 8, 9, 12 you sum all the numbers you are given to those statements, so that measures hygiene factors.

Similarly, question number 1 or statement number 1, 3, 4, 7, 10, 11 whatever numbers you gave next to them, you total all of them ok. And then see, so the scores for each of them; hygiene factors may range from 6 to 30, motivation factors also 6 to 30.


ERG model of motivation

Clayton Alderfer's ERG Theory



Existence Needs → Relatedness Needs → Growth Needs

—→ Satisfaction → Progression
 ←--- Frustration ← Regression



So see, which one of them you have given more weightage. The next theory. So, even Herzberg's theory is a content theory, which talks about what factors motivate people. There is another content theory which we want to see is ERG theory. ERG theory, the

full form of ERG theory is existence, E stands for existence, R stands for relatedness, G stands for growth ok. So, this is called Alderfer's ERG theory.

So, what this theory says is, this is similar to Maslow's theory of need hierarchy. So, we in workplace, we have many needs. We want good work environment; we need better pay; we need a better boss; we need a meaningful job, so many needs are there ok. Like we saw in the questionnaire which had many statements, each one of them are needs.

We have many needs. So, these needs can be classified into three types. Existence needs; existence needs means, if those needs are fulfilled it will help you to stay you know. It is like survival needs, this fulfillment of these needs will help you survive in the organization.

Relatedness needs means, needs related to interacting with people ok, with your boss, with your colleagues, with your subordinates, with your you know customers, with your you know other stakeholders. So let any job you should have opportunities to interact with people.

Let us say you are working alone in a cubicle where there is no option to interact with anyone. You will get bored, is not it. You may be working in a meaningful job, you may be you know having wonderful work environment, but let us say nobody talks to you in the office or the work does not involve talking to people or interacting with people, you will be bored, you know you will feel very lonely.

So, existence needs when it is satisfied we people move to relatedness needs. So, once they get better pay, job security and all, they expect good friendship, good boss, good relationship with coworkers, all those things. And then that is also satisfied. Then people move towards growth needs. Growth needs means the job should be meaningful; the job should give you growth opportunities; the job involves recognition all those things.

So, like this is like Maslow's theory, one need is satisfied you move to the next group of needs, that need is satisfied you go to the next level. But sometimes what happens is, you may not move to the next level or you go to the next level, there you are not satisfied. What will happen? So, that is called frustration.

So, the dark arrows are, bold arrows are arrows which says you are satisfied, you are moving to the next level. The dotted arrows are you are not satisfied. So you are backwards you know. You fall back or you go to the previous level of needs ok.

So your organization is not offering you growth opportunities. So what will happen? You will go back to relatedness needs. You will try to get satisfied or happy with your friendship. You are going you will you know you will not even worry about growth needs, but again after some time when relatedness needs are saturated then again you will go to the growth need ok.

So, this is like a video game you know, one level you crossed and then something happen, you fall to the previous level and that level you mastered or you are complete you will go to the next level. So the entire thing will happen continuously.

So the you can see the clear connection between this theory and Maslow's theory. For example, safety and survival needs which is biological needs. Food and thirst and safety needs are existence needs. Relatedness needs are social needs which is like acceptance and all those things in Maslow's theory. Growth needs are self esteem and self actualization need.

Similarly, in Herzberg's theories, existing needs and relatedness needs are hygiene needs, hygiene factors. Growth factors in this theory is similar to motivators. You know job related factors ok. So you can see a connection between all these three theories.

Vroom's Expectancy theory

- Expectancy
- Valence
- Instrumentality

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So, these three theories which we saw; Maslow's theory, Herzberg's theory, and ERG theory are content theories. So they talk about what factors motivate people in workplace. So now, we are going to talk about process theory.

So, whatever theories from now on we are going to talk about is, about process. Process theory means, how motivation happens ok. So, Vroom's theory is a very interesting way of understanding the process of motivation. I will give an example to explain this ok. I have given three terms here, three words here. I will explain these words using an example, live example ok.

So, you have joined a organization, you know your first job. And this job, there is a award for every month or every quarterly they give an award. Once in 3 months they give an award for best fresher or a best young employee. So, you are also young ok. You joined that organization very recently. So they have an award for best young employee or something like rising star you know. Something who was the potential to excel, so that is the award.

First thing, whether this award will motivate you or not depends on whether you value this award or not. You come to know that every person gets this award in their first 2 years ok. So, it is not like one award. They give this to many people, and also it is just a certificate and it does not have much value in the company. So obviously, it will not motivate you, you know. You will not even consider it to be important. It will not make you get attracted towards it or work towards it.

So, valance denotes that do you value that goal or do you value that end result. It can be an award, it can be a bonus also. Let us say, there is a bonus for certain performance, and if you do not even value that bonus, you think that bonus is too little or the bonus is not worth it, then you will not even try for that ok. So valance is how much value you give to that end goal.

Let us assume you value that ok. So, if the first level is not satisfied, you will not even try. So it out of question. It will not motivate you. Let us assume you value that goal ok. You want to achieve it. The next question you will ask is, do I have the capacity to show the performance which can lead to the goal ok.

So let us say, you know the same example of best employee, best young employee award. You need to show certain high level of skill set ok. You need to come, your attendance should be good. You should show extraordinary performance, certain cutoff level of performance. So that you can, you know then you will be considered for that.

For example, you know only the top 2 percent of the young employees will be considered for that award. Consider means, even short listing; very tough level of short listing ok. So, if the short listing is very tough, short listing criteria is very tough and you will ask yourself, will I be able to achieve that level of performance ok?

So, will I be able to perform to that level? If you think no, I cannot. There are like too many superstars here ok. There are too many people who can perform better than me to achieve that goal, then you will not even try ok. So this is what is expectancy. Expectancy means, do I have the capability to perform to that level to achieve that goal ok, that is expectancy.

Third concept is instrumentality. Instrumentality means, yes I have all the potential. I can perform very well you know, I am like I am having lot of confidence that I can perform to that level. I can perform, but there is favoritism in short listing.

So, you come to know that this particular manager has a favorite subordinate. So this manager is going to shortlist, and you know that this manager does not like you or he or she has a favorite subordinate; his nephew or niece or you know just one example I am saying. So obviously, even if you perform you will not get that award. Obviously, in the sense you think; obviously I am not going to get even if I perform. So, my performance will not lead to the goal.

So if you feel that way, again you will lose motivation, you will not try for that goal ok. So, with this I stop. In the next lecture we will talk elaborately on Vroom's expectancy theory. We will talk about what will happen, and how to what can organizations do to improve these three things among employees and all those stuff. So, till then take care we will meet in the next lecture.