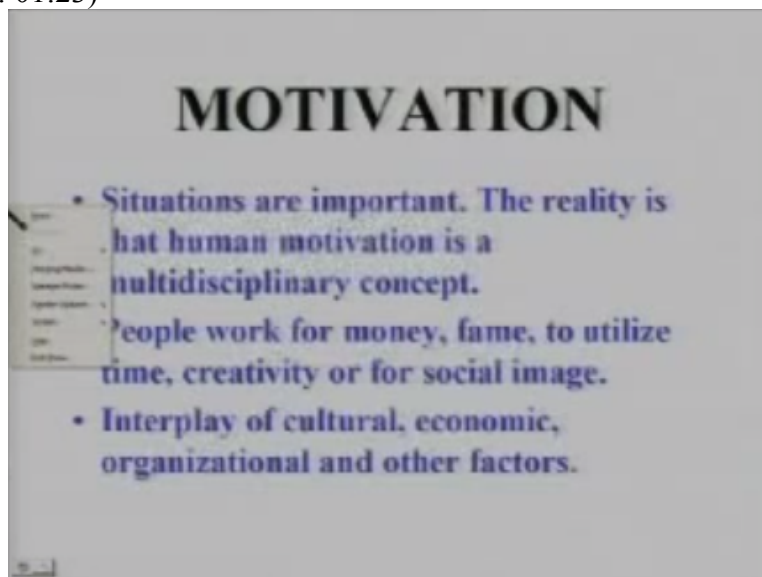


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PRESENTS
A Video Course
On
Management Science
BY
Prof. Anuradha Sharma
Department of Humanities and
Social Sciences, IIT DELHI
Lecture # 2
Motivation**

One of the important aspects of management is to understand motivation and job performances employees.

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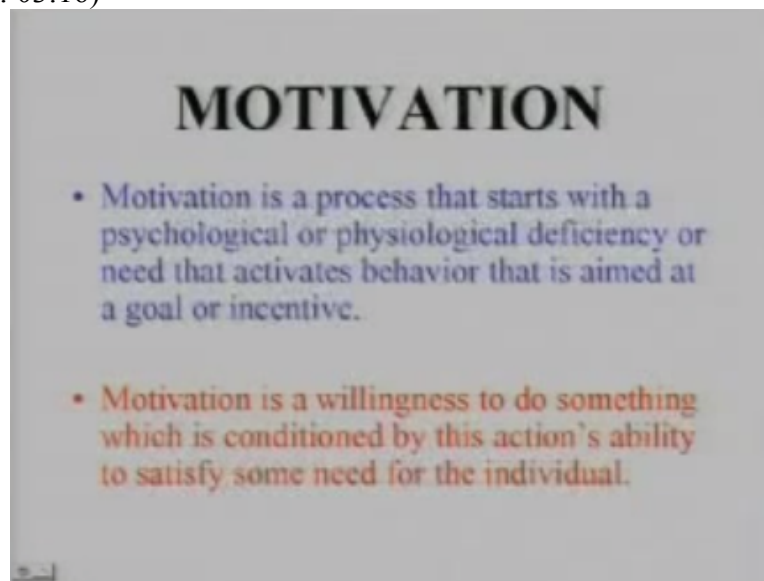
Every since the concept of management began we had we concern what human motivation and today's discussion we are taking up what is the present of motivation in the work situation motivation as you say that the situation are important for motivation and in reality motivation is a

multidisciplinary concept, people work for money, people work for fame ,people work to utilize the time.

To use their creativity or for the social image so the interplay of cultural economic and organizational factors are important into process of motivation in general and work motivation with specific refresh to performance when we are talking about motivation, the ideal of motivation is that there is a drive in every individual that takes you ahead ,so whenever you are talking about the concept called I wished to do something ,I want this ,I wish I could have done this these are all.

Motivational statement that for when we are talking about work motivation every organization tries that people should be motivated to produce better and they should be satisfied in turn so motivation it is a process.

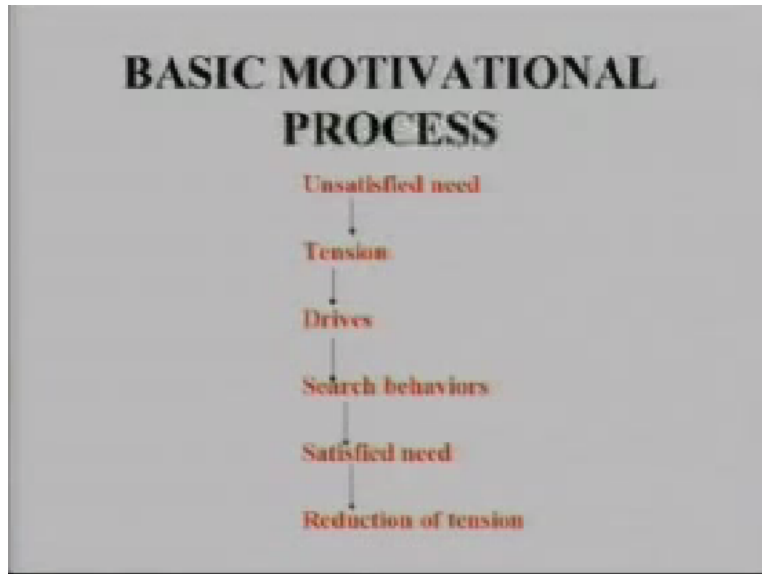
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That starts with psychological or physiological deficiency or need that activates behavior that is aimed at a goal or incentive you can understand that in the process of motivation goal is very important what we are trying to achieve and everyone must be very clear that I am working because of next freezer however, motivation which refers to willingness to do something which is condition by the actions.

Ability to satisfy some neat for the individual so in the process of work motivation individual needs also become very important when we are talking about the basic motivation process then what we find.

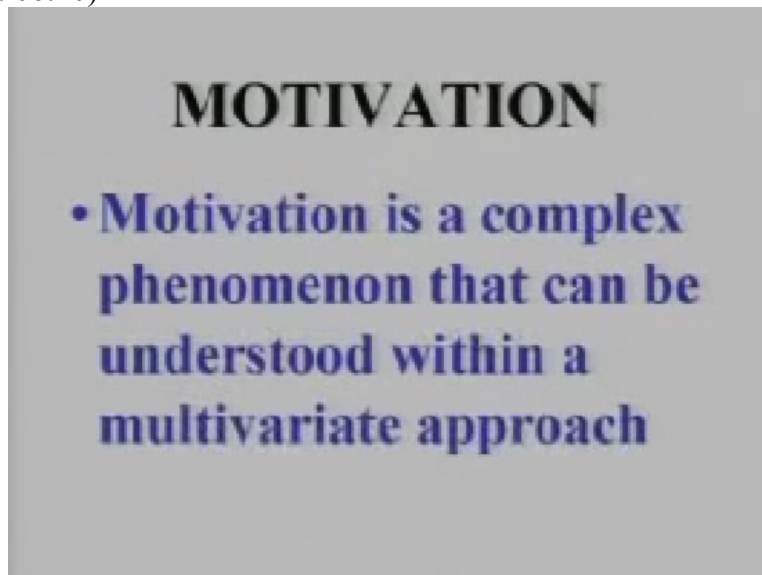
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That there are needs in human beings all of us and we would like to satisfy those needs so when we talk about drive basically this drive is to satisfy some needs in your needs could be physiological needs could be social ,needs could be psychological so when we see basic motivational process the model will go like this that there are unsatisfied needs which will create some kind of a tension in you which creates drive and then there is search is a search behavior and this in turn lives to stratifications need and finally reduction of tension, this is the process and in fact this process works everywhere whenever are talking about human motivation so you can translate this into motivation.

And performance scenario therefore we say that motivation.

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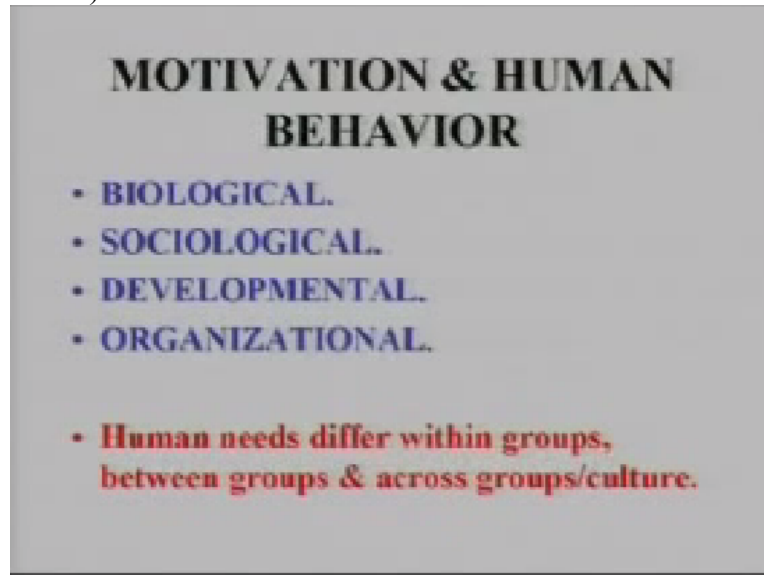


Is a complex phenomenon that can be understood within a multivariate approach all of you understand meaning of multivariate approach means more than two variables perhaps are contributing to you are motivation process okay, as I guess multivariate we talk about univariate

multivariate so the number factors which could be social, which could be psychological, which could be economic.

Which could sometimes also be physiological for the individual contribute to your motivation process and I said just now ,just short while ago that needs.

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And the multivariate character of motivation could be understood as the biological factors sociological factors developmental factors and organizational factors biological we had born which certain characteristic and there is a need ,what may be need which should include need for food, need for sleep, need for water sociological there are social group us there are special group and in society.

We have developed certain social notes which do create pressurizes developmental will refer to that how the needs of a child at different done the needs of an adult and needs of an elder so as we developed the needs become different for us and in organizational which is one of the most important factors for us when we are looking at the management issues or management studies is that how to create a work conditions.

Where people will get motivated or asked we have defined that to create conditions were workers, or employees it will revolt themselves integrally as we have define this in some context earlier so an interplay of all this set of factors these are the broad categories all these set factors well result into better work motivation.

This is because human needs differ within groups between groups & across groups you understand within groups that mean sin this groups, between groups that means this group and the other group and across groups, across cultures wherever there are different type of notes so human motivation becomes very, very complex issue because it has deal with multivariate factor with its when the issue of motivation.

Came up in fact psychologist have always been trying to analyze human motivation from different perspectives but in the management studies if we look at development of the management studies as we have done in the beginning of the course the every, every approach to management.

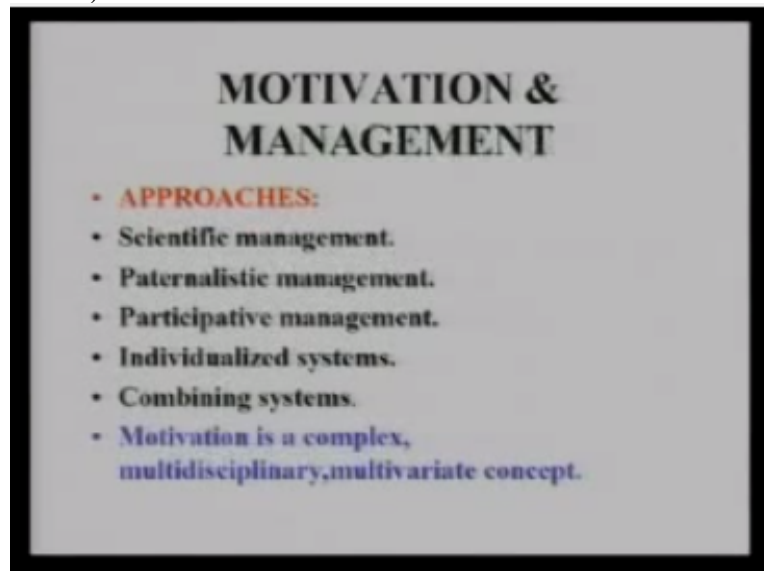
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Has one central theme that is how to motivated employees for better work performances because work performance of every employee will lead to better organizations, organizational effectiveness more profits better productivity and in turn will lead to competitive advantage so when we come back to the development of management studies or management thoughts we find that may be began with scientific management in which we talked about that the revolt should consultant a performance.

Then came the paternalistic management were managers believed that if we have employed our workers they need to be revolt it because of the paternalistic ,attitude participated management.

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On the other and talked about creative conditions and create conditions were by worker will reward them self's introducible. But there are at the system like the individual life system because we have to spoke it about individualized earlier. Because leads deferred for every

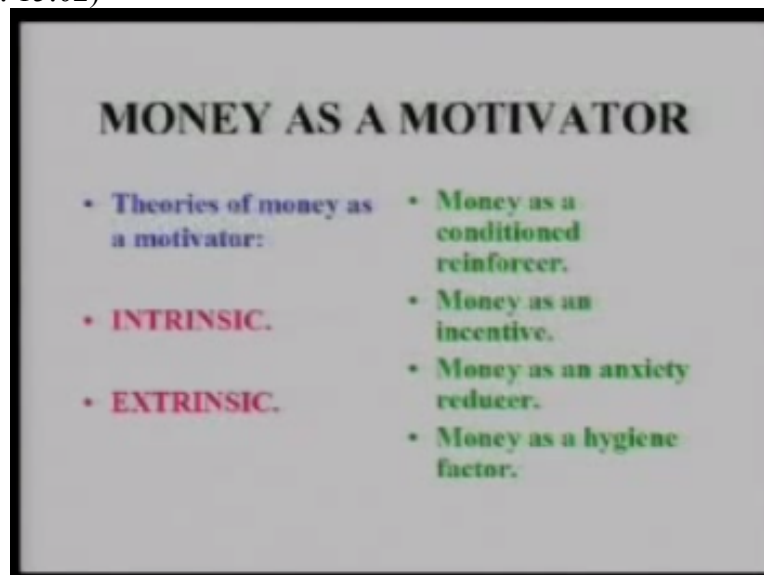
individual managers perhaps after look into the individual life systems as well that means if your needs each a different than appeared at that friend.

Then the management should have in some kind of a design to motivate you because where has we have general principles of motivation but individual systems are equally important. And that is what we called at individual life systems and has a result of all this understanding we have compounding system approach. That means if you want to motivate employees for better performance than a complaining system approach has to be taken into an account.

In fact this classification that we discussing now this come strong and researcher Gilbert and in his book, on the motivation to work he has talked about this classification. So we understand that motivation is complex multi disciplinary and multivariate. What are the most common features of designed the motivation system is to integrate money has a money important motivator.

In fact most of the managers belief that you pay more and people will preformatted, however this is the meet because all the time money is not creating that impact has normally belief to be. So there are researchers in the literature of management. They have try to look into the impact of money has a work motivation statutory.

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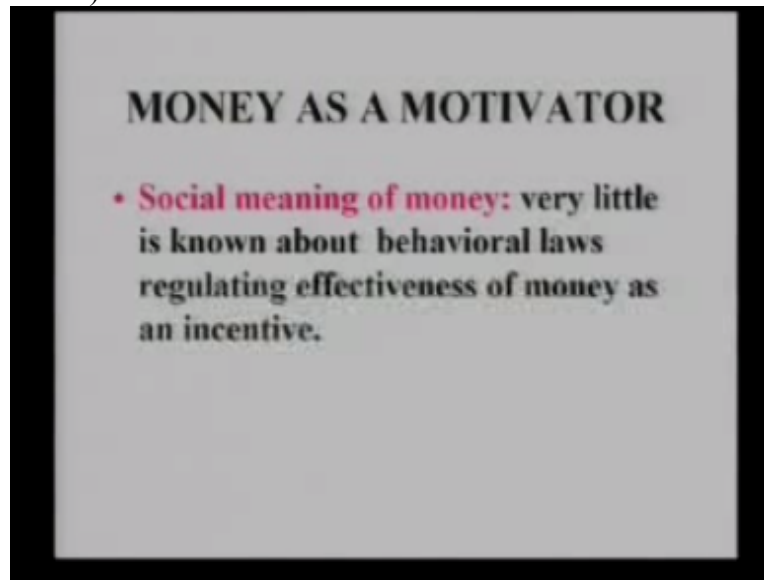


And which I am we call has the theories of money has a motivator, so once we have try to look into that behind that money can makes planned has a condition re imposer. That means we had been condition in our might, that money is the most important think our life. Okay but others of said that you can just in create at temporary situation incentives by giving money. So you pay him say 500 rupees and you expect know that in return the person is going to do this.

So all if done a very good work paying 500 rupees in other ward when we are talking about incentive there could be other forms of incentives us well say patted roebuck. But here we are talking about money has a motivator. So money is also is excited in user because it fulfills our basically. And if we look at the theory it proposed by has bugged which we are going to discussion in the details now money becomes of high factor.

Some of these references will appeared when we are looking at the furious of work motivation proposed by various it is searchers. And interesting fact is that money also has a social meaning.

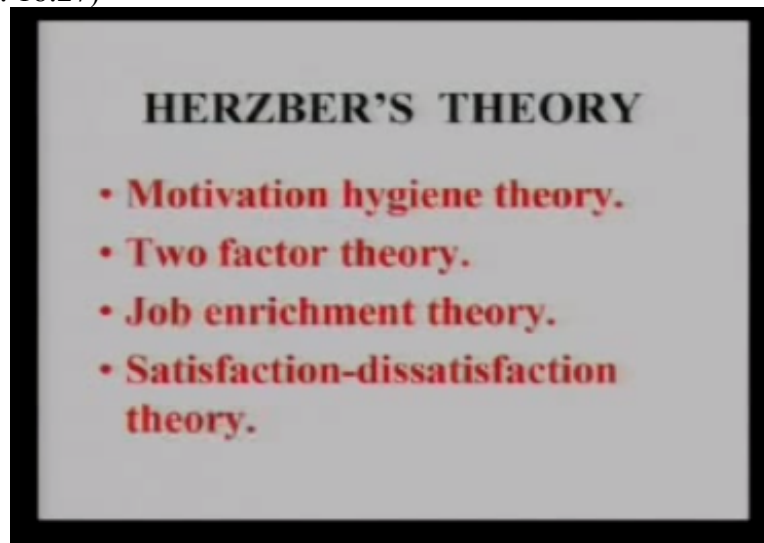
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Were utilized known about the behavior loss regulator the effective of money has an incentive, when we say social meaning that means society value certain things. Because our basic leads are not so many perhaps basically for most of us may be moreover less similar. I do not know how much money but that might differed you know something like a few 1000 of a fees. But if someone earns much more then it becomes a motivator because society has at muted some meaning to the value money.

And that become the great motivator, so do not for fulfilling your basic leads but fulfilling the social leads it becomes important. Now have I said Herzberg theory we are going to discuss?

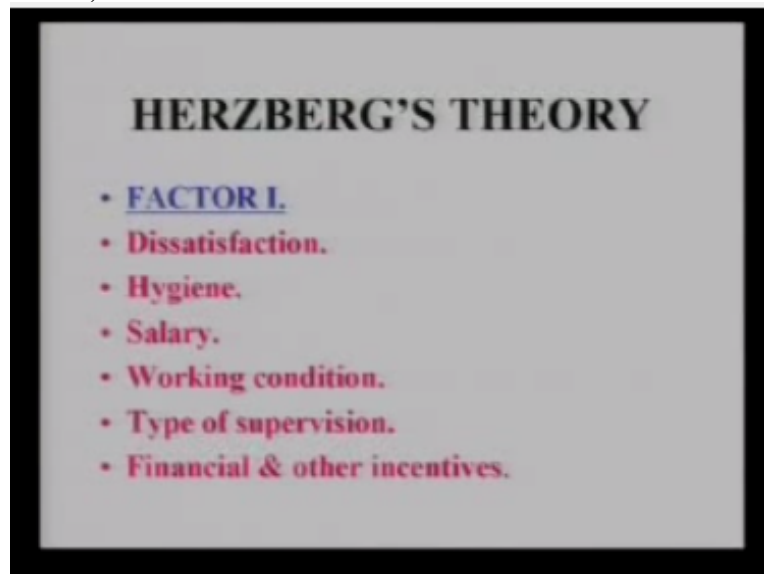
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Herzberg and his associates they proposed theory called motivation hygiene theory this theory is also known has two factor theories. Because motivation and hygiene these added the two factors and also the introduced new concept called job enrichment. The theory is also known has satisfaction – dissatisfaction theory, so has we have understood that factor 1, factor 2 that means

motivation hygiene satisfaction – dissatisfaction and job enrichment. These are the names given to the theory and in fact of all this names explain some characteristics of Herzberg theory.

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Factor 1 release to dissatisfaction, hygiene, salary, working conditions, type of supervision and financial and other incentives. We can see that money is explained here in terms of salary and financial and other incentives, but assumption of this theory is that factor 1 if pay the request for factor 2. Should I repeated Herzberg theory the assumption is that factor 1 is the pay the request for factor 2 that means if you want factor 2 to be built into the work system first you off to see that is the reasonable satisfaction of factor 1.

Provided at the place of work retable that mean not we are talking about salary we cannot have salary in terms of terms lacks of whole situations. But there is the reasonable salary says minimum wages are something more than that if necessary if you really vote to motivate people. So the idea here is when we call this satisfaction actions in factor 1, will dissatisfied people, dissatisfied employees.

But it presents will not satisfied people this is something normally you believe that okay if you gives more money is going to satisfied people. But actually the theory proposed is that these are the pre reacquires for satisfaction or job enrichment or method the forms. Prerequisite it okay, whereas factor 2.

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HERZBERG'S THEORY

- FACTOR II
- Satisfaction.
- Motivation.
- Job enrichment.
- Nature of work.
- Flexibility.
- Autonomy.
- Variety.
- Challenge.
- Feedback.

Satisfaction, motivation, job enrichment, nature of work itself, flexibility, autonomy, variety, challenge and feedback. I repeat that the factor 1 or whole the factors which were listed in factor 1 are the prerequisite it is for factor 2. That means we have to give them money, we have to give them salary, we have to give them financial incentive in order to motivate. But we expect that work performance is just has result of that, that is not true according to this explanation. Because there are difference set of factors which are important for motivation so the Herzberg motivation.

If you really want to motivate your employee then you must clear such conditions like give them a challenging job, give them a job or create conditions for flexibility and the place of work. If there is a variety people at the place of work if there is variety people have motivated if there is a graded challenge if there is a graded feedback but offer, we find the organizations will not pay attention to this factors and they believe that if we pay money our employees should perform well.

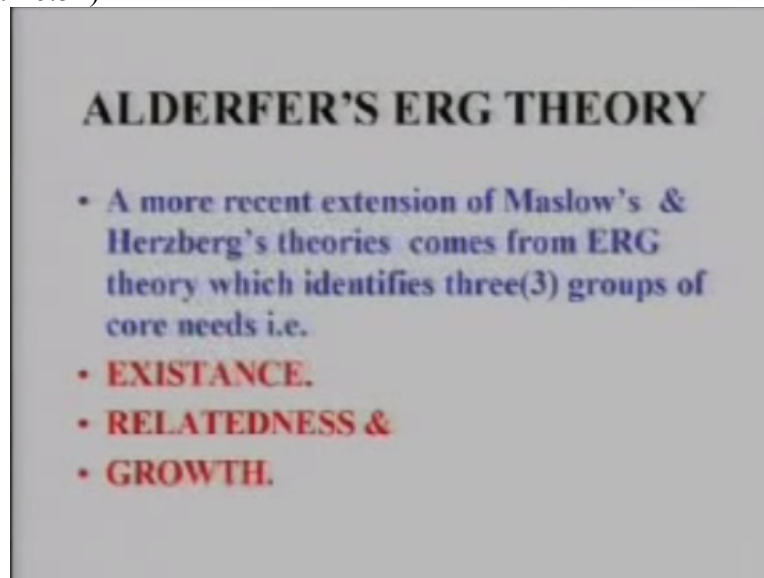
So in fact when we are talking about nature of work which includes some of these characteristics which we have a listed here like flexibility autonomy variety, challenge etc. All these constitute the enriching job that is why the name job estimate clearly and realization that managers responsibilities not over just by, by pay very good salary but manager has to look into designs of jobs.

Which are enriching so without money nobody can work but money is not sufficient condition you lead to motivate him by creating work conditions which are enriching it that very interesting and when. We are talking about an issue like participative money we need that comes as enrichment factor because we are talking about autonomy there we talking about challenge there and we also talking about sometime you know the feedback sometime the variety and something like that.

So the alignment which means becomes crucial factor when we are looking at in work motivation of employees at the phase of work this brings as to , another theory see this theoretical explanations are the propagations how different authors are looked at the conceptive

work performance and by come by the all these we can really make a very good practice for us as to how to motivate employees in an organizations and that is why we are looking at number of clearance.

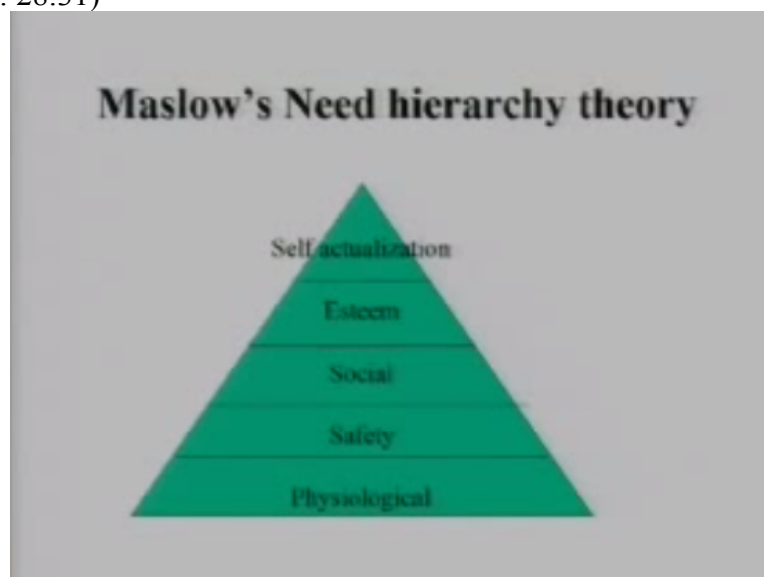
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So alderperson try to extend Maslow's theory , and Herzberg's theories , fro ERG theory that is existence, relatedness and growth we can see the ERG are the existence related this and growth ,which are the core needs these are identify at the code needs for any individual , for the motivation this is based on Maslow's need hierarchy , do you have an idea about Maslow's need hierarchy? May be some of you have.

I will just very quickly talk about Maslow's needs hierarchy Maslow has talked about the human needs in his needs hierarchy theory, were he has proposed that the lowest level need are the physiological needs, then come our social needs, security needs self estimate needs and self actualization needs so in fact will get here is the hierarchy.

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That is proposed by Maslow's which is loose has needs hierarchy, theory proposed by Maslow's , Maslow's in his book on human nature he proposed even though himself never went to industry to really , really test theory he left it, it was a philosophical positions is because say and we have been testing that and it is application is Erg literally so take from here in fact Herzberg has taken the tread from the Maslow hierarchy theory.

You can that the basic lowest order the is a logical this same thing social esteem and self actualization, the idea here is that human behavior is 1st, and the that is working wrong on human behavior in terms of lead is the physiological need if you have not full filled you physiological need to a reasonable extend you will not be motivated for the higher order lead why if you have not food or somebody has not slept at night.

You will find that you feel like full filling those needs 1st in order to do some creative work, so the reasonable satisfaction we have talking about we have not talking about the maximum level because the maximum level might be different for different people but at least reasonable satisfaction of the physiological needs that is required in order to be motivated to higher order then comes the safety on must feel safety in terms.

Find as a safety terms of in physical safety in terms of physiological safety and once you have a gain a reasonable satisfaction of safety needs then we move on to social needs we are social needs are therefore to social satisfaction is also required to reasonable extent, once these needs which we call as to lower order needs are satisfied we reach to higher in order this which are self esteem needs and self actualizations.

And actual work performance if you see is the result of these esteem himself actualization okay till, till the 1st allow the 3 labels we are at this survival level and once these out lower level needs are reasonable satisfied we this the higher order so it self esteem needs that is that is the time we know we are not real bother about the satisfaction floor are and need and your performance it becomes very important in that and self actualization need is of course when you have try to actualized you are in reputations now if organizations early to make the best views of the human recourses they should creates at conditions that the lower order this are satisfied and we can create conditions for giving opportunity to every individual come out with the creativity in terms of their inner un fold in the in reputations.

So this if we really try to practice and we really want to see such conditions the possibility of performance standards will exists and of course we can have much better mark you know also in the competitions in the world competitions ever if you not looking at to do that higher profit and competition but at least you will have all your employees will have grated meaning in work greatest satisfaction, and the attraction.

Should rate will decrease people will have greater commitment and also over all better human recourse management for you which automatically will lead to better and we can say the most competitive organizations, and as we have seen earlier that Maslow's theory has made and impact all the ERG theory and also have the prospects that we have just now we discussed, now and application, of Maslow's theory is also given by McGregor's professor McGregor's who had been work in.

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Mcgregor's Theory 'X' & 'Y'

- | | |
|---|--|
| <ul style="list-style-type: none">• Theory X assumptions• People inherently dislike work.• People must be coerced or controlled to do work, to achieve objectives.• People prefer to be directed | <ul style="list-style-type: none">• Theory Y assumptions• People view work as being as natural as play & rest.• People will exercise self-direction & control towards achieving objectives they are committed to.• People learn to accept & seek responsibility |
|---|--|

And human resource management and experimented this in many organization, these organizations he found that the lower order needs and higher needs these could better people to know as very practical categories of theory x and theory y, so translating that in to the theory x and theory y the theory McGregor's theory proposes that some persons perhaps you have still need to be cover by theory x and the assumptions of theory x as we are discussing are that people are inherently , last and dislike to work and people must be co creed and controlled to do the work, to achieve.

The performance objectives and people prefer to be directed, how many of you agree with this, if your manager assumes this about you, how many of you will agree that you need to be directed, you need to be control and crossed, and you inherently dislike work, will all of you agree, to this, what do you feel? As a guest these to revive exceptions
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Mcgregor's Theory 'X' & 'Y'

- | | |
|---|--|
| <ul style="list-style-type: none">• Theory X assumptions• People inherently dislike work.• People must be coerced or controlled to do work, to achieve objectives.• People prefer to be directed | <ul style="list-style-type: none">• Theory Y assumptions• People view work as being as natural as play & rest.• People will exercise self-direction & control towards achieving objectives they are committed to.• People learn to accept & seek responsibility |
|---|--|

That people view work as being as natural as play, people will exercise self direction and control, so towards achieving objectives, they are committed to and people learn to accept and seek

responsibility, so would you like to be manage to in the Y category or X category, what do you feel, can you think about it, if you are working will theory Y be better for you or theory X be better for you, theory Y okay.

I think first let me talk to you about Macgregor's theory. As it types after satisfaction of the lower objects that leads, we are looking for satisfaction it life over all life, because see the work is life, I think I should discuss in the first issue of theory Y, which I have discussed so far, is work is as natural as play, define any meaning in the statement, work is as natural as play, it both work and play, you are spending on a way.

In both the situations there are objectives that you need to achieve, in play also there is an objective you have to win, but what is the , what is the difference if at all? What is the difference? Work and play, the difference is in the motivation that you enjoy your play but often you do not enjoy your work, if we can create conditions, that you also start enjoying your work, and then your work becomes as natural as play.

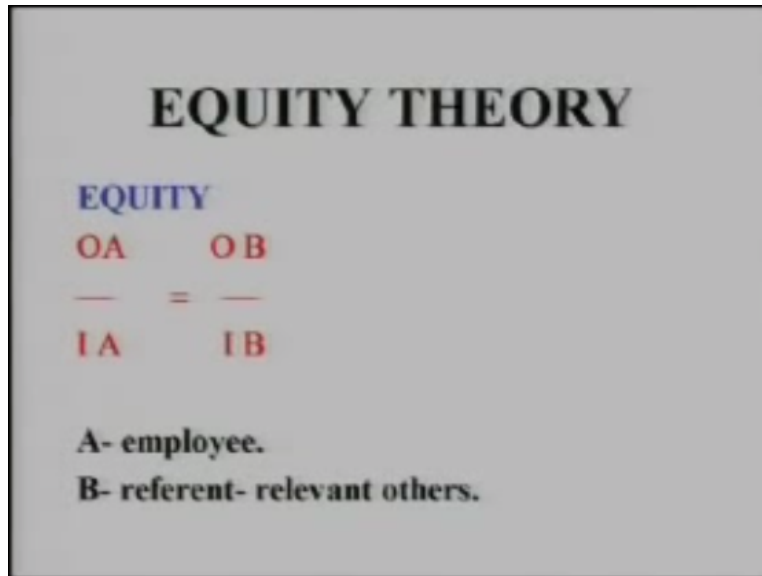
And in that situation your perform is excess, because you do not have any pressure of any kind, of meet to objective, you are enjoying this as if you are playing, so there is a serious Philip optical messenger as the managers you have to see then we create conditions where people will enjoy the work, so at the place of work can them disappoint, this is a great challenge for the managers.

But whole excellent organization if you see the example, you will find, they are thank to create such work culture, such HRD Clive rate, where people enjoy their work and the conditions are created that they come out with creativity, and that is what we feature organization are looking at and you have to found around that, how do you create such conditions and place of work for your employs.

So, so far what we have discussed is that work motivation is a multi variate and complex and that these to be understood in a cultural paradigm In the within two understanding the work motivation within the broad framework or Macgregor's theory and Humbugs theory and Erdiotheory, so have certain issues which need to be understood as the individual motivation factors.

And the next theory that I was just above to discuss with you is the equity theory.

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EQUITY THEORY

$$\frac{OA}{IA} = \frac{OB}{IB}$$

A- employee.
B- referent- relevant others.

Now equity, some of you may be wondering that is it about the prize about money, no it is about your perception, equity theory is about the perception, and it is such a strong motivator, that may be a times, you stop a forming very well, because you have perception of in equity and place of work, so what it is? This is very interesting, you can in fact calculate your equity or inequity, in terms of the formula that the ratio of outcome and input.

The ratio of outcome and input of the self, yourself, in comparison with the ratio of outcome, input of the comparison other, so A is you, and B is the person with whom you are trying to compare okay, that means if you understand the ratio of the outcome, input you have got something in you as whether it is a promotion, are it is a salary, any salary or a bonus, how about ever, you have got.

You have C that how much input did I give for this and what I have got, so there is a ratio, for yourself, and then see others, how much they have got? And what the input they had given? So some kind of ratio is there, in the idea situation it should be equal, under ideal situations the ratio of outcome, input of the person should be equal to comparison other, okay that is a very, very ideal situation.

But that does not happen, the reason is this is a prefectural estimate of what you see, your perception which is individual under personal quality that you have, you keep comparing yourself with the others, that happens within the students also sometimes with the equity, could be understood as the what you have got as your result, so this theory could also be applied there, but here today we are discussing that with reference to the performance , work performance of employees in nomination okay.

So are you with me, we are talking about the concept call equity which is perceptual in nature perception made and which is say that the ratio of outcome and input of itself, when compared with the ratio of outcome input of the comparison other, create some kind of a mental evaluation, ideally it should be equal, but practically it is often in equitable okay, so there could be a positive inequity or there could be a negative inequity.

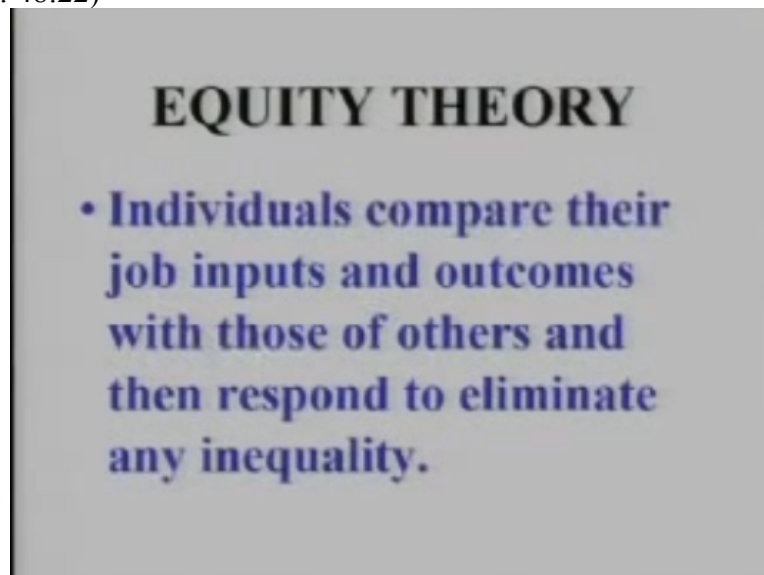
You can understand okay, you believe that your output is much lesser than the input that you have given, and the other person had just has not worked to do much, but he gets more okay, if

you see that the ratio is different, at movement India perception the ratio is different there is a station, this station may lead to this satisfaction, lack of performance, and might create such conditions.

Which may be sentimental to work performance? Therefore managers must see that as far as possible equitable work performance scenario, has to created equitable perception scenario has to be created, so this is very dress ting theory and in factor just relative to this thus relative to work situation, on today bases perhaps okay. Now you can see that if the employees over than the ratio may be different okay, or and rewarded you can see the ratio will be different is it clear okay, so this ratio.

Could be greater than or lesser than, the comparison so the ratio, could be $<$ or $>$, the comparison, but ideally we should bring this nature to the equity situation, okay that is a challenge for the managers, to create work indices, okay, therefore, this equity theory.

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Suggests that individuals compare their job inputs, and outcomes, with those of others and then respond to eliminate any inequality or in equity we should rather put it, so you have seen that this is very interesting, explanation, which tries to enfold the psychological factor, the perception, and the manager has to be very sensitive, to some of these issues, at the place of work, then there are some explanations, give on the basis of motivation. To suggest , that the personal orientation of people, are also important.

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HOLLAND'S CAREER THEORY

- The general theory attempts to relate personal orientations of people more directly to occupational environment.
- These are described in terms of six (6) dimensions:

The personal orientation of people, are also important to motivate, and these orientations, are based on, your development.
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HOLLAND'S CAREER THEORY

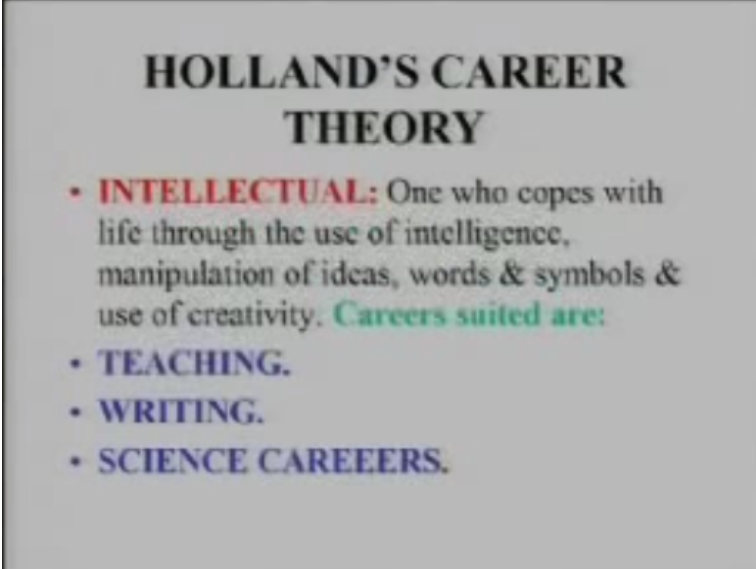
- **REALISTIC:** One who copes with life by seeking objective & concrete goals & tasks, likes to manipulate tools & machines. Careers such as
 - Engineering.
 - Skilled workers.
 - Agriculture.

So they are saying, that the personal orientation, of individuals, could be understood under 6 dimensions, okay based on your earlier training ,based on some of your interpretations ,family background, and people prefer to choose, one of these careers, in their life, or at least if they have not chosen it in the beginning , towards the middle, in their career, they would like to shift to that kind of career, because that give them the greatest satisfaction.

So the realistic dimension or orientation, is the one, where one copes with life, by seeking objective, and concrete goals and tasks, and likes to manipulate tools and machines, also careers like engineering, skilled workers, agriculture, these are some of the career choices, people prefer, and if they get into these careers, their performance becomes much better, so as a manager , you have to keep that in mind.

That when you are trying to select people, for your organization, you have to see , that what type of orientation the person has, one might be artistically oriented, one might be politically oriented, one might be creatively oriented, and that gives the person , the satisfaction, and this is what, Holland has tried to put ,under the dimensions of occupational choices, which have great motivating potential. So the second one, is the intellectual.

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HOLLAND'S CAREER THEORY

- **INTELLECTUAL:** One who copes with life through the use of intelligence, manipulation of ideas, words & symbols & use of creativity. **Careers suited are:**
 - **TEACHING.**
 - **WRITING.**
 - **SCIENCE CAREEERS.**

The intellectual orientation refers to one who copes with life, through the use of intelligence, manipulation of ideas, words , and symbols, and of course the use of creativity, therefore careers like Teaching, writing and science careers, fall into this category. Some of us are oriented towards conventional kind of occupational choice, an only that motivates us.

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HOLLAND'S CAREER THEORY

- **CONVENTIONAL:** One who copes with life by selecting goals & tasks which are sanctioned by custom & society. **Careers include:**
 - **LIBRARY SCIENCE.**
 - **ACCOUNTANCY.**
 - **OFFICE WORK.**

The one who copes with life, by selecting goals, and tasks, which are sanctioned by custom and society, career like Library Science, accountancy, and office work this fall into this category, the next category is the social.

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HOLLAND'S CAREER THEORY

- **SOCIAL:** One who copes with life by selecting tasks that demand the use of interpersonal skills & interest in people.


Careers include:

- **SOCIAL WORK.**
- **COUNSELING.**

The social orientation, the people with social orientation, they will choose careers, which are like social work, and counseling etc., because this is the one person, who copes with life, by selecting tasks, that demand the use of interpersonal skills and they have interest in people, not all of us are equally interested in people, some of us are, interested in people, we want to help people, others are interested.

In something else So if a person has this dimension in his personality, then this kind of a career gives a greater satisfaction, and in turn, as a person from management, you need to understand, that this is the best way, to put him on the job, in your organization, then enterprise.

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HOLLAND'S CAREER THEORY

- **ENTERPRISING:** One who copes with life by selecting goals that permit expression of high energy, enthusiasm & adventure.

Careers include:

- **MARKETING.**
- **POLITICS.**
- **MANAGEMENT.**
- **ENTREPRENEURSHIP.**

The enterprising, this orientation, suggest that one who copes with life, by selecting goals, expression of high energy, enthusiasm and adventure, and not all of us like this, kind of a career, but those who are enterprising, they express high energy, and enthusiasm, and career like marketing, politics, management and entrepreneurship., almost suited for these people, in other

words, they will perform the best, if they take up this career, this type of career and then we have, artistic career.

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We may choose, any career in our life, but when it comes to joining an organization, usually what we have been formally trained as , we take up that as a career, but some of us are oriented with characteristics like, the artistic characteristics, on who uses, feelings, emotions, and imaginations, to create art forms, okay and these careers include fine arts, performing arts and writing etc., now we are talking about say artistic career, it is not necessary, that, as the engineers, technologies you have to take up artistic career, one can combine this , even also With their engineering career

So this categories are explained, as the basic orientations of people, which people will enjoy, but combinations are possible, okay , many of you are great artists, and great engineers, okay some of us are good writers, as well as good teachers, and may be the good marketing people, we do not know the combinations, may be possible. So we will take up this comparison, when we meet next time.

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Comparison b/w theories

Maslow	Herzberg	McGregor	Alderfer	McClelland
Self Actualization Self Esteem	Motivator Satisfiers Job enrichment.		G	
Social needs.		Theory Y	R	
Safety needs Physiological needs.	Hygiene Maintenance. Dissatisfiers.	Theory X	E	

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