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PRESENTS  
A Video Course  
On  
Management Science  
BY  
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Lecture # 5  
Comparison B/W Theories**

We are discussing motivation as part whole management process because work motivation is extremely important in our last discussion we were trying to look at theories.  
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Comparison b/w theories				
Maslow	Harrisberg	McGregor	Alderfer	McClelland
Self Actualization	Motivator Satisfiers		G	
Self Esteem	Job enrichment			
Social needs		Theory Y	R	
Safety needs	Hygiene Maintenance	Theory X	E	
Physiological needs	Disatisfiers			

Which we find that Maslow Harrisburg McGregor and Alderfer in all the four theories there is a kind of a comparison because they thread for these theories have been taken from Maslow's propositions as you can see that Harrisburg motivator hygiene and Gregory tenement factors

relate to the higher audio needs as explain by Maslow story that is self actualization and self ST needs

And when we are talking about the lower order needs the hygiene maintenance and this satisfier factor term to this category as we have understood these stories that in terms of Harrisburg story the lower order need or the hygiene and maintenance factor are perquisites for the higher motivation that means if you want good work motivation we need to give them at least the Maier minimum satisfaction of the lower or the needs.

But in a destined this well yes elder for talked about growth effectiveness and existence and as we can see that the lower ordered needs relate to existence and then these social investments needs relate to growth and to irrelativeness and the higher order need relate to growth, now every close to this is a story that is proposed by Mathew don whose as talked about the achievement motivation and power motivation.

The idea is that there this term higher order motivation need to achieve and then also the need to achieve power, this is great motivator interesting motivator for work motivation now in addition to these.

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Type of authority versus involvement			
	Coercive	Utilitarian	Normative
Alienative	*		
Calculative		*	
Moral			*

Motivation last pages in fact we are just not coming to discussed some of the practical application o these stories are being applied in most of the organizations today they do no remain at the theoretical level these have been translated into every practical, motivational strategies, now in addition to this when we are talking about motivation we have to understand that how when people get involved in the work situation work involvement what we find that these are also related to the type of HRD climate.

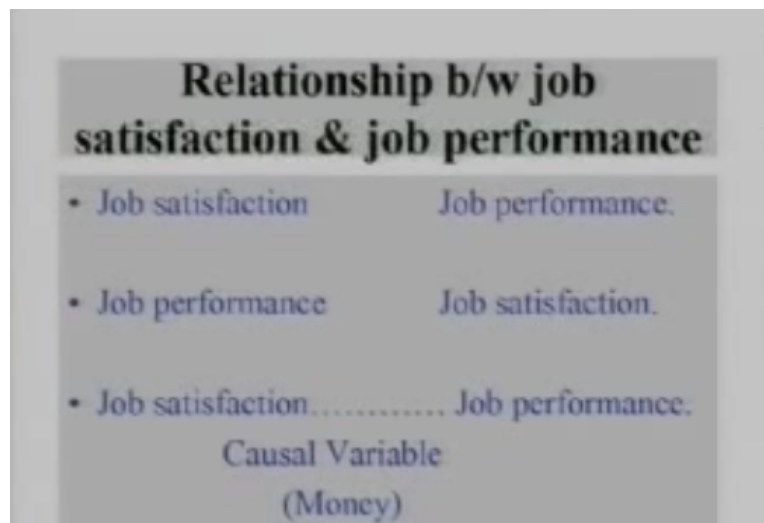
Or the type of the authority that we have in the organizations so if we draw that relationship here that is depicted something like this that the organizations could be Coercive organizations could be utilitarian organization or may be normative organizations and the type of the involvement that we might have could be alienative, could be calculative and could be moral involvement when we say alienative.

That means the person just comes for work because he has to do some work perhaps in his presumption work is nothing motivating and it is very, very is like very kind of a thing but the person has to do something so the person is at the place and calculating if they have pay for paradise work so I work I whatever I get in the turn how much I earn I will work only I do only that much work but in model inviolate there is no search calculation of any kind or there is no any relation any kind when a person is modernly involve person may leaves this is my duty so I have to do it. Therefore two motivate people we should have moral involvement and for moral involvement as because she that even their authority is standards have to change okay,

If manager is to question and you expect to know that the model involvement which going to really function very well perhaps between note function that so now you can see that in motivation there are other aspects of HRD climate with also keeping and the managers have to be very, very.

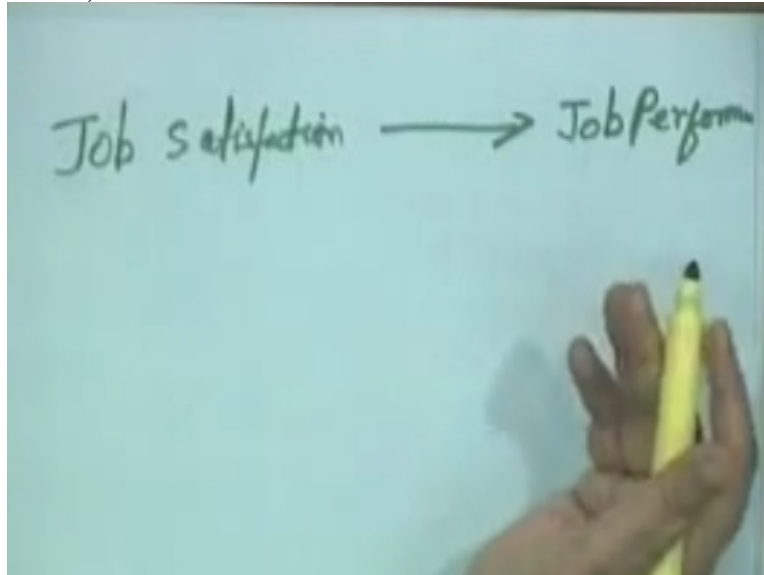
I should say careful and enlightened in a model features so you have to know sometimes know we can say that any managers have to look into their managerial time, because there must a time people believe that okay, manager have to be questioned and you can only used the some kind of aspect on sometime characteristic approach but that does not work anymore as we change and the whole social change that does not work anymore and the force we will except managers also to have to authority pattern. In organizations now the very important issues that relate to job performance

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Is job satisfaction generally it is believed that job satisfaction being lead to job performance may be most of you believe that ,the happy world worker perhaps is the most efficient worker many managers believe that and we had been thinking about this relationship in this way for many years but has we have many researches many preposition have brought out the dynamics of this relationship in many different ways in fact the relationship rather complex because job satisfaction may lead to job performance.

Here I have shown you the three types of relationship and you can see that the job satisfaction. (Refer Slide Time: 09:44)



May lead to job performance okay, this could be one explanation okay. The idea is that job satisfaction least to job performance that one preparation and perhaps traditional one. We will always talking this way so managers belief that job satisfaction that appeared workers are the team workers, but has it is such has go we find that in some case is the relationship is reverse in this sense if you performed well you get more they to satisfaction. You could think about even into empire in own performance.

That sometime if you perform better you feel much better in about a situation, so job satisfaction might also leave to job performance. But interesting lay we find that there are a theater group of factors. There could be some third causal factor there could be a factor okay say for example, the third variable which is call, we can call it has a causal variable which leads to satisfaction has as well us performance.

Which leave to satisfaction us well us performance and when we calculate the relationship it appears has is satisfaction and job performance are highly core related. But when we go into before into that we fine that the relationship is actually not direct.

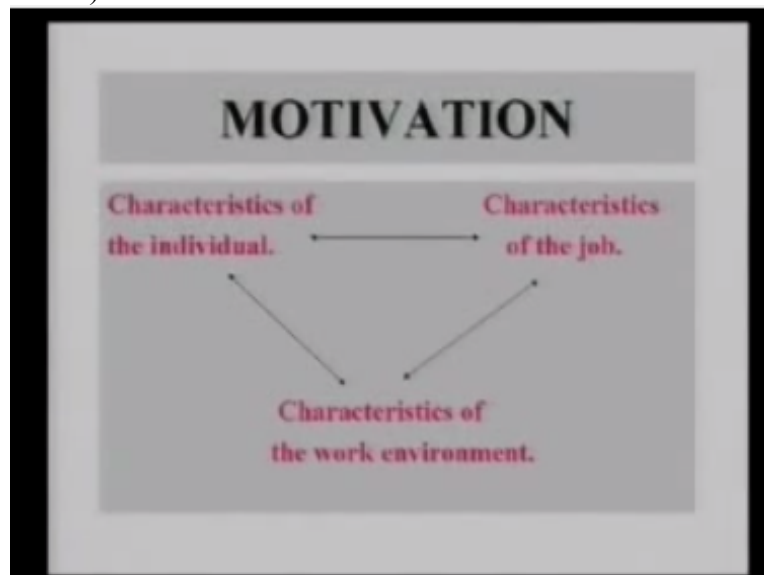
It is because of the third causal factor, let us say money could be a causal factor for example, we are also give that example of money could be a causal factor. And some of the reason study is trying to say they are suggesting that the design to this three we can say the theatrical positions we have a forth one that is come of designed here which is talking about inter meaning variables.

That means the relationship is interrering mean by number of factor.

Okay these inter meaning variables could be your personal choices these could be your personality; these could be your perfections about various situations in life this could be your need. See today someone needs say so much money okay performance changes and one is working to word that. But tomorrow suppose lead changes then the performance might change. So what we are tried to understand within our motivational explanations that the dynamics of motivation are very complex has specially we looking at the relations in between job satisfaction.

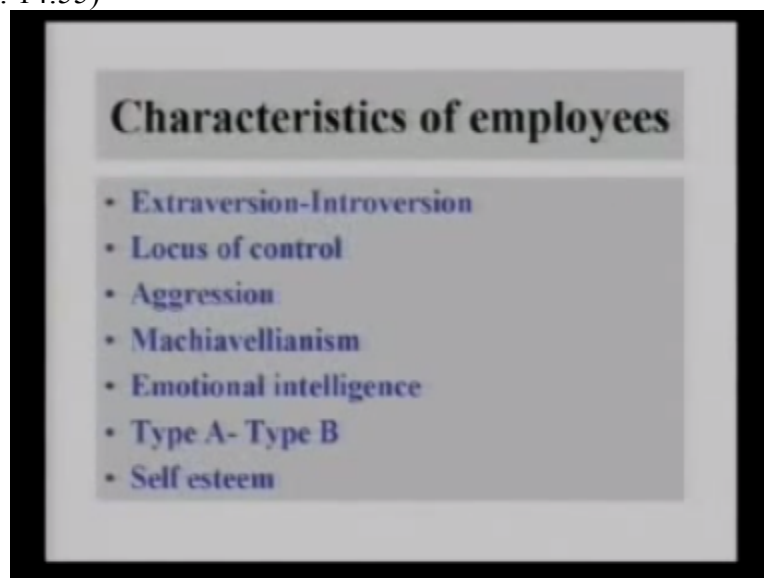
And job performer, before is managers are start believing that depend very simple way began the basic system.

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We are discussing a motivation and has, you find that motivation if very complex subject, now if you trying to understand the dynamic of motivation we have to understand that what are the characteristics of individual, what are the characteristics of the job that is performing and what are the characteristics of the work environment. I will explain this, let us see them, you can see that there is a circle interaction among this variables and therefore.

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Here are some of the examples of the characteristics of employees, basically personality traits of an individual. The list of core has not exhausted some examples are these that one could have been extraverts or innervate. Naturally the innervate person will have different kind of a perception it different kind of each of declaiming. And extrovert person who is always high energy person perhaps

Is looking at different kind of a role and different kind of a work in environment, including the kind of job that the person seeking. Locus of control this is again personality trait which talks about that where lives the locus of your control that means it is within you or outside view. We will at view some reasons to our behavior and some reasons are to success in failures. If we succeed if we say because I did it and if we fail after we say or luck was bad. So if we are start believing on these external factors, we are externally controlled. But some of our real estate, some of us do say no.

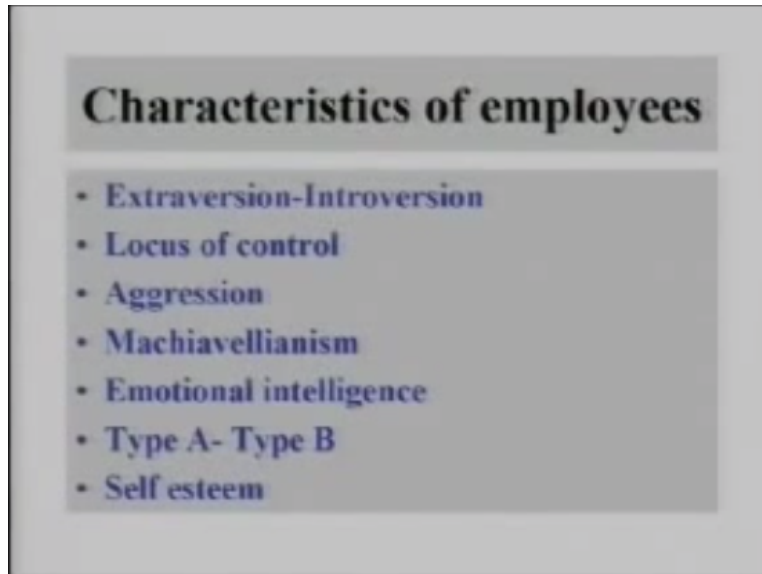
I fail because I did not do this work, I did not prepare well, I did not study, okay but others might say teacher was bad! Subject was boring, okay it was raining, and okay I got a very late and so there is so many reasons my luck was really, really bad. But if we start believing that no, no failure is because of me perhaps I should of put I mean worked much, much harder. Then this situation for internal, locus sub control, you understand this is a very interesting personality trade.

Now if you have that you know has a personality trade and you are put in on a particular job. With the particular kind of a HRD climate and particular kind of industrial organization you can see that the combination is going to be different, similarly aggression due to all of us are equally aggressive. But aggressions also become are personality trait okay low aggression and high aggression.

Machiavellianism is a talented personality trade and in fact many of ours or high makes. High Machiavelli is the reason for that is this term has borrowed you know from the writing about Machiavelli the case. And the idea issuer is the district the offers to that when we make use of characteristics in our behavior.

Okay so we have many characteristics is statutory, and some of us very simple state forward we are not using any characteristics of strategic. Okay so high Machiavelli and low Machiavelli, this is has again become a personality trade. Emotional intelligent is addition to the normal concept of intelligent. That we are talking about the mental ability, in the reason here we are talking about emotional intelligent with refers to your social intelligent in some way. So in addition to emotional intelligent we do need normal intelligent also, but emotional intelligent is important at the place of work. So this a personality traits

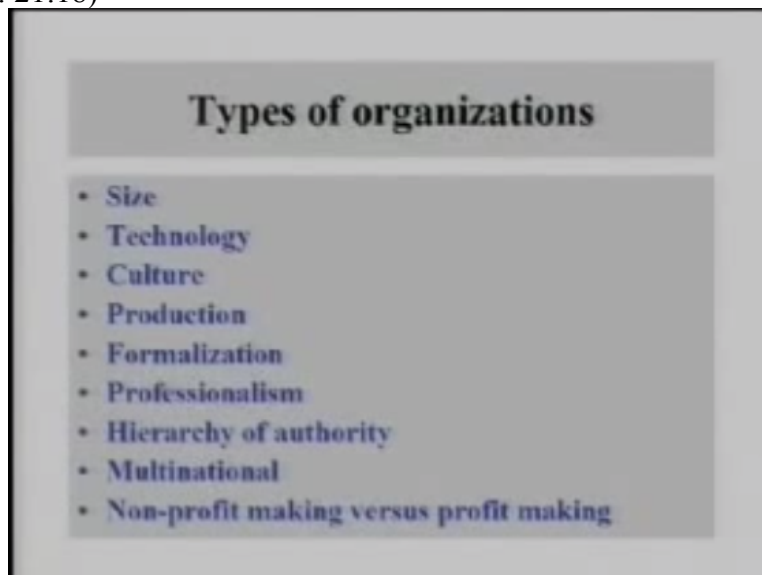
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Then of course type A and type B personalities and self esteem, well list can go on about personality traits, these are just a few examples idea is that when we are looking at motivation, motivation has intrinsic characteristics, and so as a result of your personality, your behavior and your expectations and your motivational requirements perhaps change. The second parameter is work environment.

It could be HRD climate including the development authority as we have spoken just now, just short while ago we were talking about the different types of authority that managers may use in the organization.

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But in addition to this, we have different parameters which make organizations, since different, let us see the size, size of an organization, see there is a small company, large company, and under someone company, multinational company okay, and the number of employees working there, because this will affect your overall social environment, under place of work, and will be related to also technology to some extent.

That incept some technological situations you have lot of face to face contact and if you are a very, very social type of person, see extra worth person, then you will look for lot of social interaction, but sometime technology does not provide that kind of a situation at the place of work, similarly work culture of an organization the production system in the sense what type of suppose if I take an engineering industries.

Then what type of production system is it, which is related to technology of course, it can be designed unit, it could be a IT unit, it could be a bag production of big machines, it could be a assembly land, it could be any, any type of production system, which is related to a kind of technology that you have, and that effects also man at work, and so effect the motivation okay, then of course the formalization in very small unit perhaps the formal system may not be that much exterminate.

But we do not need to do some kind of formalization, in the larger units, then professionalism, how professional the company is, Hierarchy of a authority, again this is related to, the also the largest, small company since the level of Hierarchy, perhaps you see know will increase if the company is larger, even though this see, that if we are flatted the organization better perhaps it would be.

But sometimes we have no choice; we need to have different levels of Hierarchy, because of the reasons of technology because of the reasons of the production system, because of some of the business strategies, so the Hierarchy of authority, whom reports to whom this is important, I need a in a tropical organization the Hierarchy of authority from the lowest person is reporting to the next senior person, then the next senior person and so on. When we look at participative management being kind of a system.

Then the authority comes from the top to bottom and from the bottom to top, that means it is, it is both way, the flow of information and flow of ideas it goes in a both way participative management okay, otherwise in normal system, the command comes from top and the reporting goes from the bottom, in participating management we are trying to sort of break that. We are trying to say let there be very, very free flock of communication, let there be a greater kind of human relations at the place of work.

When we are using the participative management philosophy as a philosophy management Now when we are talking about types of organizations we talked about small industries, large industry, we also have multinational organizations, and as you can see that, when we are talking about multinational organization. There are so many parameters to that, the multinational companies operating in India.

Okay naturally they have you know near technical aspects, and then you know there is a kind of a matching within the Indian culture, when they come and operate here, so there is a some kind of a multinational effect in your culture of these organizations, in sometimes in terms of dress, in sometimes in terms of discipline. In sometimes in terms of expectation, sometimes in terms of course the technology might be they brought some technology and in the Indian culture you know how to make best use of that, so the multinational organization is operating in India In big manner, in some studies also, on the multinational organization and people working there an



Indian okay. Well when we are looking at multinational organization, in addition to understanding the multinational organization operating in India.

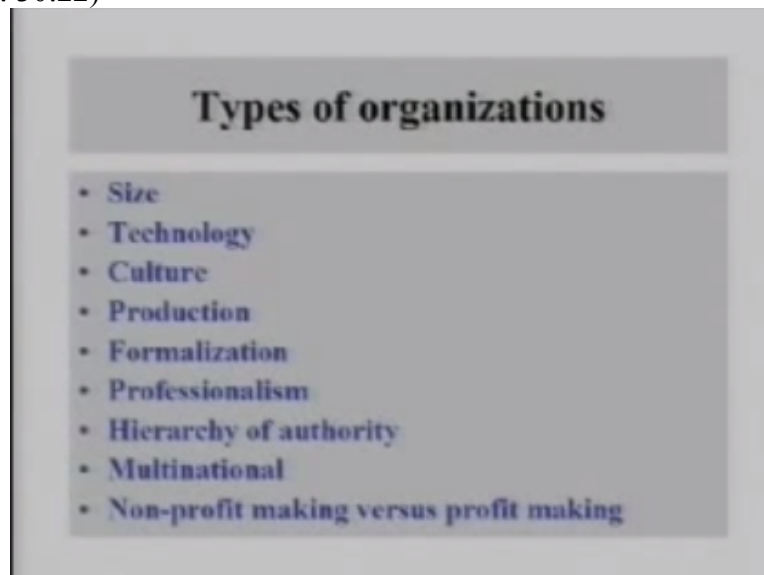
We have have another aspect of international organization that means Indian go abroad and they work in some industries or some organizations there okay, obviously there are going there with their culture their expectations and so on, and then they work there, so some kind of a matching, some kind of a we can say that the development of that station to that culture becomes very important.

When we are talking about types of organization normally the type of organization we talk about profit making, organization, but there are many organizations which are also nonprofit making, and when we are talking about managing we are talking about both, the profit making as well as nonprofit making organizations you understand what is nonprofit making organization, nonprofit making organization could be what? Social organization or which type of organization any idea you have?

Nonprofit making organization okay educational organization are the nonprofit suppose to be nonprofit organizations because they have much, much higher goals, the purpose of these organizations are different okay, the production organization industries, the purpose of these organization of course will be profit making because production organization generate wealth for society.

No society can survive no nation can survive, unless know generate wealth, and industries and profit making organization they are, they also generate wealth for society, but we also need organizations, educational organization and they have another great responsibility at the level of schools of course it is the responsibility of a socialization of the citizen of the country and at the level of higher academic institutions well like IIT, we generating knowledge okay and we have we develop in only higher degree of knowledge the activities and of course these are extremely important.

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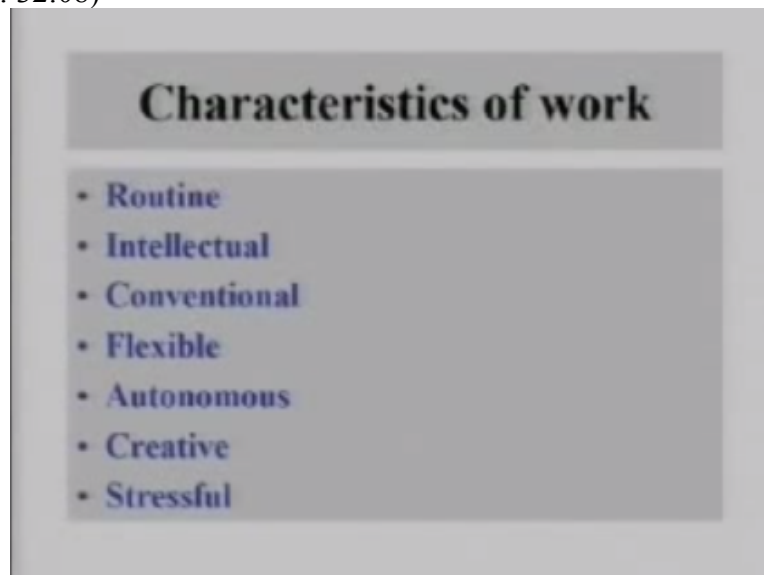
For any society so when we are talking about types of organizations you can see the profit making nonprofit making in non profit making organizations you have some other examples

perhaps which did not come to your mind but let see the RV or the municipal corporations okay they are all for the social development okay and we need the management strategies them as well okay and no society we can survive without them too.

So when we are talking about the motivational strategies and the in and the type of organizations we have to look at all the parameters of types of organizations which include profit making nonprofit making industries schools army municipality hospitals for example hospitals and the government hospitals.

If I say nonprofit making so, so all these constitute different types of different categories of organizations and now we have see the individual his characteristics her characteristics and when they are working in an organization you can see the combinations how many, how many different combinations will now that, that we can see okay and the next parameter the characteristics of the work itself.

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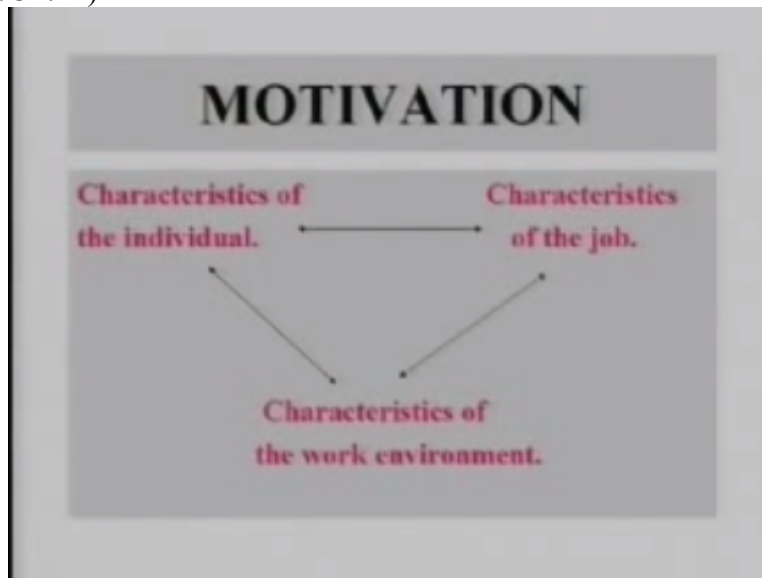
We have talked about job enrichment earlier in her bug theory, we again come to their application later but in her bug theory we have talked about job management factor here we trying to talk about the characteristics of work there are in fact know in you occupational choices and we were talking about hall it is propagations also we would talking about different types of work choices that people might have.

So the characteristics of work, work could be a very routine type of work it could be an intellectual type of work could be a conventional works a constancy library science that kind of a work it could be a very flexible work say decision makers managers managerial role decision making were we flexible very autonomous and you can have creative work also there are many work, there are many works which are also creative.

In this sells a designers work I am sure the sometimes software development that people do they find it very , very creative even though even the creativity we were working in a middle certain parameters okay so the person whose designing engineering systems are the person whose is also doing software designing within the parameter of the technical knowledge of that field one come use once creativity t do the work and of curse some works some people have to do or also this

stressful jobs because we cannot avoid in society there are so many types of a works that people have to do and some stress full duties also some people have to do now when we are talking about the issue of motivation I take you back to this model again.

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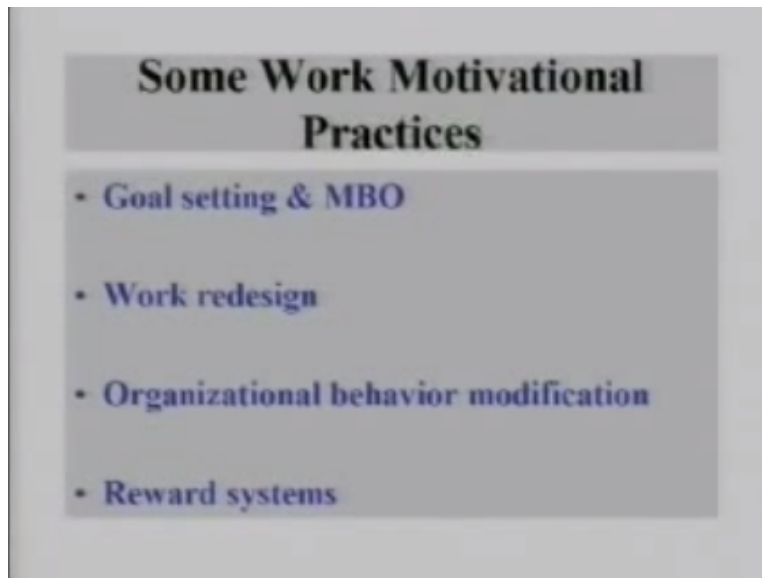


And now you can see that work motivation is extremely complex and the way we have try to less the number of factors and this he categories and there in traction work motivation becomes extremely challenging for a manager but once you are bare of it and once you know there you know in that decision making situation I am sure you will be able to find a way out when this says that okay this combination works.

This is the type of person perhaps is less said fort this kind of a job so sometimes were allocation of work when we are sometimes you have need training of people we cannot sin people okay we can sensitized them to different kinds of situation so managerial respond abilities are great inters of getting work performance and inters of utilization of whole ends of resource that we have because if a wrong person is allocated.

Job that the person is not interested not motivated feels work as a strategic then as a manager you are going to be a loser and that is why in most of the modern management practices lot of if this has been given to motivation work motivation strategies now we move on to some practical application which are actually we practiced in some industries let us move on to see okay we have seen the type of organizations type of individuals and the characterization on the characterizes of work okay this will characterized over all scenario.

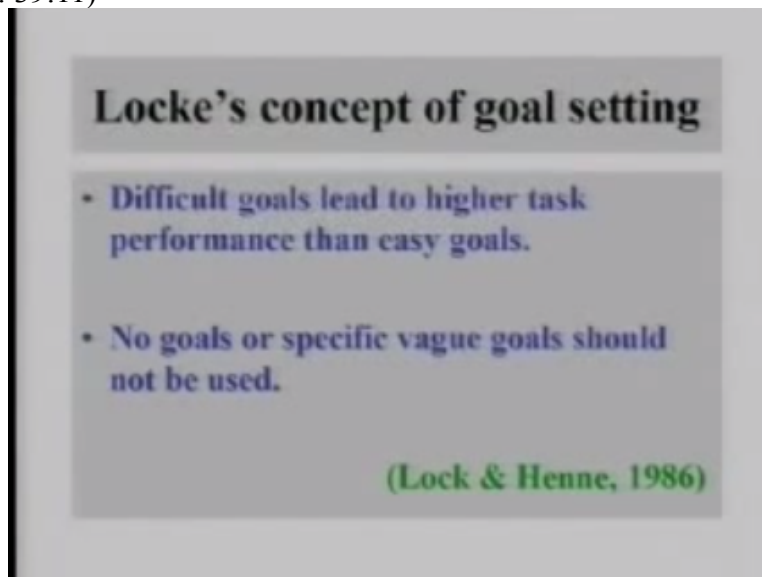
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And then of course the final details are there when once you became a practicing manager many other sides will come to you and you can very successfully combine all these now we come to some of the motivational practices being used in the organizations modern organizations I could say of today some of the modern management practices are goal setting and MBO, MBO is management by objectives MBO is management.

By objectives, then you have work redesign, we all have work designs in fact any work that you are doing it has a design but we design work to motivate people also we try to modify the behavior of people at least we attempt to it if we find that okay the person needs to, needs to modify his behavior patterns and of course there is lot of importance of rewards system in the overall work motivation situation let us see what do we mean by this and very briefly touch upon whole this part let us see there are some theoretical.

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Propagations lock and management think a has proposed the concept of goals setting and in fact they published in some of the literature some of the guidelines we can say that difficult goals

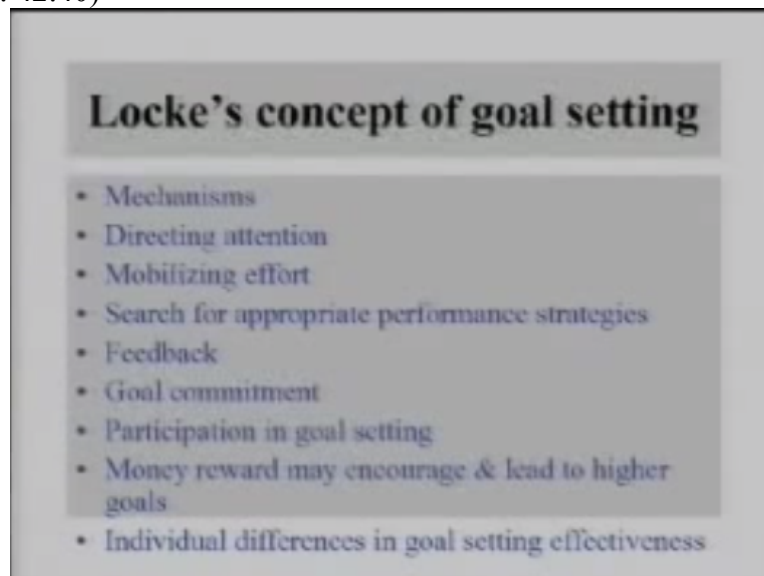
lead to higher task performance than easy goals, difficult goals lead to higher task performance than easy goals, now also in the work situation either no goals, or big goals should not be used, I know whenever you want to achieve something, you have decided that I want to achieve this that is your goal, if you do not have any goal, then the way you put in your effort, perhaps it is not very channelized.

So you have to channelize your effort by, fixing you know some kind of a goal, or a target, as you can say, okay so the managers also fix. So we all, do that for our self, but managers also fix, some kind of a goal, and the guide line is that, if you have the difficult goals first, perhaps, you can have, you know, even for yourself, when you are designing, you know your own goals, just drop down the goals, that you want to achieve, and then you know first attempt, the difficulty one.

Because easier ones, anyway, will be easier and very quickly you can achieve those. So, you must set the target, first on the difficult ones, then you are relaxed, also in the histories, we are using, the goal setting exercises, and in fact, goal setting, as well as, the management by objective, in both situations, we find that, there is lot of application of participative management, techniques, because, when you're setting the goal itself, manager can set the goal, but he can set the goal, also using the participative management, technique, involving people, okay, so everyone together, they set goal.

And once the goal is set, and then you are on the job, okay this gives lot of importance to the work situation, in fact great idea, you know, in work motivation.

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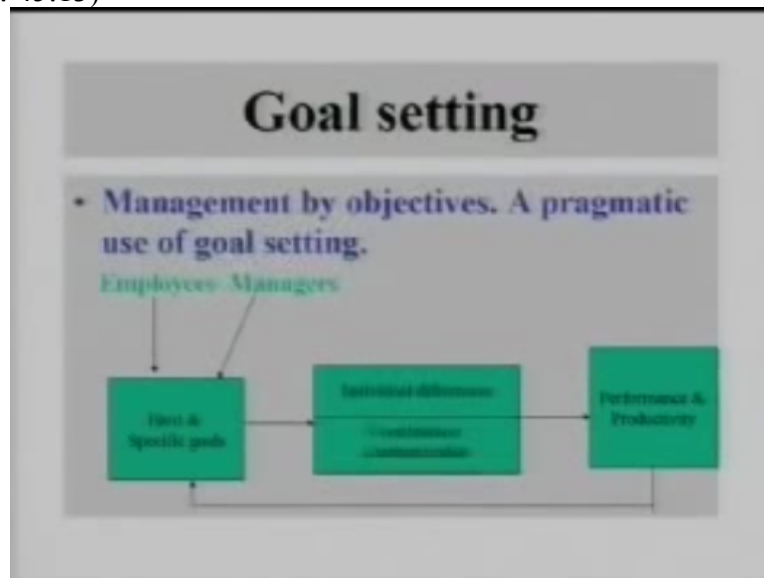


So the Locke's concept of goal setting, they have tried to, they have given in factors, the mechanism, directing attention, mobilizing effort, search for appropriate performance strategies, feedback, goal commitment, in fact, here also we have listed, participation in goal setting, reward, particularly money reward, may encourage and lead to higher goals, so in the goal setting, we can also design the goals setting exercise, by including participative management strategies, as well as, some incentives plan. So when we say money reward, that means some kind of an incentive plan, is also built into that exercise of goal setting, and then of course, the

individual differences, we have talked about the personality trades, basically that refers to individual differences, so the individual differences, in goal setting effectiveness, must be considered, which we have just discussed in our module, the characteristics of a person, or individual.

So in fact we are taking all these parameters, also here in goal setting, in some way or the other, these are practical applications of the motivational strategies, being used in many industries, therefore in goal setting.

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And under goal setting, we are doing management by objectives, in goal setting, this special case, is doing management by objective, this is a pragmatic use of goal setting, we can say that, and in this model, it is depicted that, employees and managers are there, we set hard and specific goals, we have to be very clear about, specific goals, if we are weak in deciding goals, and goal attainment, then we may not, have that much success. Therefore, specific, and as we have discussed earlier

The hard or difficult goals, should be set first, then in that we have to consider, the individual differences, the earlier model we have seen, also, we have to see that coordination, and communication, are taken care of, that means, between managers, and the employees, there should be very good communication, and there should be good coordination, this will lead to performance and overall productivity.

So even , you can even experiment on this, that whenever you have to , achieve some kind of a performance, and anything, you can also use and attend goal setting, and involve them, in the goal setting process, and then see that who are the people, good at goal setting, in the particular area, and then set the goals, and the give them the green signal, okay now we have set the goal, let us go ahead, and achieve, whatever the goals are so there is a time frame also there is a quality also and there are specific sat production standards and there are some specific requirements of each work everything as to be said under the goal setting guidelines and once you have achieve results using goal setting this is special we are calling as the management by

objectives so objectives rare the goals and we are managing using this particular theory management by objectives to achieve.

Our goals and there is a feedback you can see that this model we have also shown that from the performance and productivity there is a feedback so every time we said goals because there are major goals that may be major goals and there may be within that minor subset also minor goals also. So when you are using this management by objective exercise then first you have to do your homework as to what goals to be achieved what is the time frame what are the incentive strategies what are the sub goals and if you know your group then who are the people.

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