

## A STUDY ON MOTIVATIONAL THEORIES

G Ashok Kumar<sup>1</sup>, D Naveen<sup>2</sup>

<sup>1,2</sup>P.G Student, Department of Management Studies,

Gates Institute of Technology, Gooty(India)

### ABSTRACT

*This paper discusses about Motivation theories. These theories are subsumed as two categories, content theories and process theories. The main objective of this paper is to explain and illustrate how the motivation theory is applied for the employees, who are associated with their organizations. Content theories description includes Maslow's needs theory, Herzberg two factor theory and David McClelland's theory. Process theories explanation involves Vroom's expectancy theory and Porter Lawler model. Application part of theories on Job design, reward, and employee recognition programmers and benefits are discussed.*

### 1. INTRODUCTION

Motivation is derived from word 'motive' and the word motive refers to Needs, Wants, Drives, Impulses within individuals. It is the process of stimulating people to perform certain work to achieve the desired goals.

Motivation is an important aspect in improving work productivity. Every organization has to understand that how the motivation is related to job satisfaction and reward systems. These are the two key elements to improve productivity. The motivational theories explain, the importance of motivation in workplace and address the factors that contribute to job satisfaction and dis-satisfaction. Besides, the way the motivation theories supports the work place.

#### Definition:

Motivation is the process in which it Urges, Drives, Desires, Aspirations, needs direct to control and explain the behavior of human beings. It is the willingness to extract high level of efforts to words firm's goals by the efforts and ability to satisfy organizational needs.

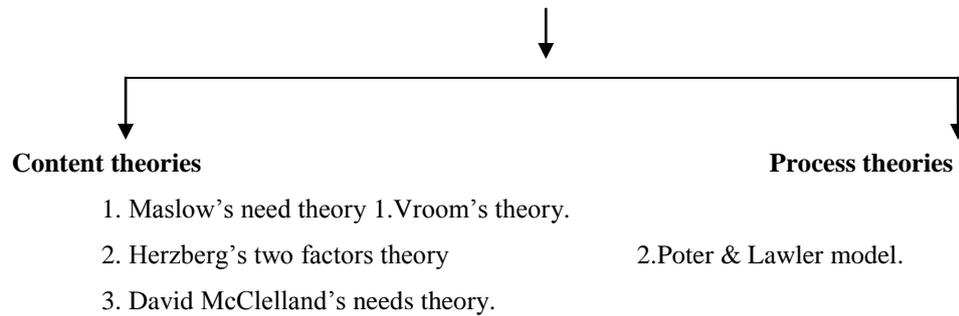
#### Objective:

The objective of this paper is to explain and illustrate how motivation theories are applied to the present day scenario for the employees. The relationship between job satisfaction & motivation.

According to literature, motivational theories are mainly divided into two types they are:

1. Content theories.
2. Process theories.

### Motivational theories



**Content theories:** Content theories explain specific things that motivate the individual at work. The content theories are concerned with identifying people's needs, relative strengths, and goals and to satisfy these needs. Some of content theories of motivation are Maslow's needs theory. Herzberg's two factor theory & David McClelland's needs theory.

## II. CONTENT THEORIES

A. Maslow's needs theory:

Needs definition:

Need is condition or situation in which something must be supplied in order for a certain condition to be maintained or a described state to be achieved.

Some of the examples of needs are.

- a. Crops or plants require need water & sunlight for growing.
- b. A student needs guidance from a lecturer in order to obtain information

Abraham Maslow defines the needs theory in a pyramid model. He defines five needs in order to develop the personality of a worker.

They are:

Physical needs

Security/safety needs

Social needs

Ego & Eastern needs

Self-actualization

In pyramid model we can observe the needs importance is from bottom to top based on uses of requirement of needs. Maslow's needs are described below.

1. Physical needs: This type of needs is required to sustain in life. These are largely required by human beings. If these needs are not satisfied to the employees/workers then we can obtain a maximum performance from them. If we offer the physical needs we will get max from them.

For example:- Air, Water, Sleep, Nourishment.

2. Safety /Security: After getting physical needs the worker's /employees attention turns to safety & security needs in order get security or safety for his work.

Forexample,

Living in safe area.

Jobsecurity.

Various types of Insurance.

Financial-Reserves.

3. Social needs: social needs are higher level needs. After getting the physical & safety needs one must require social needs. It became important to the workers to interact with the other people.

For example:

Need to give & receive love.

Need for belonging.

Need for friends.

4. Ego/Eastern needs: Ego/ Eastern needs are classified into two types. They are internal and external. A person feels ego with related to other persons based on work. Internal eastern needs are related with self-respect & achievement. External eastern needs are related to recognition.

For Example:

Self-respect.

Achievement.

Attention.

Recognition.

5. Self-actualization: After getting above four needs a person may realize & gets experience with the energized moments of happiness & hormone. Only a small group of workers only reaches this level. Self-actualized people tend to have needs such as

Truth.

Justice.

Wisdom.

B. Herzberg two factor theory:

This theory is also known as motivational hygiene theory or two factor theory of motivation. In this study Herzberg conducted an interview for 200 engineers & accountants and asked them to think when they felt good at their jobs and felt bad. Later asked every respondent to describe such feelings about that conditions, why they felt bad or what they want and expected to be fulfill factors like. He categorized them as extrinsic dis-satisfiers and intrinsic motivators.

Extrinsic dis-satisfiers.

Pay

Company policies and Administrative policies.

Fringe benefits

Physical working conditions

Status

Interpersonal relations

Job-security

The man who felt good motivated by these factors intrinsic motivators.

Recognition

Sense of achievement

Growth & promotional opportunities

Responsibility

Meaning-fullness of work.

C. David McClelland's theory:

This theory focused on particularly need of achievement, power & affiliation. He says that individuals require certain needs from the culture of a society, by learning from the events that they experience, particularly in life.

The needs that people learn from the society are explained below.

Need of achievement:

Strong Desire in finding solutions to problems for performing a task.

Tendency to take risks and to set difficulty in achieving the goal.

To get a strong desire on performance related to task on feed back

Need for power:

A desire to Direct and control others.

Concern for maintaining leadership Relations.

Need for affiliations:

A desire for approval & re-assurance for others

Sincere interest in feeling of others

### III. PROCESS THEORIES

A process theory mainly involves two questions.

They are: 1.what motivates people.

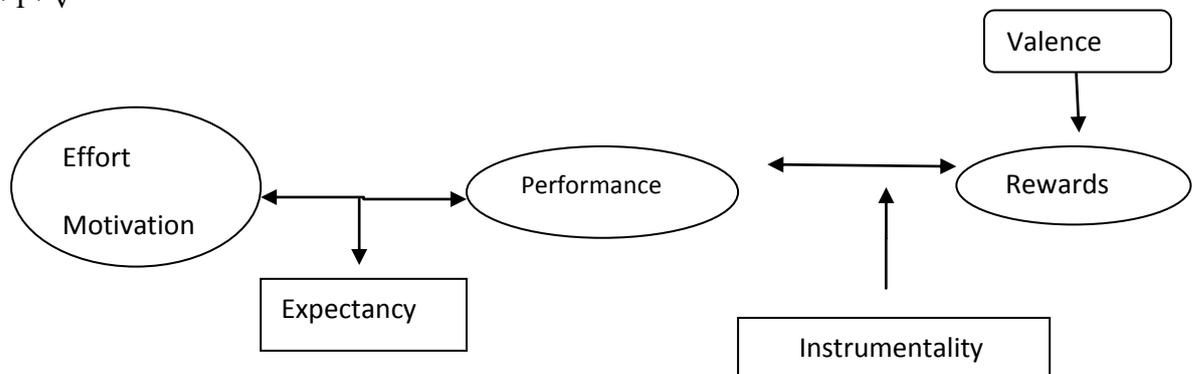
2. How motivation takes place within an individual.

Process theories are cognitive in nature i.e. these are based function of motivation in employees, perceptions, thoughts and beliefs some process Theories are vroom's expectancy theory and porter andLawler model.

a)Vroom's expectancy theory:

This theory is also known as valence and instrumentality theory. Vroom says that people are motivated to achieve certain goals which they expect from their action. This model is based upon the belief that motivation is determined by the nature of in which people. Expect reward to get as a result of their job-performance.

$$M=E* I * V$$



**Motivational force (M)= Expectancy x Instrumentality x Valance.**

**Source:** "Organisational Behaviour" KavithaSinghpublications page no: 145

Expectancy is a person's perception that a particular outcome will result from a particular behavior or action.

**Instrumentality:** It indicates that which the first level outcome will lead to the desired second level outcome it may be high, low or zero.

**Valance:**It means reward offered by an organization.

There are three types:

**Positive valance:** It results to positive motivation.

**Zero valances:** Here we can see no motivation.

**Negative valance:** If level of expectancy is negative then it results to negative motivation.

b) Porter Lawler model:

These two people say about the performance & satisfaction in whichefforts are determined by value of rewards, probability, performance, is influenced by Individual abilities and role perceptions. The two critical points in this model are

Subject probability E-P:The expectation to achieve a goal with greater effort.

Probability P-O: A good performance will lead to desired output, considering the valence of these goals.

#### IV. APPLICATION OF MOTIVATIONAL THEORIES

Job design:

The process of defining how work will be performed and what tasks will be required in a given job it integrates work content, reward and the qualifications required for each job in a way that meets the need of employees and the organization.

The aim of job design is to improve the quality, job satisfaction & reduce employee problems.

Reward:

Motivation plays an important role in motivating employees reward may be direct or indirect. The following are some of the rewards which we can see in any organization. They are base pay, bonus, long term incentives, free shares for employees, health insurance, leaves, personal holidays, laptop`s, retirement Programmes etc.

Employee recognition Programmes:

According to Herzberg, recognition is an important motivator and satisfier. Recognition of employee in front of top management can motivate the employee to do good job for the next time too. This concept was formally accepted by an employee for an excellent job.

Benefits of motivation:

- Motivation improves the efficiency of work performance.

- It ensures achievement of organizational goals.

- It leads to stability in work force.

- It creates friendly and supportive relationship.

- It helps in acceptance of organizational changes.

#### V. DISCUSSION

These principles or theories linking marketing to human psychology remain valid. It makes more effective marketing. Higher order needs serve as motivator and lower order needs act as hygienic factors. Motivation is required for every employee in an organization for effective work. Management has to follow these theories for effective work from the employee`s. Making use of better utilization of resources. Motivating the employees with this theories and satisfying employees by offering rewards, monetary and non-monetary benefits.

Maslow`s hierarchy theory lacks scientific support. Maslow`s hierarchy theory has difficulty in explaining cases such as when a person neglects lower needs in pursuit of higher needs.

The major difficulty of expectancy theory is it does not take into account the relationship between employee performance and job-satisfaction. If rewards are not offered by the organization it is difficult to motivate the employee without rewards and other benefits.

Motivational theories explain the importance of motivational factors toward employees. These theories are designed in such a way that it includes job enlargement, job enrichment, monetary and non-monetary benefits for the employees. Intrinsic motivation refers to enjoyment, interest, pleasure. Extrinsic motivation is governed by reinforcement contingencies. The motivation can be through certain instructional practice, though it has both positive and negative effects. With rewards usage, employees can be motivated by various types of

rewards. By application of motivation employees work can be made work interesting and achieving the task accurately and in time.

## **VI.CONCLUSION**

Motivational theories are important to for motivation of employees in business organization.The content theories highlights the specific factors that motivate the individual towards the job. The process categories emphasis on the dynamics of the motivational process. These theories have benefits and demerits, they represent foundation of the development of later theories. Past studies resulted that everyorganization had experiencedpositives by application,facilitated in creating conducive atmosphere to realize its goals and achieved organization excellence.

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