

Unit 5 – Motivation

Session 1: Motivation and its Importance			
Learning Outcome	Knowledge Evaluation	Performance Evaluation	Teaching & Training Method
Meaning and Importance of Motivation	Definition of Motivation Characteristics of Motivation Significance of Motivation	What is motivation? What are the features of motivation? Why is motivation important for an organisation?	Interactive Lecture
Session 2: Theories of Motivation			
Types of motivational theories Content theories in detail	Different motivational theories Type of Content theories # Maslow's Theory # Herzberg Theory # ERG Theory	List out the different theories of motivation. What are the different types of content theories of motivation?	Interactive Lecture
Session 3: Theories of Motivation			
Process theories in detail Reinforcement theory of Motivation	Type of Process theories # Expectancy Theory # Equity Theory Reinforcement theory of motivation?	What are the different types of process theories of motivation? What do you mean by OB Modification?	Interactive Lecture
Session 4: Theories of Motivation and Methods of Motivation			
Behavioural Theories in detail Measures of Motivation	Behavioural Theories #McGregor Theory X and Y #Ouchi Theory Z Methods of Motivation # Financial Incentives # Non Financial Incentives	Explain the difference between Theory X and Theory Y by McGregor. What are the features of Theory Z given by Ouchi? What are the different types of incentives given by organisation?	Interactive Literature
Session 5: Methods of Motivation; Motivation and Inspiration			
Methods of Motivation Motivation and Inspiration	Job Enlargement Job Enrichment Difference between Motivation and Inspiration	What is the difference between job enlargement and job enrichment? How is motivation different from inspiration?	Interactive Literature

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In this unit we will learn about:

- What is motivation?
- What is the importance of motivation
- What are the different motivational theories?
- What are the ways by which organisations motivate their employees?
- What is the difference between motivation and inspiration?

Introduction

The biggest challenge faced by the organisations is to get the work done by their employees. This entirely depends on the motivation levels of the employees. Their motivation is a result of their needs and organisational expectations. If the employees are adequately motivated, the organisation will be able to meet its objectives.

The term ‘motivation’ is derived from a latin word *movere* which means to **move**. A motive is an inner state that encourages, activates or moves and that directs behaviour towards goals. Thus, motivation is psychological force within an individual that sets him in motion for the achievement of certain goals or satisfaction of certain needs.

Motives are somewhere a reflection of human needs. E.g. A factory worker knows if he will complete his work on time, he will be rewarded with a bonus or some kind of financial incentive which can be spent. Thus, here we can understand that **needs** are physiological and psychological drives. On the other hand, drives for which an individual has money and wants to spend become wants. The factors which are utilised for satisfying or motivating people are called incentives.

Definition of Motivation

Several authors have defined motivation in different ways.

According to Robert Dublin, “Motivation is the complex set of forces starting and keeping a person at work in an organization.”

According to Stanley Vance, “Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to march in a goal-directed pattern, towards restoring a state of equilibrium by satisfying the need.”

Characteristics of Motivation

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On the basis of the definitions of motivation discussed above, following characteristics of motivation can be inferred and shown in Figure 8.1.

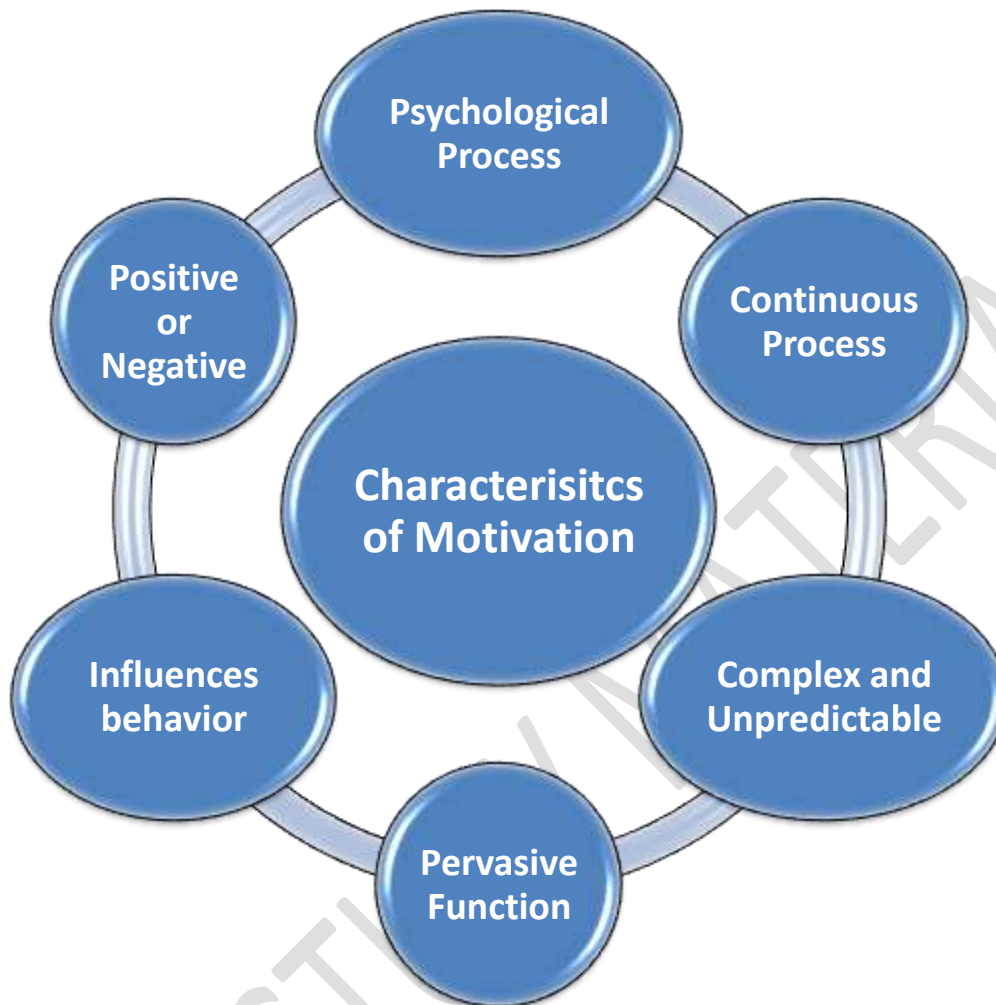


Fig 8.1: Characteristics of Motivation

- 1. Psychological process:** Motivation is a psychological process. It is the process to achieve a desired result by stimulating and influencing the behaviour of subordinates. A manager should carefully make an attempt to understand the needs, motives and desires of every employee in the organization. The reason for this is that each person is different and a same kind of motivational technique does not apply to all kinds of individuals.
- 2. Continuous process:** Motivation is a continuous process. When one need is satisfied, another need emerges. Therefore, motivation is an incessant process until the completion of objectives. Therefore, it is the responsibility of the management to develop innovative techniques, systems and methods to satisfy the changing needs of workers.

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- 3. *Complex and unpredictable:*** Motivation is a complex and unpredictable task. Human wants are not definite and they change according to consequences. A worker may be satisfied in present situation but due to his changed needs he may not be satisfied in future. Similarly, even two persons may not be motivated with similar behaviour and facilities. Therefore, a manager must be more conscious to motivate subordinates and to achieve objectives.
- 4. *Pervasive function:*** Motivation is the pervasive function of all levels of management. Every manager from top to the lowest level in the management hierarchy is responsible for motivation. A manager is largely responsible for motivating his subordinates and secondly other subordinates in management hierarchy.
- 5. *Influences the behaviour:*** The most important objective of motivation is to influence the employees' behaviour and thus bringing about the behavioural changes. The managers influence the behaviour of workers and encourage them to concentrate more on their goals.
- 6. *Positive or negative:*** Motivation may be positive or negative. A positive motivation promises incentives and rewards to workers. Incentives are both financial and non financial. Negative motivation is based on punishment for poor performance like reducing wages, demotion, job termination etc. On the basis of requirements, manager can use both positive and negative motivation for better performance.

Importance of Motivation

Motivating the subordinates is the fundamental duty of the manager as it ultimately helps in fulfilling the goals of the organisation. The significance of motivation is discussed below and has been summarised in Fig. 8.2.

- 1. *Cooperation and Goals:*** Motivated employees cooperate willingly with the management and thus contribute maximum towards the goals of the company.
- 2. *Productivity:*** Motivated employees attempt to enhance their knowledge and skills. This enables increase in the productivity.
- 3. *High Efficiency:*** It has been observed that when motivated employees work sincerely towards their given tasks; they develop a sense of belongingness which results in conserving the organisational resources. This results in improvement in efficiency.

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4. **Job Satisfaction:** Higher motivation paves the way for a higher job satisfaction of the employees. A motivated employee yearning for opportunities for satisfying needs becomes loyal and committed towards his work and eventually the organisation.
5. **Better Relations:** The number of complaints and grievances reduce when the employees are motivated.
6. **Good Image:** If the employees of the organisational are motivated and satisfied with the work environment, the image of the company as a good employer boosts in the industry.



Figure 8.2: Benefits of Motivation

Theories or Models of Motivation

Various theories of motivation have been classified on diverse bases in research. These have been discussed below and shown in the figure 8.3.

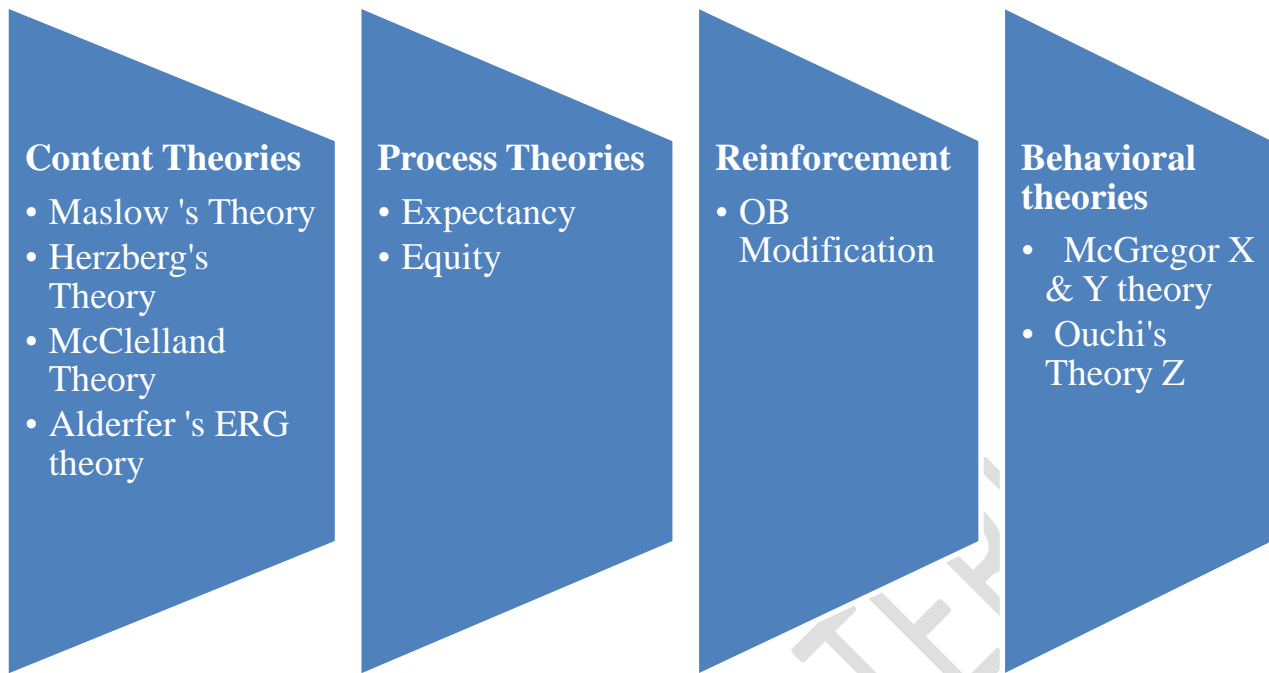


Figure 8.3: Different types of Motivation theories

1. Content Theories

Content theories emphasise on the idea that motivation depends upon the individual needs. Need could be defined as a state in person's life that triggers action and activates behaviour. Content theorists have gathered that there is a variation in the individual needs and hence the motivation levels. These theories are also referred as needs theories, because they are generally related with a view that focuses on the significance of determining 'what' motivates us. They try to recognize what our 'needs' are and thus relate motivation to the fulfilling of these needs. The important content theories are discussed as follows:

1.1.Maslow's Hierarchy of Needs

Need hierarchy model developed by Abraham Maslow is one of the earliest works in the area of motivation. This theory has classified the human needs into five categories as shown in Figure 8.4. According to him, once a lower level need of an individual is met, he moves towards the next level needs.

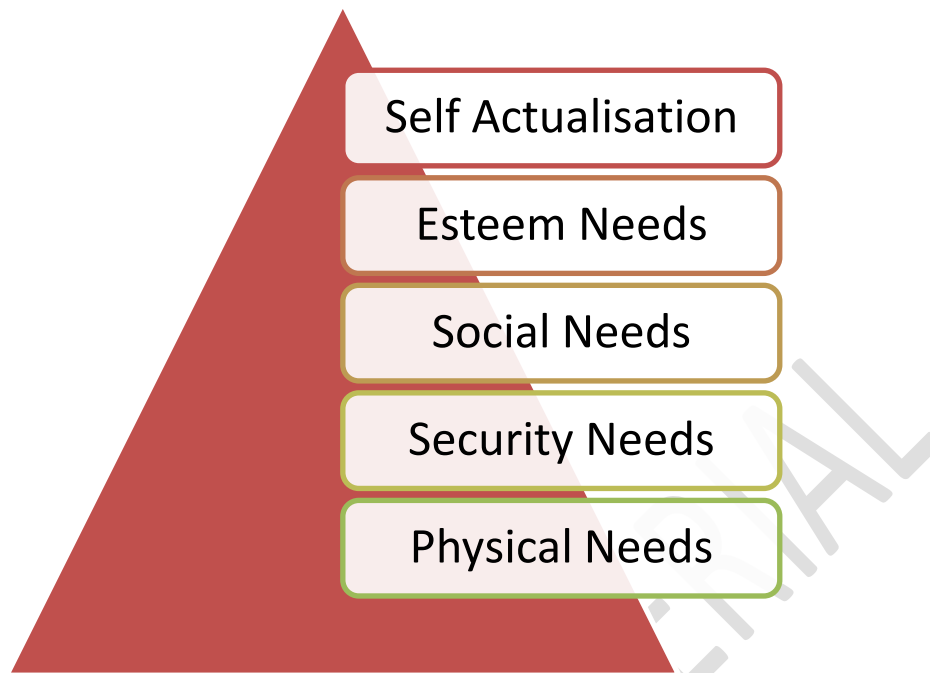


Fig 8.4: Hierarchy of Needs given by Maslow

- **Physical or Physiological Needs:** These needs include the basis needs of an individual which include food, air, water and shelter. They are lower-order needs and they need to be met first in order to move an individual for higher level needs.
- **Safety needs:** After meeting physical needs, an individual is concerned about the safety needs which include staying in a safe and secure environment. At a work place, the managers ensure meeting of the safety needs by providing job security, medical insurance and safe gadgets and machines for working.
- **Social or Belongingness Needs:** These needs include the needs for love, affection and interaction with people. These needs are also called affiliation needs. Social needs are essential to humans so that they do not feel isolated and depressed. Social needs are met through friendships, family and intimacy. A manager can work upon satisfying the social needs by ensuring that employees are provided with cooperative teamwork, kind supervision and sufficient work-life balance.
- **Esteem Needs:** These needs include two aspects- self esteem or self respect through personal achievement and social esteem through respect and appreciation from others. Managers should motivate their subordinates by giving those awards and appreciation certificates for their achievements.

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- **Self Actualisation Needs:** It is the pursuit of reaching one's full potential as a person. These needs are not necessarily fully satisfied owing to the exploration of new opportunities by an individual. This depends upon the individual to individual. The management should help in meeting these needs by providing the employees with a challenging tasks and inviting them for decision making.

1.2. Herzberg Two-Factor theory

Frederick Herzberg developed motivation-hygiene theory on the basis of studies to understand the factors affecting satisfaction or dissatisfaction in a work environment. These factors have been classified as motivators and hygiene factors respectively.

- **Hygiene Factors:** These are the basic factors in a job and also known as extrinsic factors. Although, they may not provide positive satisfaction but absence of these factors lead to dissatisfaction. Examples of hygiene factors include status, job security, salary and fringe benefits.
- **Motivators:** These factors are internal to the jobs that provide satisfaction. These are called intrinsic factors. Absence of these factors may not to yield to dissatisfaction but their presence in a job give a sense of satisfaction. Examples of motivators are job challenge, advancement, autonomy, responsibility, etc.

1.3. McClelland's Achievement Model

David McClelland advocated a model of motivation classifying the needs classifying as achievement, affiliation and power. He proposed that an individual's behaviour at any time is guided by multiple motives. But in most situations, one or two motives are dominant and thus motivation varies with variation of needs.

- **Need for Achievement:** People with a high need for achievement seek to excel and thus tend to prefer moderate risks. They choose those tasks whereby they can take personal responsibility for finding solutions to the problems. Achievers require regular feedback in order to check the progress of their achievements. The management should give high achievers challenging projects with attainable goals.
- **Need for Affiliation:** Those with a high need for affiliation look out for pleasant relationships with other people and need to feel accepted by other people. Such people are

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desirous of companionship and helping each other. High affiliation individuals prefer work that provides them with significant personal interaction. They tend to conform to the norms of their work group. The managers should create an atmosphere of supportive interpersonal relations for the individuals seeking for affiliation and thus such kind of group formation leads to achievement of goals.

- **Need for Power:** The need for power is stated by the desire to influence others. People seeking a need for power tend to be outspoken and forceful. They are willing to engage in confrontation. Need for power could be one of two types - personal and institutional. Those who need personal power want to direct others and this need is often considered as undesirable. Persons who need institutional power want to manage the efforts of others to promote the goals of the organization. It has been seen that managers with a high need for institutional power tend to be more effective than those with a high need for personal power.

1.4. Alderfer's ERG Theory

Alderfer developed a model of motivation aligning with Maslow's motivation theory by reducing the five needs suggested by Maslow to three needs. These needs are Existence, Relatedness and Growth. According to Alderfer, there is no hierarchy of needs and any desire to fulfil a need can be activated at any point in time. This results in the lower level needs not requiring to be satisfied in order to satisfy a higher level need.

- **Existence:** It refers to our concern with basic material existence motivators.
- **Relatedness:** It refers to the motivation we have for maintaining interpersonal relationships.
- **Growth:** It refers to an intrinsic desire for personal development.

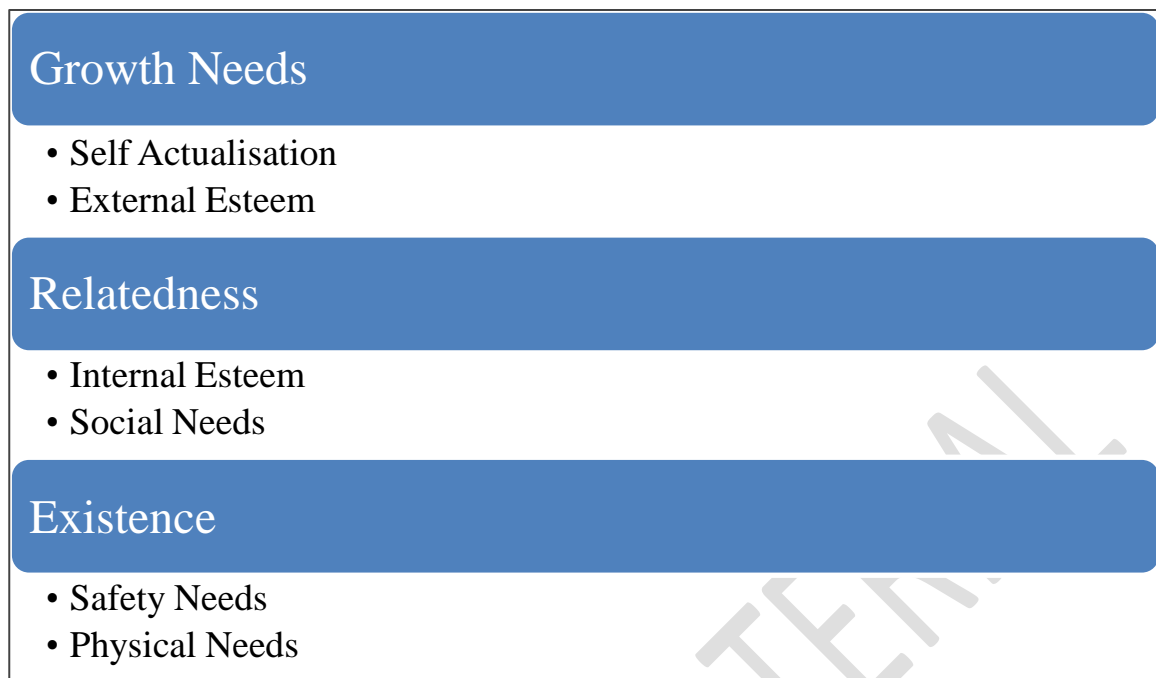


Fig 8.5: Reduction of Maslow's needs to Alderfer's needs

2. *Process Theories*

Process theories concentrate on “how” part of motivation. They describe and analyse *how* behaviour is energised, directed and sustained. The theories under process theories are discussed as follows:

2.1. *Expectancy Theory*

Expectancy theory was propounded opposing the Herzberg's two-factor theory. This theory was developed by Vroom. The theory explains the behavioural process of why individuals choose one behavioural alternative over another. It suggests that individuals are motivated towards objectives if they think that their performance will be rewarded for the efforts they will put. Vroom suggested three variables in this study-Expectancy, Instrumentality and Valence.

- **Expectancy:** Effort → Performance

It is the confidence that better efforts will result in better performance. It is influenced by factors like having appropriate skills for performing the job, availability of right resources, availability of critical information and getting the required support for accomplishing the goal.

- **Instrumentality:** Performance → Outcome

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It is the faith that the individual will receive an award if he performs well. This depends upon trusting the people who decide who receives what outcome, understanding the relationship between performance and reward and finally the transparency in the system that decides who get what outcomes.

- **Valence:**

Valence is the importance associated by an individual with respect to the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. This is dependent on individuals' needs, values, goals, preferences and source of motivation.

2.2. Equity Theory

Equity theory was suggested by J.S.Adams. The assumption behind this theory is that the employees experience strong expectations of justice, balance and fairness in treatment by their employers. This theory propounds that individuals are motivated by a desire to be treated equally at work.

In this theory, two variables are important namely inputs and outcomes. According to this theory, the employee constantly assesses their level of effort against fellow workers and the reward they receive for their effort. When the employee feels that the compensation and treatment for his efforts are fair with reference to his skills and efforts, he feels satisfied and motivated. The definition of equity is described in following diagram:

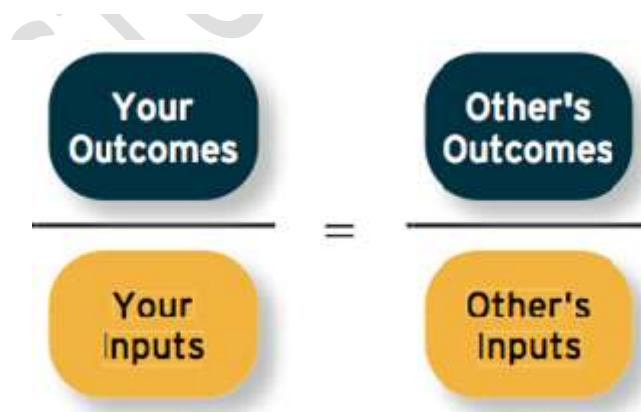


Fig 8.6: Adam's definition of Equity

- **Inputs:** These constitute of the quality and quantity of employee's contribution to work. They include time, effort, loyalty, hard work, commitment, ability, adaptability, flexibility, tolerance, determination, enthusiasm, trust in management, support from colleagues and skills.

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- **Outputs:** The outputs encompass the positive and negative results that an individual gets after putting inputs into a task. They can be tangible and intangible. Examples of outputs are job security, esteem, salary employee benefits, praise, recognition, etc.

3. *Reinforcement Theory*

Reinforcement theory is the process of influencing behaviour by controlling the consequences of the behaviour. The theory is based upon “law of effect” which means an individual tends to repeat behaviour which is rewarded while the behaviour which gives punishment is not repeated. They learn from the past and thus develop patterns of behaviour to regulate the future consequences. This approach is called operant conditioning. This theory was propagated by B.F. Skinner. Application of operant conditioning is called Organisational behaviour modification whereby the managers focus on positive rewards to elicit desirable behaviour.

4. *Behavioural Theories*

Behaviour is described as the way a person conducts themselves towards others. When workers are treated as humans rather than machines, they take action to their particular work situation in a constructive way by increasing individual productivity. Thus, in lines of understanding and improving the human behaviour, McGregor and William Ouchi suggested Theory X and Y and Theory Z respectively.

4.1. *McGregor’s Theory X and Theory Y*

McGregor has suggested two contrasting theories on motivation based on certain assumptions

- **Theory X**

Theory X revolves around the traditional approach to motivation and control. It represents traditional stereotyped and authoritarian management style. It has following assumptions:

- i. An average human being is lazy and doesn’t like to work. He will avoid work if he can.
- ii. Most human beings lack ambition and thus don’t want responsibility. They prefer to be directed rather than to lead.
- iii. Most human beings are self centred and indifferent to the organisational goals.
- iv. Most people are not creative to solve organisational problems.
- v. Most human beings are motivated with physiological and safety needs.

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These assumptions suggest that the human beings can be motivated by money and the benefits required for satisfying the physical and safety needs. According to the theory, the employees are managed by punishments and strict control. This type of motivational process can only work in the environment whereby the work is repetitive in nature and promotions are not frequent. McGregor advocated Theory Y refuting the assumptions of Theory X as nowadays the employees don't just get motivated with money and related benefits.

- **Theory Y**

Theory Y assumes that people are not unreliable and lazy by nature. It has a positive view on employee motivation and their behaviour. The management undertakes the responsibility of helping the employees to develop and express their creative skills. The assumptions of McGregor's Theory Y are as follows:

- i. An average person doesn't dislike work rather work is natural as play.
- ii. An average human being will exert self control and direct himself for his objectives.
- iii. An average individual knows that he will be rewarded if he is committed for the objectives. And generally these rewards are higher order needs namely ego satisfaction and self-actualisation.
- iv. An average person tends to seek responsibility and is ambitious.
- v. Imagination, creativity, and ingenuity can be used to solve work problems most of the people.
- vi. Considering the present scenario of present industrial life, the intellectual potential of an average man is only partly utilized.

Theory Y is more real and generally used in the organisations. In support of this theory, McGregor suggested motivational practices like decentralisation, delegation, job enlargement, participation and consultative management.

4.2. *Ouchi's Theory Z*

This theory was given by William Ouchi which is based upon a comparative study of American and Japanese management practices. He concluded that many Japanese management practices can be adopted in American perspective. The theory is a mix of both Theory X and Theory Y inclining more towards Theory Y as it has focuses on long term employment and job security

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and higher concern for happiness and well-being of the employees. Following should be the features of an organisation according to Theory Z:-

- Trust, integrity and openness should be essential ingredients of an effective organisation.
- Theory Z says that involvement of employees in related matters improves their commitment and performance.
- The leader's role should be to coordinate the efforts of his subordinates.
- The organization and management team should ensure that measures and programs in place should be there to develop employees.
- Employees should be given greater responsibility to make decisions and understand the organisational aspects; they should be generalists. But still, they should also undertake specialised job tasks.
- The organization should recognize the contributions of individuals, but always within the context of the team as a whole.

This theory has its limitations as well as it does not provide complete solution to motivational problems owing to difference in the environments of different organisations. But still, it is considered as a philosophy of managing organisations.

Different Methods of Motivation

Organisations have evolved different techniques of motivating their employees which have been generally classified into financial and non-financial incentives.

An incentive is something that stimulates a person towards some goals. It stimulates human needs and generates the desire to perform. Therefore, an incentive is a method of motivating employees. Incentives are directly linked to increase performance in companies.

Financial Incentives are the ones which are linked with money. Examples of financial incentives are wages and salaries, commission, bonus, stock options.



Fig 8.7: Example of financial Incentive

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On the other hand, non-financial incentives are those which are not related with money. Examples of non-financial incentives are status, praise, recognition, employee



Fig 8.8: Example of non-financial Incentive

Incentives have been classified into different types in the following Table 8.1.

Table 8.1: Classification of Incentives used by organisations

Financial Incentives	Non-financial Incentives
Pay and allowances	Status
Bonus	Praise
Profit-sharing	Group Incentives
Commission	Participation & Involvement
Performance related Incentives	Opportunity for Growth
Stock Options	Suggestion System

Financial Incentives

Financial incentives also known as monetary incentives are needed for meeting the basic needs of the employees. The usual incentives given to employees are discussed below:

- 1. Pay and Allowances:** Pay and allowances include salary and allowances in form of dearness allowance, house rent allowance, etc. Salaries differ from company to company whereas allowances are dependent on various factors like inflation. Some organisations offer a compensation including both salary and allowances while some provide a consolidated salary.
- 2. Bonus:** Some organisations have a tendency to distribute bonus to the employees. Minimum bonus limit is 8.33% of salary or wages in India under the Payment of Bonus Act, 1965.

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- 3. Profit Sharing:** Under profit sharing scheme, the employees are given a certain share in the profits of the company when the profits increase beyond a given limit. This conduct of the management induces the workers to perform more hard to gain their share of company's profits.
- 4. Commission:** Commission is the variable part of compensation. This is generally given as a percentage of sales to the sales personnel as per their contribution to the sales. The commission rate varies from organisation to organisation.
- 5. Performance linked incentives:** Organisations also provide salary/wages linked incentives where the amount of incentive is associated with the performance of the employee.
- 6. Stock options:** There are many companies which offer this kind of financial incentives. The stock options give employees the right to purchase company's shares at a future date on a predetermined price. The companies offer shares in lieu of profits to the employees which make them co-owners of the companies and hence a higher sense of belongingness in the organisation.

Non-Financial Incentives

Financial incentives are linked to money which is meant for meeting basic needs and hence they can motivate the employees to a certain extent. Employees cannot be always be satisfied by financial needs. The management also uses non-financial incentives to motivate the employees. These are explained as follows:

- 1. Status:** Status means rank in the society. It is also applicable in organisational structure whereby the individuals are given designations or positions as per their abilities, skills and experience. This is a way of promotion which provides motivation to the employees.
- 2. Praise:** Praise is more effective than any other incentive. However, this incentive should be used with great care because praising an incompetent worker would create resentment among competent workers. Of course, a pat on the back of an incompetent worker may act as an incentive to him for improvement.
- 3. Group Incentives:** At times, group incentives act as more effective than individual incentives to motivate the employees. Particularly, when the prestige or even existence of a group is at stake, the group members work with a team spirit. This result in high morale and sequentially, increases in its productivity.

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4. **Participation & Involvement:** Involving workers to participate in management gives worker's a psychological satisfaction that their voices are also heard. This imbibes a sense of importance among the workers.
5. **Opportunity for Growth:** When the employees are provided proper opportunities for growth and career advancement and opportunity to develop their personality, they feel motivated and become more committed to the organizational goals.
6. **Suggestion System:** Many organizations which use the suggestion system make use of cash awards for useful suggestions. Sometimes, they publish the workers name with his photograph in the company's magazine or newsletter. This motivates the workers to be in search for something which can be of greater use to the organization.

Job Enrichment

Job enrichment basically means adding the contents to a job leading to increased responsibility, scope and challenge in its performance. This concept was pioneered by Frederick Herzberg in 1968. It is also referred as vertical loading of the job. He suggested that the management should make following efforts to enrich the job:-

- i. By providing more freedom to the employees regarding the decision about pace and techniques at the place of work.
- ii. By encouraging participation from the employees
- iii. By increasing the responsibility for the job.
- iv. By giving continuous feedback to the employees.
- v. By instilling a feeling of achievement.

It has been observed that the executives working at the higher levels often prefer to job enrichment because it makes job more challenging. They derive higher satisfaction by performing more and more challenging jobs. Thus, job enrichment as an incentive stimulates the executives to exert for achievement of their objectives.

Job Enlargement

Job enlargement is a technique by which scope of the job is increased by increasing the number of tasks associated with the job but at the same level in the organisation. It is the horizontal expansion

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of job as it includes performing a variety of jobs or operations at the same time. It is done to reduce monotony in a job.

E.g. A person in administration who is doing typing work may also be assigned the tasks of drafting letters, sorting of incoming mail and filing the letters.

Advantages of Job Enlargement

- 1. Variety of tasks:** In job enlargement, horizontal loading of the tasks is there. Increasing the number of tasks can reduce the level of boredom of the employees.
- 2. Optimum utilisation of abilities:** Enlarged jobs ensure better utilisation of the physical and mental skills abilities of the workers.
- 3. Worker paced control:** The workers enjoy his work more, if they control the pace of their tasks. This reduces fatigue and exertion.
- 4. Meaningful feedback:** Enlarged jobs allow for a meaningful performance feedback. It becomes more motivating when it is tied to evaluations and organisational rewards.

Disadvantages of Job Enlargement

- 1. Increases work burden:** - Job enlargement increases the work of the employee and every organisation does not provide incentives or extra salary for additional work. Therefore, the efforts of the individual may remain unrecognized.
- 2. Increases frustration of the employee:** - In many cases employees end up being frustrated because increased activities do not result in increased salaries.
- 3. Problem with union members:** - Many union members may misunderstand job enlargement as exploitation of worker and may object it.

Difference between motivation and inspiration

S No.	Motivation	Inspiration
1.	Motivation is external as the individual is persuaded by someone else.	Inspiration is internal as it comes from within the individual.
2.	The encouragement comes from someone else by offering rewards both of financial and non financial nature.	The encouragement and ideas come from the individual itself.
3.	Motivation is a short lived phenomenon lasts as long as the reward is there.	Inspiration stays for long term.

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4.	Motivation is self oriented as the outcomes matter to the individual.	Inspiration is service oriented as the outcomes matter to those who are being served. It promotes partnership.
5.	Motivation is competitive by nature.	Inspiration is collaborative by nature.

Summary

- Motivation is the complex set of forces starting and keeping a person at work in an organization.
- Motivating the employees is the fundamental duty of the management as it helps in accomplishing the goals of the organisation.
- Different types of motivational theories are content theories, process theories, Reinforcement theory and Behavioural theories.
- Firms motivate employees using financial incentives and non-financial incentives.
- Job enlargement and Job enrichment are also tools of motivation.
- Motivation process is facilitated by external parties while inspiration is internal.

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Keywords:-Motivation, Organisational Goals, Theory, Incentives, Job enlargement, Job Enrichment

Self-Test Questions

I. Choose the correct answer:

1. Maslow's hierarchy of needs includes all EXCEPT which of the following?
a) Cognition b) Physiological c) Safety d) Belongingness e) Esteem
2. In Maslow's hierarchy of needs, food, water and sleep are considered _____ motives.
a) Safety b) Self-actualization c) Physiological d) Social e) Esteem
3. In Vroom's theory, motivation is a product of
a) Expectancy b) Instrumentality c) Valence d) All of the above
4. Hygiene factors are similar to the.....needs identified by the Hierarchy of Needs.
a) Higher order b) Three-tiered c) Lower order d) None of the above

II. Fill in the blanks:

1. The theories are perspectives of motivation that identify specific needs that energize behaviour.
2. is attributed with the development of the Two-Factor theory of motivation.
3. The energizing force that activates behaviour and provides purpose and direction to that behaviour is known as.....
4. theory is considered to deal with consequences.

III. True or False

1. The highest level of need in Maslow's hierarchy of need theory is the need for growth and self-expression.
2. Process theories emphasize the needs that motivate people.
3. Equity theory has three referent categories: other, system and self.
4. People with a high need for affiliation prefer cooperative situations to competitive ones.

IV. Answer the following briefly:

1. What are the characteristics of motivation?
2. What is the difference between job enlargement and job enrichment?

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3. What are the different kinds of non-financial incentives given by companies?
4. How is motivation different from motivation?

V. Answer in detail:

Explain in detail the different types of motivation theories.

VI. Case Study on Motivation

Amit Verma joined ABC Technologies in January after having worked at HKY Computers where he had worked as an Software developer. Amit felt that ABC offered better career prospects, as it was growing much faster than HKY which was a relatively smaller company. Amit joined as a Senior Software Developer at ABC Technologies with a good pay hike. He joined Archita Mehta's five-member team. While she was efficient at what she did and extremely intelligent, she had neither the time nor the leaning to groom her team members. Time and again, Amit found himself thinking of Ram Kapoor, his old boss, and of how he had been such a positive influence. Archita, on the other hand, even without actively doing anything, had managed to significantly lower his motivation levels.

Q 1. What could be the reasons for Amit was feeling disillusioned? Answer the questions using Maslow's hierarchy of needs?

Q 2. What should Amit do to overcome his tension? What can a team leader do to ensure high levels of motivation among his/her team members?