

UNIT-II

Motivation : Concepts and their application.

Motivation is the willingness of a person to make intense and persistent efforts to achieve desired goals.

→ Positive and Negative Motivation.

- Through reward (or) through punishment.

→ Intrinsic and Extrinsic motivation.

- Achievement (or) Competing.

→ Financial and Non-Financial motivation.

- Salary Increment (or) Trophy/recognition.

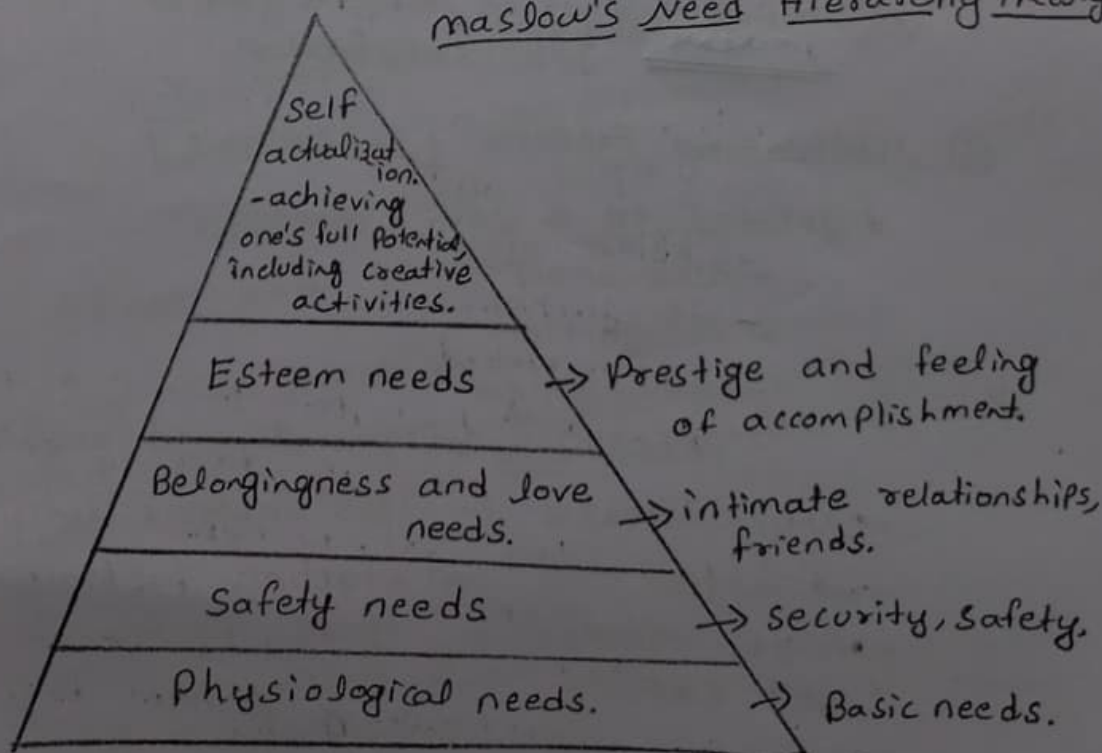
Content:-

Maslow Theory

- Proposed that motivation of people depends on their need.

- These need can be arranged in hierarchy

Maslow's Need Hierarchy theory



Herzberg's Two Factory Theory

① Hygiene Factors [maintenance / Dissatisfiers]

- Related to condition under which job is performed.

- Company Policy & Administration.
- Technical Supervision.
- Interpersonal relationship.
- Salary.
- Job Security.
- Personal life.
- working condition.
- Status.

[eg: like corona time where employees leave their jobs.]

- Any decrease in the level will ~~se~~ dissatisfy them.
- Improving those factors helps to ^{increase} ~~decrease~~ job satisfaction.

② Motivating Factors [Satisfiers.]

- Related to a job.
 - Achievement
 - Recognition
 - Advancement
 - possibility of growth and responsibility.

- Any decrease in the factors will not affect the satisfaction.

- Any increase in these factors will satisfy the employees.

- used in motivating them for highest performance.

#McClelland's Theory#

- These motivations are not inherent.
- They are developed through our culture and life experiences.
- Also called as learned needs theory.

McClelland's theory states that every person has one of three main driving motivations:

- Need for achievement.
- Need for affiliation.
- Need for power.

Needs for achievement:

- To achieve something unique.
- They are moderate risk takers.
- Immediate feedback to work performance.
- sense of accomplishment.
- preoccupation with the task until these are complete successfully.

According to McClelland's, Achievement oriented people are backbone of most of the organisation for their fast growth.

Need for Affiliation :-

- Belongingness.
- It is a desire for relationship based on co-operation and mutual understanding.
- A person is satisfied if he is able to maintain pleasant social relationship.
- Individuals having high affiliation needs prefer working in an environment providing greatest personal interaction.
- Such individuals are effective performers in a team.

Need for Power:-

- The desire to influence other individual's behaviour as per your wish.
- It is satisfied by occupying higher position.
- Person is motivated if the organization provides him opportunities to exercise his personal power.

[- Process theory -]

Vroom's Expectancy theory

$$\boxed{\text{Motivation} = \text{Valence} * \text{Instrumentality} * \text{Expectancy}}$$

Individuals act when they expect positive results from their actions.

- Also known as VIE theory.

Expectancy:- belief that increase efforts will lead to increased performance.

Instrumentality:- belief that high performance leads to reward.

Valence:- what is the value of the rewards that results from the performance?
Reward is valuable or not.

- Understand what type of reward employee values.

This leads to three kinds of relationships:

- a) Efforts performance relationship.
- b) Performance reward relationship.
- c) Reward personal goal relationship.

Equity theory

By Adams.

- People are motivated to maintain fair relationship between their performance and reward in comparison to others, based on the idea that individuals are motivated by fairness.

Two Assumptions:-

- Individuals make contributions (Inputs) and expect certain rewards (Outcome).
- They analyse whether exchange is satisfactory (or) not by comparing their input and output with others.

① Equity

$$\Rightarrow \text{If } \frac{\text{My outcome}}{\text{my Inputs}} = \frac{\text{other's outcomes}}{\text{other's outcome.}}$$

Equity

② \Rightarrow overpaid ~~equity~~.

$$\frac{\text{My outcome}}{\text{My Inputs}} > \frac{\text{other's outcomes}}{\text{other's outcomes.}}$$

③ \Rightarrow under paid.

$$\frac{\text{My outcome}}{\text{My Input's}} < \frac{\text{other's outcomes}}{\text{other's outcomes.}}$$

Analysis of Interpersonal Relationship

* Interpersonal Behaviour:-

• Way in which people communicate with each other either verbally (or) non-verbally (or) both.

• It Involves ^{two people} dyadic interaction

• Outcome may be cooperative (or) conflicting.

⇒ Types:-

- Cooperative Behaviour.
- conflicting Behaviour.
- Aggressive Behaviour.
- Assertive Behaviour. [not in aggressive way]
- Non-Assertive Behaviour [violated by his own mistake.]

Transactional Analysis

• Is a psychoanalytic theory and therapy.
- by Eric Berne

• Method of analyzing and understanding Interpersonal behaviour.

• when a person interact, there is social transaction in which one person responds to another.

⇒ It requires us to be aware of how we feel, think and behave during interactions with others.

→ Ego States:

An entire system of thought, feelings and behavior from which we interact each other.

The Parent, $\left\{ \begin{array}{l} \text{Critical} \\ \text{Nurturing} \end{array} \right.$ (attitudes, values learned from authority figures)
- Adult, (Rational, logical focused on problem solving)
Child ego states. (emotions, creativity, rebellion or rebellion)

Johari window.

- Technique for improving self-awareness within an individual.
- It helps in understanding your relationship with yourself and others.
- It was developed by American Psychologists Joseph Luft and Harry Ingham in 1955,
- Named the model by combining their first names.

The window consists of four segments of human interactions:

Open	Blind
Hidden	Unknown

① Open Quadrant [Public Quadrant]:-

- Such behaviour feelings and motives
- You know about yourself and others also know about you.
- In interaction with others:
 - Individual is straightforward, open and sharing.

② Hidden Quadrant (Private):-

- Such behaviour feelings and motives.
- You know about yourself
- But others do not know.
- Secrets, past experiences, feelings, etc.

③ Blind Quadrant:-

- You don't know about yourself
- But others know.
- By observing → Any talent, or like/dislike.

④ Unknown Quadrant:-

- You don't know about yourself
- But others also do not know.

eg:- when a person is put in a life threatening situation, he puts such an efforts to save his life which might not thought earlier.

Organizational change.

- Involves making changes in Organization.

- It is a Continuous process.
- It affects whole organization, some part affected more where some less.
- generates stress among the personnel.

→ Factors Necessitating organizational change:-

External Factors

- Technological Adaptation:
 - Machinery, computer, etc.
- Changes in Marketing condition:
 - Competitors, buyers.
- Social changes:
 - Education, working hours, needs, etc.
- Political and legal changes:
 - Government, laws, etc.

Internal Factors:-

- Change in Managerial Personnel:
 - Promotion, transfer.
- Deficiency in Existing Organizational Practices:
 - Policy, Span of management, level of management.

⇒ Process of planned change. [Kurt Lewin Theory of change]

Identifying need for change



Determine elements to be changed.



Planning for change



Assessing change forces



Actions for change



Feedback and Review.

- unfreeze
- change
- Refreeze } Kurt Lewin Theory of change

⇒ Resistance to change:-

when perceived that change likely to affect unfavourable.

→ Factors:-

• Individual Factors

- Problem of adjustments.
- Economic Reasons: affecting unfavourably.
- Emotional Factors: attitude, fear of unknown.
- Obsolescence of skills.
- Group Norms - group resist to change.

• Organizational Factors

- Threat to power and Influence.
- Resource constraints.
- Sunk Cost: Investment in old assets become useless.

⇒ Managing / overcoming Resistance to change:

- Education and Communication
- Participation and Involvement
- Commitment
- Leadership
- Group Contact.

} Explain it -

Kurt Lewin's Theory of Change

This is one of the most influential theory for understanding Organisational Change

Following are 3 phases to be followed:

- i) Unfreezing: Preparing for a desired change
- ii) Implementing Change: Implementing the desired change
- iii) Refreezing: Solidifying and adopting the desired change

