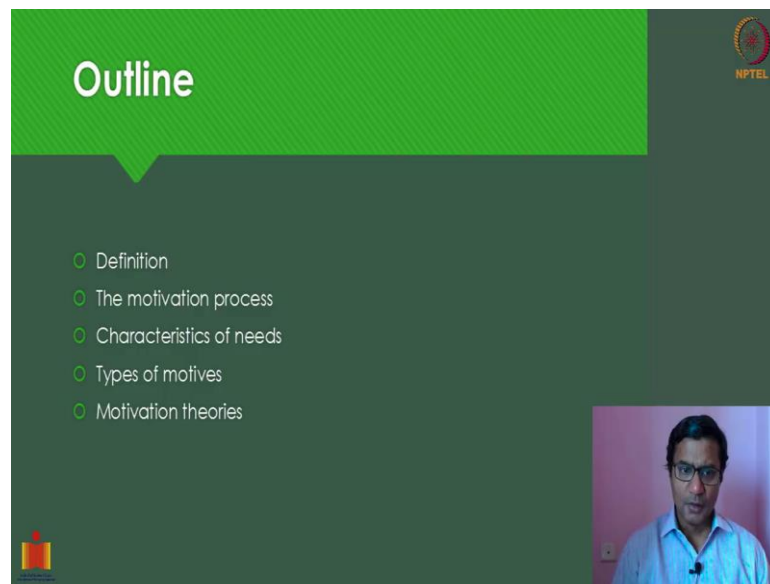


Organizational Behaviour
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Lecture - 26
Motivation

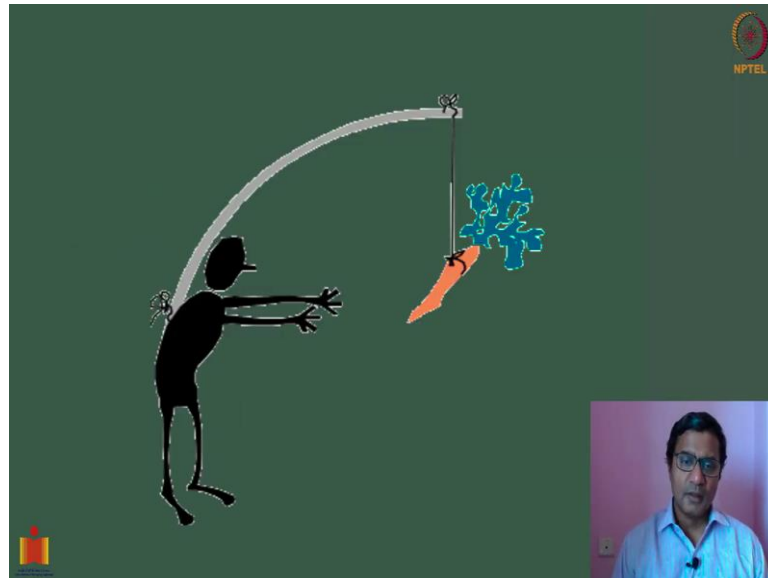
Welcome to this lecture series on Organizational Behaviour. We are in the 7th chapter which is on Motivation. I am Dr. M. P. Ganesh, from IIT Hyderabad.



The slide features a green header with the word 'Outline' in white. Below the header, a list of five topics is presented, each preceded by a small green circle. In the bottom right corner, there is a small video inset showing a man with glasses and a light blue shirt. The NPTEL logo is visible in the top right corner of the slide.

- Definition
- The motivation process
- Characteristics of needs
- Types of motives
- Motivation theories

So, this is going to be the outline of the lecture on this chapter. So, we start with the definition of motivation, we will try to understand how motivation works. We also look at a very specific aspect of motivation which is 'need' and what are its characteristics. We will also try to understand the different types of motives and finally, we look at few theories on motivation.



The idea of motivation is very essential to organizational behaviour. If you see the entire idea of understanding organizational behaviour in work place from a managements point of view is to make people work. So, it is as simple as how to make people work better.

All the aspects like satisfaction, commitment, happiness of the job all those things from an organizations point of view, it may not be very relevant in terms of the bottom line. The bottom line making profit. So, if I have to make profit, from I am talking from an organizations point of view, if I have to make profit, I want my employees to perform better.

So, if I want my employees to perform better, a very commonsensical way of looking at it is just pay them well. So, incentivize them, give them bonus, connect their performance with monetary rewards and people will perform. So, if you know we all work for money, that is one way of understanding how to make people work better.

So, if everybody works for money, just pay them well and connect their performance with their pay. Obviously, people will work; if somebody is not performing, send them out, you know you fire them as simple as that. So, why do you need a chapter to understand that or why do you need theories and you know models to understand motivation in work place, you know it is all characteristic is not it?

So, how many of you agree to the statement ‘money is a very powerful motivator, using money you can make people work’ it is as simple as that, how many of you agree to this idea?

How many of you want to challenge this idea? That it is not as simple as that you know money is not the only motivator or just by money, you cannot motivate people to work. I am not talking about you know altruism, I am not talking about people who do things selflessly, I am talking about work behaviour. So, how many of you think it is not as simple as that, money is not the only motivator or only with money, you cannot motivate people. Just think for a minute.

In fact, the second argument that money is not the only motivator and it is not as simple as money can make people work. It is true. In fact, both the arguments are true; money is a very powerful motivator and in work place. Money can drive people to work better; true.

But we should also understand, it is not just money which motivates people, it is about how we pay people or how we reward people with money. For example, you may for a good performer, just giving them bonus along with; so, just give them money ok, that is one way of doing it. The other way of doing it is give them money and tell them good job ok.

So, it multiplies the effect of money or just give them certificate saying that signed by the CEO of the company, 'you have done a very good job, as a token of our appreciation, we are paying you this amount as bonus'.

So, you know more than just paying them in without any appreciation, if you combine these two, it can make a huge difference; is not it? So, that is what I meant. So, it is not as simple as money can motivate people and it is a complex dynamic which we have to understand and that is what we are going to see in this chapter ok.

Motivation

- Willingness to exert high levels of effort to reach a goal.
- Motive: force that pushes you towards a goal

So, what is motivation from the work behaviour point of view? Motivation is a very central theme in psychology, especially in organizational behaviour, its implications are very high. Because you know ultimately it is how to make people work and motivation talks about it, how to make people work and work better ok.

So, what is motivation? Motivation put in simple words, it is willingness of a person to exert high levels of effort to reach a goal. So, there is a goal, if the person wants to reach the goal, he or she needs to put some effort. So, if someone can put high levels of effort, then it reflects that person is motivated ok.

So, going that extra mile to achieve that goal is motivation. So, this term motivation comes from motive; motive means reason ok. In a very common understanding, motive means the reason or the cause. So, motive is the force that pushes us towards the goal. So, what pushes us towards that goal ok. I will give an example.

We all want if you are a student, you prefer to have good marks; is not it? So, what drives you to get good mark or why do you want to get good mark? So, one person he or she wants to get good marks in their examination because it will give them a good grade which will lead to better placement.

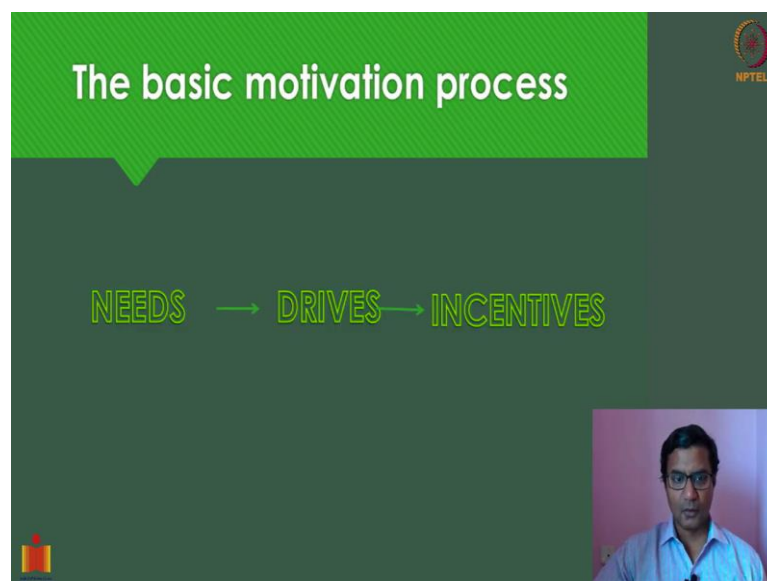
You know let us say the college has a policy that if you get good grade, you will be allowed to sit in the day one of the placements ok. So, if you so, I want to reach beyond a certain cut-off grade point, only then I can sit in a first day of the placement, where

chances that good companies will come and pick me up ok. So, for me good marks is about getting placed in a good company.

So, what motivates me to get good mark? Placement. For someone, good marks, I want to get good marks because I want to feel proud about my status in the class. You know I want to see it as a challenge; I want to get good marks which is higher than others; I want to be in the first you know first top 5 of the class ok. So, I want to be in the first quartile of the class.

So, which was a kind of pride which you get you feel happy. So, that that then it becomes the motive. So, some people I want to get good grade because my parents wants me to get good grades, you know otherwise my parents will feel unhappy ok. So, for some people, it is satisfying their parents become the reason.

So, for the same goal, different people are pushed by different reasons. So, these reasons are nothing but motive. So, if the motive is powerful enough, you are pushed to a very you know you the push will be higher ok.



According to psychology, every behaviour has a reason. In other words, every behaviour has a motive. So, the motive is the purpose of that behaviour. In other words, every behaviour helps us to satisfy a certain need. For example, a need is lack of something. When you say need, need means lack of something. For example, you are thirsty; why are you? So, thirst is the drive, feeling thirsty is a drive. What is thirst? Thirst is there is lack of water in your body, you know you are dehydrated. So, your level of or the lack of

water in your body is the need, you need water and that drives you feel thirsty and you try to do something. So, that you will get water.

So, when you do certain things like you know may be you buy a bottle of water or you know go to the fountain and drink some water. So, all those things are behaviours which you exhibit and that leads to incentives ok, you get the water and the need for that particular need lack of water is satisfied. So, this is biological need ok.

So, similarly any behaviour there is a need. For example, we cough, which is a behaviour. Why do we cough? There is something which is irritating, you know there is a need to go to the normal. So, that irritation is abnormal ok, you want to go back to the normal. So, that particular behaviour which you exhibit helps you to satisfy that need; you know you feel something in your throat, when you cough that goes off ok. So, again, it is a biological need.




Psychological need; you know you do you we all have need to have friendship because you feel lonely without having friends or close relationships, we feel lonely ok. So, what do we do for that? We try to be nice to people around us, we give you know we do things which will make people happy, you know close friends happy.

By doing it, we retain the friends or get new friends ok. Similarly, you why do you want to get into a job and earn? Probably there is a need for money or there is a need for security in the life or there can be a need for you know status all those things. So, any behaviour is because of certain need; need is lack of something.

When there is a lack of something, that leads to certain drive and that drive; drive means combination of behaviours which can lead to the incentive, which is the goal you wanted to achieve or whatever will satisfy that particular need. Once you achieve it, that particular behaviour ceases to exist. So, that is the end of it, you may not unless until that the same need rises again, you will not repeat this cycle.

Characteristics of needs

- Dominant need dominates behaviour
- Satisfied needs ceases to influence behaviour
- Needs never cease to exist
- Needs are recurrent in nature
- All of us have needs



So, like I said everything is need based psychological needs, physiological needs, social needs. So, there are many types of needs. Psychological need means you do something so that you feel comfortable inside.

For example, we help people, we try to be nice to others; why? Because psychologically you feel good about it ok. It can also be a social need; you tend to be nice to others, you tend to help others because you want others to praise you or others to accept you ok.

So, biological needs are very easy to understand; but social and psychological needs are complicated, they are interrelated. You cannot very clear cut say this is the psychological need and this is the social need.

Social need means something which fulfills your society related you know deprivation, you know you need friendship, you need status all those things are social needs. Psychological needs can be security, feeling a sense of security, feeling a sense of safety all those things are you know psychological needs; self-acceptance and things like that self-esteem all those things are psychological needs ok.

So, like I said all most of our behaviour are driven by needs. At any given point, there will be many needs which our which we will have ok. For example, at this point, I may feel thirsty; similarly, you know I may feel lonely, I may feel you know insecure, what will happen may be after 2 to 3 years; I may be expecting you know a job promotion. So, there will be many needs which will exist at any given point.

So, among these needs which one will be more powerful or which will drive or which will decide my behaviour? Very simple answer is the one the need which is very dominating which is very important to that person at that particular point in time will drive the behaviour.

For example, for me getting a promotion is a need ok. So, I am expecting a promotion in my job or bonus in my job in next review, performance coming performance review. So, that will drive me; so, it will make me work hard, I will put long hours, I will try to impress my boss things like that.

But let us say at that particular point in time, you fall ill ok, you fall severely ill or there is some problem with you know your health. So, what at that point of time, what is more important for you is becoming ok, you know you should do something so that you will become normal or healthy. So, that will drive your behaviour ok. Even though at that given point, there are other needs like you want promotion and things like that, this priority of you know health over rides the other need like getting promotion ok.

So, the power of need will be based on the importance of that particular need ok; importance for the survival of the organism. So, the powerful need will determine how powerful the behaviour is.

For example, if that you know you like desperately want that promotion, you will put lot of effort to achieve that goal, getting promoted or getting bonus. But let us say some other need, you know you wanted to buy a very fancy watch that may not be very powerful need for you at that particular point in time compared to getting a promotion. So, that will not push you that much vis a vis getting a promotion.

So, most of the needs like I said psychological needs, the importance is based on other perception of to what level it is important ok. For example, like I said getting a job promotion ok. Whether it is for one person, it will be important; for another person, it is not that important.

So, let us say you know if there are 10 people in your office, getting a promotion is not equally important for everyone ok. Even though everybody considers to be important, but it is not like everybody considers consider that as a very important thing; the level of importance given to each one of those individuals vary.

That depends upon, so it is a perception, you know you perceive it to be important or you do not perceive it to be important. So, that depends upon that perception depends upon value, whether you actually value it or not.

For example, simultaneously like I said there are many needs you know job, you are expecting a job promotion and also your spouse is undergoing some surgery and thing like that. Let us say or your parent is undergoing some health issue, your child's school or you know your children's education there are many needs which exist.

So, if you value certain things; for example, your parent is not well vis a vis there is a job promotion which is coming ok. If you value a job promotion very high, you will spend more time there and then, you will appoint a you know attender to take care of your parents vis a vis if your value towards your parents are very high, you will think promotion is important; but I am I do not actually it is not that important as my parent's or spouse's health ok.

So, among various needs based on which we consider it as important, we will pay more attention or we will pay more effort to it, we exert more effort to it and the level of importance you pays on a particular goal depends on the value system of that person. So, if you consider something as a valuable thing, you will give more you will pay more you know effort or you will exert more effort to achieve that goal ok.

So, I hope you understood it; is not it? So, how much importance we give decides how powerful it will be to drive our behaviour; how much importance we will give to a particular need depends on what is our value system, how much do we value ok.

The third point is needs never stops to exist. So, it is not like you know if you become rich, there is no point in life you get everything. There is always be something which we lack or we at least we feel we lack.

In fact, you know if you think biological needs, most of us biological needs are satisfied. We have if you are a middle class person we have enough food, enough job security, enough you know comfort in life; but it does not stop us from searching for more ok.

Psychologically, there can be many needs; physiological needs can be satisfied, but psychological needs never seem to satisfy. For example, you know you may think you

will aspire to buy a certain product; you know you will you want to buy Apple iPhone, you get an Apple iPhone ok.

It does not mean that you will feel satisfied completely always, you will want may be the next model of iPhone. If there is a new model comes, you want to buy it ok. So, like I said needs will never stop especially psychological needs. Needs are also recurrent in nature which means like I said biological needs get satisfied, but it does not mean they would not occur later. You eat, you get full; it does not mean that it you will not get hungry forever ok.

So, even biological needs will reoccur and all of us have needs, you cannot say I am like completely saturated person; you know I do not have any needs, we all have needs. Even you know the highly spiritual ones from a philosophical point of view, they have a need the need to find the god or spiritual enlightenment.

So, it is not like you know they are saturated; the rich, the poor, the enlightened one, the beginner everyone has needs. So, in that sense, needs are the ones which drive this entire society or this entire world. If need cease to exist, there is no economy. You know in a very you know materialistic way, if everybody is happy and satisfied and buy nothing, the economy will not run ok.

Types of motives

- Primary motives (unlearned and physiological)
- General motives (curiosity, paternal, manipulative activity)
- Secondary motives (security, affiliation, achievement, status etc)

So, in terms of motives, motives mean what drives us you know that particular cause like I said the need is the cause. If you are thirsty, it means lack of water is the cause. So,

those motives can be classified into three types; primary motives, which are very biological in nature, unlearned and physiological.

Right from your born those needs are there. For example, baby from day 1 it knows it wants milk or you know it needs mothers comfort ok. So, those things you do not need to teach. Every child in the world will have that basic need ok.

Second level of needs are general needs. General needs again there are discussions or there are arguments about whether they are biological or there are learnt ok. Curiosity; curiosity means you want to know, need to know ok, you have this powerful urge to know something which is unknown.

For example, you know there are if you would have seen some documentaries monkeys, they go to a great extent to know or open a box even risking their security; you know the even if it may be a trap, they have the curiosity to go and check what is there ok.

So, similarly when you tell children do not do this, they will do it because they want to know what is there or why my parent is saying do not do it ok. So, the curiosity to learn new things is a need.

Paternal need the need to become a parent or the need to nurture others; even the ones who do not want to have children, they will have pets or they will have a plant at least or even if they do not have biological children, they will nurture others ok.

So, paternalistic means want to be a parent or want to be a want to be someone who nurtures others. Manipulative activity, you know you there is a need to do things; you know not keep quite you know man do something. So, that you do something productive ok. So, these are considered to be general motives.

Manipulative motive is some people do not want to sit you know they just keep doing something. So, these needs curiosity, paternal, manipulative needs and all some people say it is inborn ok. So, one way in which we can understand its importance, it is there in all the cultures; you know throughout the world, every society has these kinds of needs that is general motive. I mean these are biological motives.

Secondary motives are learnt motives, you know you want to be part of a group, you want to achieve, you want a certain social status, you want to be secured. Secure means

not just physical security, not just having a house, having friends, having relatives around you. So, all those things are psychological motive or you learn to have them because you know society tells you to have them ok.

If society does not insist on those kind of things, you will not feel them as needs. So, again in a broad sense, needs can be one biological needs which is like which exists from the beginning itself. You do not have to teach them to have that need; certain needs are social needs or learnt needs.

You learn this is important; a child may not know I want a fancy watch or a mobile smartphone. For a child, it may not be important; but the when the child grows later it understands ok, you know I need this so that others will respect me, so that I will feel certain level of respect towards myself ok. So in fact, after we grow a certain age, most of our behaviours are driven by secondary motives because primary motives anyway you know they get satisfied for most of us.

Again, we should not take it for granted you know when you are poor or for certain people, in fact a majority of the people in the world are you know poor, for them even the basic needs are very important. But in a very middle class sense or for people of our social group, psychological motives drive most of our behaviour ok.

So, I will stop here. In the next class, we will talk about more in detail about types of motives and what are motives and how they influence behaviour.

Till then, take care. We will meet in the next lecture.