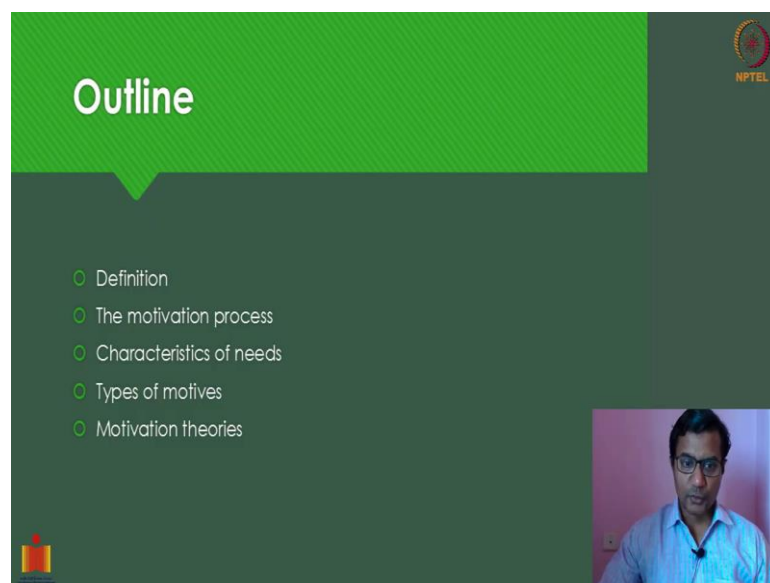


Organizational Behaviour
Dr. M. P. Ganesh
Department of Liberal Arts
Indian Institute of Technology, Hyderabad

Lecture - 27
Motivation - Part 2

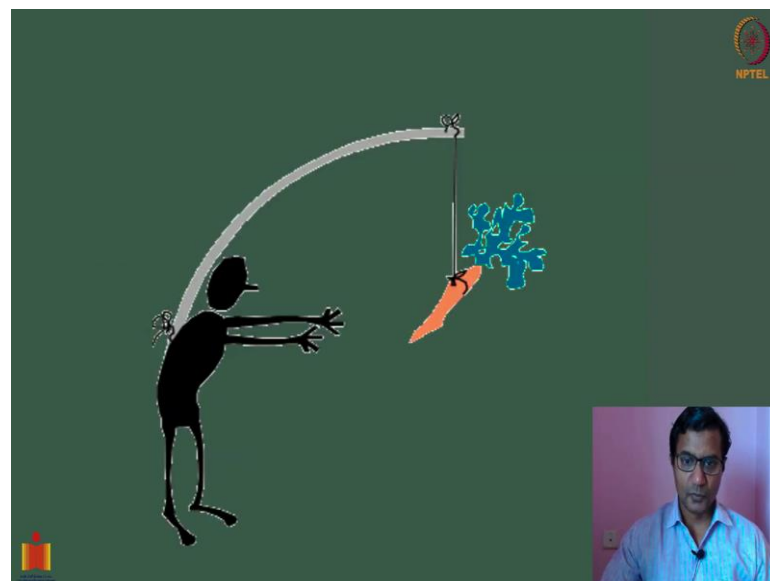
Warm welcome to this lecture series on; Organizational Behaviour, we are in 7th chapter which is on Motivation. This is the second lecture of our, this is the second lecture in this chapter. I am Dr. M. P. Ganesh from IIT Hyderabad.



Outline

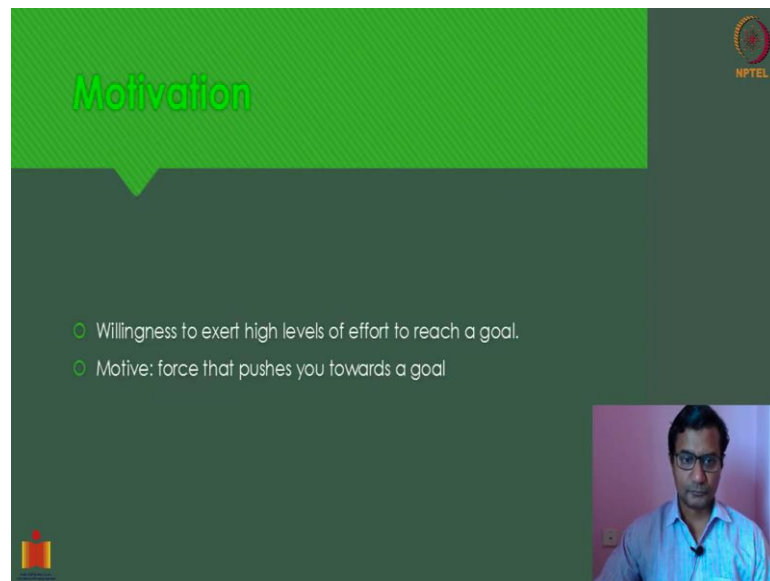
- Definition
- The motivation process
- Characteristics of needs
- Types of motives
- Motivation theories

The slide features a green header with the word 'Outline' in white. Below the header is a dark green background with a list of five topics, each preceded by a white 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, and a small orange and red logo is in the bottom left corner.



The slide illustrates the concept of motivation using a stick figure. The figure is black and is reaching out with its arms towards a carrot. The carrot is orange with a green leafy top and is suspended from a thin black string that is attached to a small grey hook at the top. A curved white line indicates the path of the string. The background is dark green. In the bottom right corner, there is a small video inset showing the same man as in the previous slide. The NPTEL logo is in the top right corner, and a small orange and red logo is in the bottom left corner.

Let us quickly look at what happened in the previous lecture? We looked at the importance of understanding motivation in workplace. We discussed about why we need to understand motivation as a concept in workplace, when most people think that or assume that money can be a sole motivator. We also discussed about both the sides of the argument. Money as the sole motivator vis a vis money is one of the important motivators.






The slide features a green header with the word "Motivation" in a stylized font. Below the header, on a dark green background, are two bullet points: "Willingness to exert high levels of effort to reach a goal." and "Motive: force that pushes you towards a goal". In the top right corner, there is a small circular logo with the text "NPTEL" below it. In the bottom right corner, there is a small video inset showing a man with glasses and a light blue shirt speaking. In the bottom left corner, there is a small icon of an open book.

We also looked at the definition of motivation. Motivation is defined as willingness to exert high levels of effort to reach a goal. So, if somebody puts more effort to reach a goal, then it means that person is motivated. We also looked at the idea of motive. So, motive is the force or the reason behind that particular behaviour, which leads to achievement of a certain goal.

The basic motivation process




NEEDS → DRIVES → INCENTIVES



So, we looked at the process of motivation, any behaviour starts with a need. Almost all behaviours start with a need; need is deprivation of something. So, that deprivation push people to seek for that particular goal which will satisfy that need, for I was giving that example of thirst and or lack of water in the body, thirst, leading to search for water and saturating the fulfilling that thirst or quenching the thirst.

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



We also looked at some of the characteristics of needs. So, the very fundamental idea here is needs does not stop. Even one need is satisfied, we will have other needs. And at any given point we have multiple needs a need which is very important for that particular point in time, drives a behaviour more than any other need.

Types of motives

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

We also looked at different kinds of motives; motives means, reasons or. What force or what pushes us or pulls us towards that goal? So, I was giving this example of you know why do you need to get good marks in examination. For some people it is you know it gives a sense of control, which means they have more chance of getting into a placement on the first day.

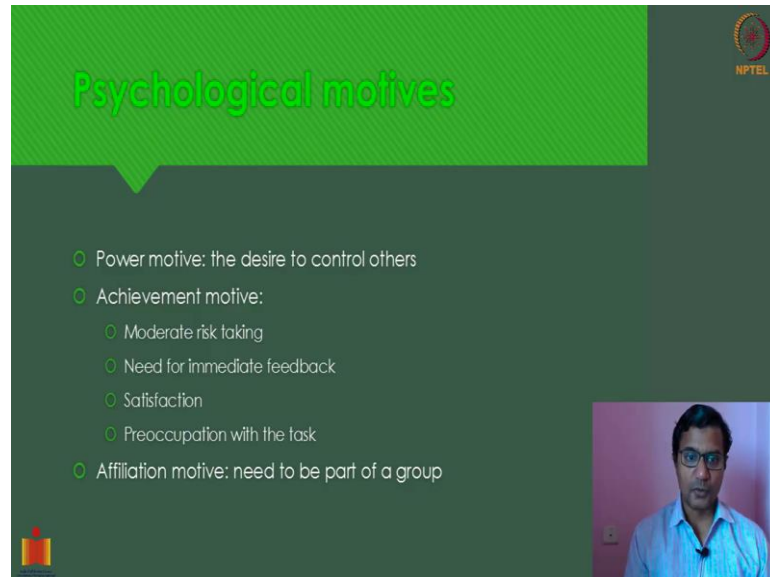
For some people it is their parents want them to get good marks, for some people it is probably you know they want to be first in their class. So, the same behaviour can be different can be driven by different kinds of motives.

So, we looked at three types of motives primary motives which are physiological in nature which are unlearned. So, right from the day one; we are born we have those motives, which are biological in nature. For example, hunger, thirst and things like that. The second kind of motives are they are learned partially, they are inborn.

For example, curiosity the need to know about things, which are not known to you for example, if you know if you tell a child do not open this box. So, a child will have the curiosity to open the box. Paternal instincts need to be or the drive to become a parent.

Again like I said part of this is biological and most of or the way it is exhibited, these needs and the behaviours towards satisfying these needs are shaped by social and cultural factors. So, its partially biological and partially social.

And secondary motives are psychological or social motives. For example, sense of security need to be part of a group, need to be you know need to be an achiever want to achieve a certain status, things like that. So, these are psychological needs ok.



The slide features a green header with the title 'Psychological motives' in white. Below the header, a list of motives is presented with green circular bullet points. In the bottom right corner, there is a small video inset showing a man with glasses and a light blue shirt speaking. The NPTEL logo is visible in the top right corner of the slide.

- Power motive: the desire to control others
- Achievement motive:
 - Moderate risk taking
 - Need for immediate feedback
 - Satisfaction
 - Preoccupation with the task
- Affiliation motive: need to be part of a group

So, when we talk about psychological motives, there are three types of psychological motives. In fact, there is one theory which talks about need theory which talks about three important motive psychological motives. Because, OB as a course we are going to talk about primarily on psychology of work behaviour. There are biological factors which play an important role in work behaviour, but here we are primarily going to talk about psychological factors.

So, we will try to understand what are the psychological motives, which drive people in workplace. So, the first motive is power motive. Power motive means the need to control or the need for reducing the uncertainty in one's life. So, when we say power; power is nothing, but having control ok. So, having control depends on how much uncertainty is found in one's life.

So, if there is high uncertainty you cannot control things around you ok. If you cannot predict if you do not know what will happen, then you cannot control something ok. So, power motive is driven by reducing the uncertainty in one's life, by doing that you can control what is happening around you.

I will give an example most students want to join institutes which are highly ranked ok. For example, if you if you want to join engineering colleges, most people would aspire to

get into IITs ok. So, why one wants to get into IITs or premier institutes like IITs or IIMs, Indian institute of management. For many people for many students, it is about, if you joined IIT or IIM, there are more chances that, you will be placed in a good job.

In other words, there will be less uncertainty in terms of whether, you will get a job or not. And also if you join IIT you will be considered as, you know one of the students of one of the best colleges and by that, you will have an option to choose between different job options. So, compared to you know if you get less marks if you belong to a not a very good education institution. Then whatever job you get, you have to join.

On the other hand, if you are from a very good institute; institute of a very good rank, you know very reputed institute. You will have multiple options from which you can choose one option. So, you will have more choice, you will have less uncertainty. You can decide what you want to do? So, this is what is power?

So, people want to join these kind of institutes many students, why because they will have more power when they join these kind of institutes, when I say power lack of uncertainty and more control over their life. For some people they want to get into good institutes, for some students they want to get into premier institutes. Because, they want to prove that they are the best of the best.

So, you know they want to feel proud about you know being part of that institute, they want to feel happy about you know that that they have achieved something. So, this is achievement motive. So, in workplace people who have achievement motive are considered to be one of the valuable employees. Why because these employees, they tend to work for the sake of work you know, they tend to perform not for external rewards you know not because, they want to control everything around them or you know they not. Because, they want to satisfy others they do a job or they perform because, they will get internal satisfaction by becoming the best in that particular job.

So people with achievement motivation are moderate risk takers, they will not take very high risk at the same time they will not take low risk. They will take calculated risk. And these people will also seek for feedback. So, when they perform something they will ask people around them or their supervisors about how did I perform. So, that they can correct their you know shortcomings, they can correct or they can change the way they perform so that they will achieve their goal.

So, these people you know they are open for feedback, they also you know, they also are satisfied with what they are doing and also they will not get completely satisfied. People who have high levels of achievement motivation, they will be satisfied, but they will always look for better ways of doing things.

And also people with achievement motivation will have preoccupation with the task, till they complete the task will be highly focused and they will be highly disciplined. So, that is why in workplace when people have high level of achievement motivation, they will be considered to be an important asset for the organisation.

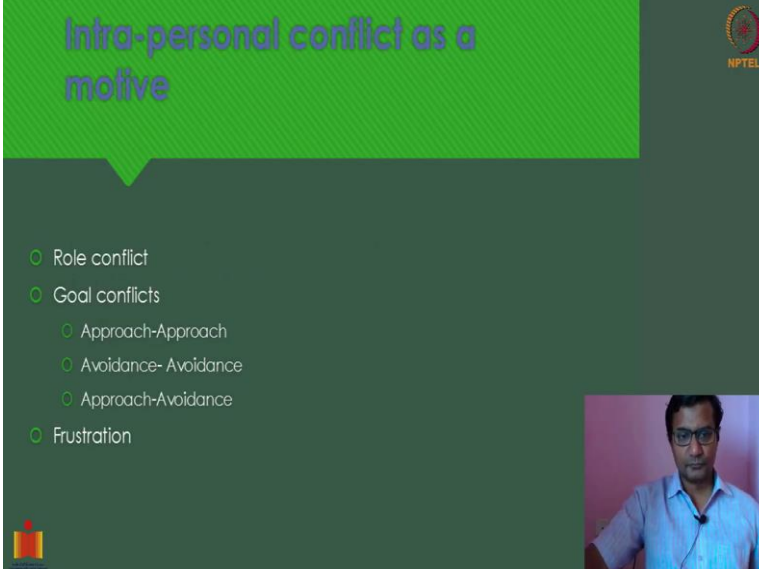
The third kind of psychological motive is affiliation motive. Affiliation motive means you are driven by the need to be part of a group. For example, some people want to join premier institutes because, you will if you join those premier institutes, education institutes you will be part of an elite group. You will be part of that alumni group when you complete your degree you will for example, you will get that you know pride of being an IITian; which is different from achievement motives, this is the toughest exam to clear. So, have cleared that exam I mean I have joined this institute. So, you know that that pride is about knowing that very few people can do it and I have done it. But, affiliation motive is I want to get that label of being an IITian or being you know a person of this institute ok. So, there is this affiliation motivation.

Affiliation motivation can also exhibit in the form of you know I want to be part of that institute because my parents will feel happy that I have cracked this examination and you know I have gotten a seat in this college ok. So, same behaviour some people are driven by power motive, which is by achieving that goal their uncertainties in life are reduced.

For some people it is about achievement motivation by achieving that goal. You know I mean that particular you know group where very few people have achieved it. Affiliation motive is I want to be in I want to achieve this goal because, if I achieve this goal many people will like me or you know, I will get recognition from others around me.

So, most people are driven by either one or two of these motives. Sometimes you know certain behaviours are driven by power motives, certain behaviours are driven by achievement motive. But, generally there is a trend or there is there is some level of you know, predictability in terms of certain motives driving people's behaviour throughout their lifetime.

For example, some people all the behaviours are driven by power motive. You know whatever they do they do it to gain more control for. Some people it is achievement motivation whatever, they do is to be the first in that league for. Some people it is affiliation motive whatever they do they do it because, they want to be liked by others. Like I said sometimes it can be combination of one or two of these motives.



The slide features a green header with the title 'Intra-personal conflict as a motive' in white text. Below the header, a list of conflict types is presented with green circular bullet points. In the bottom right corner, there is a small video inset showing a man in a light blue shirt speaking. The NPTEL logo is visible in the top right corner of the slide.

- Role conflict
- Goal conflicts
 - Approach-Approach
 - Avoidance- Avoidance
 - Approach-Avoidance
- Frustration

So, these are like personality you know so, many a times you are driven by either one of these motives ok. Apart from you know need for power affiliation and achievement, negative factors can also lead to or can also drive people's behaviour.

For example role conflict; role conflict means, when you have multiple so, this issues are more appropriate in work context. So, role conflict is when there is a conflict in terms of doing multiple roles, you know you are you are performing a job. And the demands from this jobs vary from different stakeholders who are associated with you. Your boss expects you to do certain things your subordinate expect you to do certain things. And you know your peers expect you to do different things.

So, same role different people expect different things from you. So, it can be very conflicting. So, this is intra-role conflict same role different expectations are there. There are certain conflicts in role conflict which can happen because, of you play multiple roles. And each of these roles have conflicting demands.

For example, you play a role of parent in your home also you play a role of you know manager in your office. So, demand from one role will affect performance in other role. So, it can be in inter-role conflict also. So, these are broadly classified as role conflict.

So, how can role conflict drive people in or in how role conflict can influence workplace behaviour? So, when you have role conflict especially intra-role conflict, same role different expectations are there. It will lead you to prioritise what is important for you, which stakeholder is important for you? It will help you to question you know what actually this role entitles or what actually this role is or what is expected from this role ok?

So, these kind of conflicts will push you to seek answers. So, this is similar to cognitive dissonance, if you remember we spoke about cognitive dissonance in attitudes chapter. So, when there is confusion it will push you to seek answers and find out better ways of doing things. So, this is about role conflict there is something called goal conflict.

Goal conflict means there are different goals, at different points in time we are we have different needs. We have different sets of goals to achieve.

So, when these goals are conflicting, then it is called goal conflict. For example, even within goal conflict there are three types of goal conflict. In approach-approach conflict both the goals are positive in nature, you like to achieve both the goals ok.

For example, you know very simple example, you know you are you are you are watching a television ok. And there are live two live matches happening one IPL 20 live match, another is a tennis Wimbledon match. And you like to watch both and you want to watch it live ok.

So, this kind of choice between two goals is called approach-approach goal conflict because, both of them you like to do ok. Or another example can be you are a final year student and in job placement, you get two jobs both two job offers both of them are equally attractive ok.

So, what which one will you choose. So, this is approach-approach conflict. avoidance-avoidance conflict means there are two goals, which you want to avoid both of them you

do not like, but you have to choose one ok. So, things like there is a very important deadline you have to perform.

And also there is a demand in your house some emergency in your house, you need to pay attention to both. Both are equally important, but both of them you do not like to do which one will you avoid. So, this is avoidance-avoidance conflict.

Approach-avoidance conflict is one is negative one is positive. For example, there is some crisis at home at the same time you know there is a very important event in your life which you are expecting for a very long time ok. So, one thing which you like and one thing which you do not like, both of them are the same simultaneously you know, which represent simultaneously you have to choose one. So, which one will you choose.

So, these are the three types of goal conflict. So, I will quickly summarise what is goal conflict? Goal conflict means there are two goals in front of you or two options in front of you, you have to choose one. And both of if both of them are positive it is approach-approach, both of them are negative it is avoidance-avoidance, one is positive one is negative which is approach-avoidance. So, the pressure is you have to choose one.

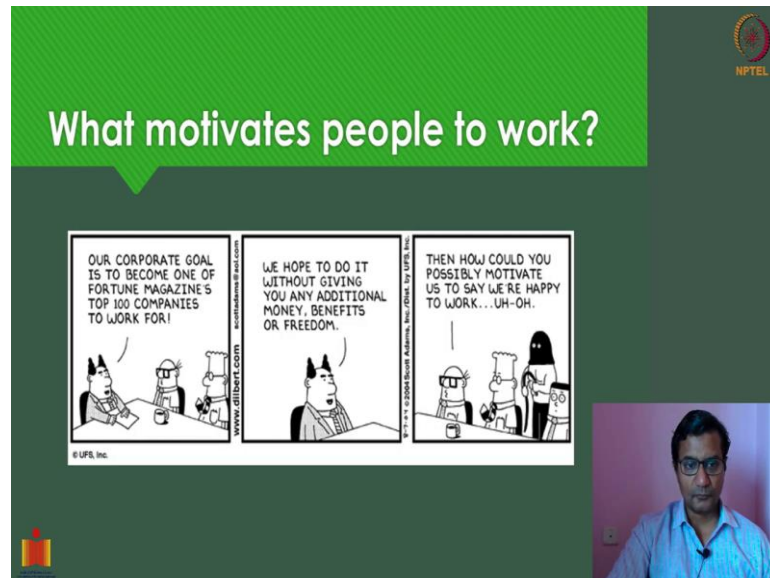
So, when these conflicts happen goal conflict it will drive your behaviour because, again it will help you think and understand what is important for you in your life. So, this pressure of making decisions, if you use it well it will give you clarity in terms of your value system. If you remember I was talking about value system, in one of those chapters. value system means what is important for you in your life.

Another important negative situation which can lead to which can be a powerful motive is frustration ok. So, frustration is when you are moving towards a certain goal. If you remember we spoke about frustration and aggression chapter you are moving towards a certain goal, but there is a barrier something stops you from achieving that goal. And when there is a barrier you get aggressive.

If something stops you from achieving your goal, normal reaction is you get aggressive. But, when you use that aggression in a better way, you will find out creative ways of overcoming those barriers ok. So, when you use your aggression positively when there is a frustration, you find out new ways of doing things. In fact, many of these creative

innovations happen, when there is an unexpected barrier or unexpected challenge which happened ok.

So, if there is no challenge if you can directly achieve your goal, there is no you know there is no interest in or there is no challenge in life is not it, there is no flavour in life. So, frustration can also be a powerful motive which can make people creative in workplace ok.



What motivates people to work?

OUR CORPORATE GOAL IS TO BECOME ONE OF FORTUNE MAGAZINE'S TOP 100 COMPANIES TO WORK FOR!

WE HOPE TO DO IT WITHOUT GIVING YOU ANY ADDITIONAL MONEY, BENEFITS OR FREEDOM.

THEN HOW COULD YOU POSSIBLY MOTIVATE US TO SAY WE'RE HAPPY TO WORK...UH-OH.

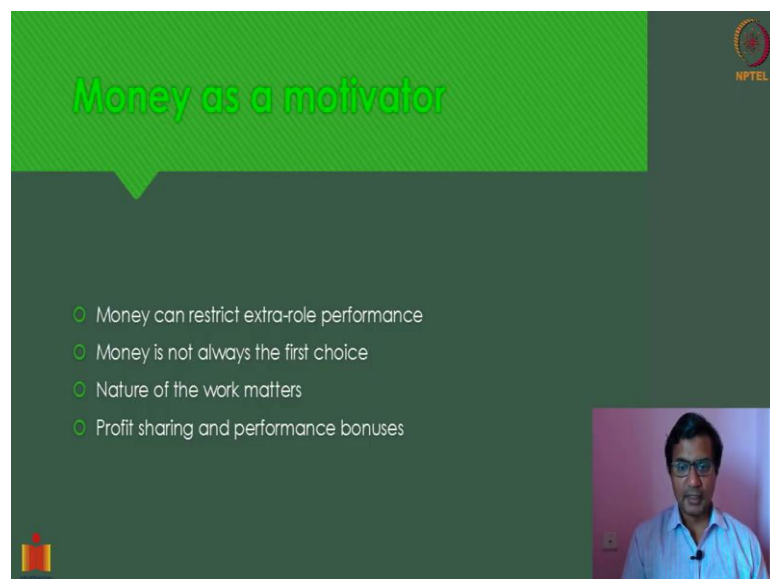
© UPS, Inc.

www.dilbert.com

NPTEL

A video inset in the bottom right corner shows a man with glasses and a light blue shirt speaking.

So, what motivates people in workplace? So, there are different things we can think of; money, very obvious factor can be money or your materialistic rewards, it can be the nature of the job. It can be a good boss; it can be a good working environment.



Money as a motivator

- Money can restrict extra-role performance
- Money is not always the first choice
- Nature of the work matters
- Profit sharing and performance bonuses

NPTEL

A video inset in the bottom right corner shows the same man from the previous slide speaking.

It can be you know the status you get because, you work in that organization so, there are many factors. So, out of these many factors one thing which immediately comes to people's mind is money. In fact, in the beginning of this chapter we discussed about money as a motivator and why it cannot be considered as a sole motivator.

So, now we will look at some of the other interesting arguments, which talk about why money cannot be the sole motivator. And also what are the problems in using money as the only motivating factor. The first important point or problem with using money as a motivator in workplace is, money can restrict extra role performance, which means when you quantify all the behaviours in workplace. And attach a reward to it then, it became a problem or it can lead to unwanted consequences.

So, I will explain this with an example ok. So, in workplace there are two types of performance in role performance and extra role performance. In role performance means written down things. So, there are certain things written down in terms of your job descriptions.

So, these are the things you have to do extra role performance means certain things are not written down. But, you are expected to do it or if you do it people will appreciate you or people will consider you to be a good employee ok. For example, helping the co-worker or conserving organizational resources even though it is not a rule.

For example, after the meeting it's not your job to switch off the lights before you leave ok. So, there is someone who will do it. But, you are doing it after the meeting you ensure that all the lights are switched off A/c is switched off things like that. Or if you, you go to a toilet in the office restroom in the office and there is a tap leaking.

It's not your role you know you do not have to worry about it. But, you are putting some effort to make the tap proper or informing the right person. So, that immediately they will come and rectify it.

So, these are all extra role performance, nobody will punish you if you do not do it ok, but they are good. These are small acts which helped for the organizational effectiveness and long run. Let us say you are measuring all these external performances, which are very important for the organization and rewarding them ok.

You are paying or you are rewarding people through materialistic ways, for their being good kind of behaviour, you know for their good behaviour will it improve good behaviour? In fact, research says it would not because, many a times people do these acts of noble or many a times people do these noble things because, they get internal satisfaction. And if you link an external reward to it that internal satisfaction comes down.

One, they we will think somebody is putting a number to my being noble or my noble behaviour ok, for my a good behaviour. Two people start expecting this time I did they gave this much next time, if I have given less I will feel bad then, I will think why should I do it ok. Intrinsic motivation comes down when you attach an external reward to a behaviour ok.

So, it is better to leave those things to internal motives feeling satisfied, feeling happy, instead of paying them to do that that is one important thing. Second thing is money is not always the first choice. Many a times people do certain things not because, they get money because they feel happy about what they are doing money is secondary ok.

For example, when you know you do something good. Your performances like excellent. More than money that feeling that you are done something good or your performances excellent, makes you feel happy. So, again it is intrinsic motivation, money is an extrinsic motivation satisfaction is intrinsic motivation.

So, intrinsic motivations are better motivators in long run. But, I am not saying do not pay money. You pay money at the same time do not cut down or do not stop an opportunity or do not deny the opportunity for this intrinsic satisfaction of the employees.

And nature of the work also matters. So, beyond a certain point people prefer to work in a certain organization or in a certain role because, they enjoy doing. It may be initially in your career you may choose a job because, it is it is paying you well. But, beyond a point pay may not make a difference you know a pay difference of certain thousand rupees, will not make a difference in terms of you know in terms of performing that job.

What will matter is? Whether the job will make you happy will make you perform to your fullest will give you opportunity, to use your skills all those things matter. And if

you have to use money as a motivator, instead of you know just giving them a bonus, things like profit sharing performance bonuses will work better. Instead of just saying take this money because, you have performed better.

Instead of that, profit sharing it is again relabelling money, you know you are doing it in a way that people feel they are part of the organization, when you share profit it's not just the money which motivates people. The idea that I am also an equal part of this organization, you know profit sharing makes people feel they are owners of the organization, employees also feel they own the organization.

Similarly, performance bonus is seen as fairness you know I have performed this much. So, I am getting this reward. So, my organization is fair. So, money should create a sense of belongingness and also sense of fairness, only then it will work as a sustainable motivator in work context ok.

So, I will stop here in the next lecture, we will talk about theories on motivation. Till then take care see you in the next lecture.