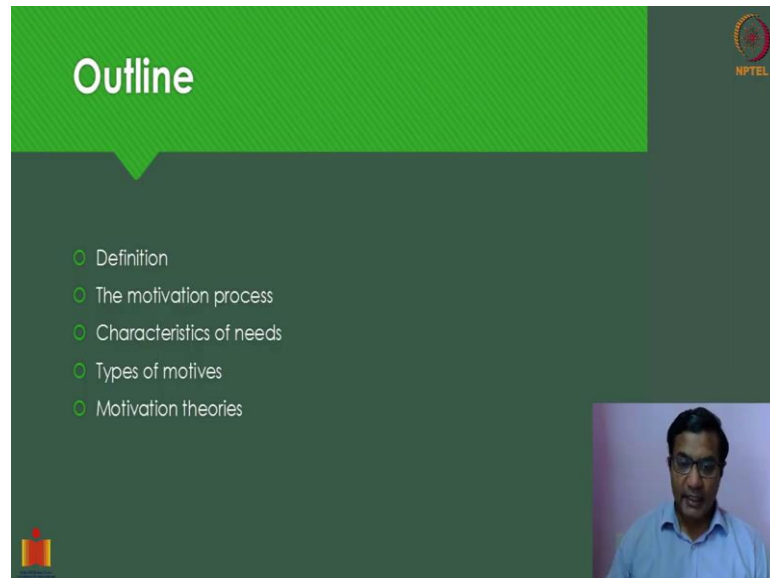


Organizational Behaviour
Dr. M. P. Ganesh
Department of Liberal Arts
Indian Institute of Technology, Hyderabad

Lecture - 28
Motivation

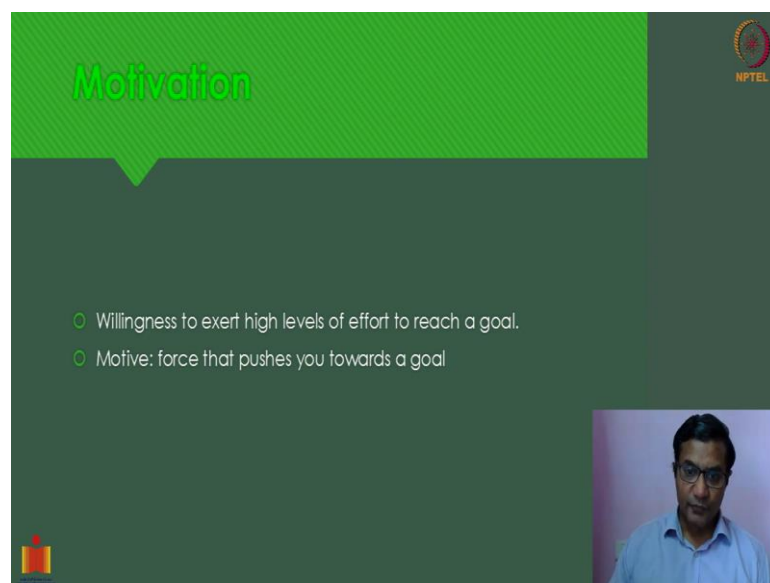
Warm welcome to this lecture series on Organizational Behaviour.



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

We are in the chapter on Motivation and this is the 3rd lecture in this chapter. Now, I will quickly summarise what happened in the previous lecture.



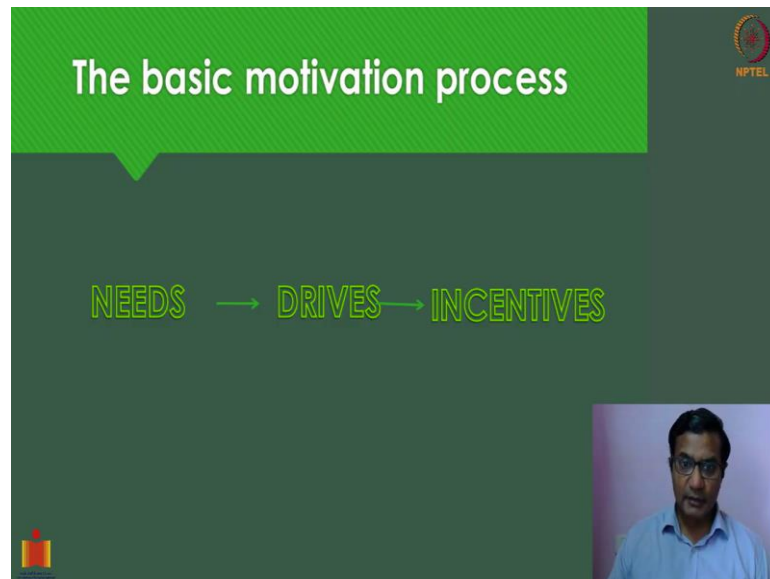
The slide features a green header with the word "Motivation" in white. Below the header, two bullet points are listed in white text on a dark green background. A small video inset in the bottom right corner shows the lecturer, Dr. M. P. Ganesh, wearing glasses and a light blue shirt. The NPTEL logo is visible in the top right corner, and a small icon of an open book is in the bottom left corner.

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

We defined what is motivation.

The basic motivation process

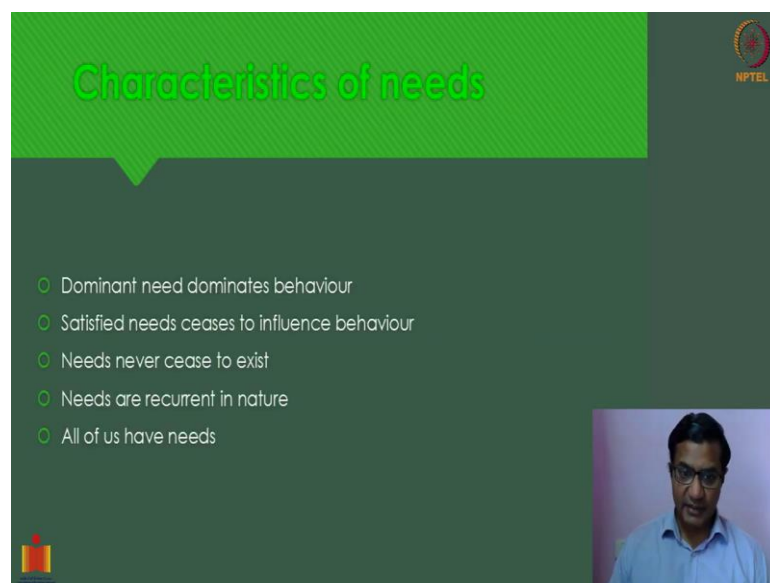
NEEDS → DRIVES → INCENTIVES



We also looked at the basic motivational process. So, every behaviour is driven by a need.

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



When need is satisfied, that particular need stops motivating a person. But we have multiple needs and whichever need is dominant on that point in time drives the behaviour and needs cease to exist. So, need as a powerful motive drives our behaviour. So, this is one important fundamental concept you should understand.

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 types of motives. Motives means reasons behind a particular behaviour. So, these reasons or these factors which contribute to behaviour can be classified into three types; primary motives which are inborn or physiological motives, general motives are partially inborn and partially social, secondary motives are motives which we learnt from the society around us.

Psychological motives



- 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



We also looked at some concepts, some information about what are the psychological motives and how it influences our behaviour.




Intra-personal conflict as a motive

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



We also looked at conflict as a motive. So, motive not necessarily means a positive thing which drives behaviour; sometimes, it can be a negative irritation or irritant which can drive behaviour.

What motivates people to work?



So, we looked at what are the different types of conflicts which can drive behaviour.

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

We also looked at money as a motivator. We discussed about the pros and cons of using money as a sole motivator in the context of workplace. So, one important aspect of this using money as a motivator is you use money as a sole motivator, it can also become a demotivating factor or it may make people unhappy, if you just use money to motivate people.

So, it needs lot of knowledge about the person and also the context, the behaviour which you want to motivate. So, all these understanding can help us frame or design a mythology, where we can combine different factors along with money to motivate people.

For example, let us say you are you are appreciating somebody's voluntary behaviour. You cannot just like that give money and say good job and we expect more from you. Because many a times if you pay people for voluntary behaviours, they may not exhibit it in the next time.

So, instead just giving money, you can give them some material which they like you know maybe a book or maybe a you know medal or maybe a gift voucher and also, write a letter or a certificate saying that 'thank you very much for doing this; please accept our reward or please accept our token of gratitude' ok. So, you can give money, but you need to ensure that it is given in the right way, in the right time ok.

The slide features a green header with the title "Motivation theories" in a light green font. In the top right corner, there is a small circular logo with the text "NPTEL" below it. The main content area is dark green and contains two bullet points, each preceded by a small white circle:

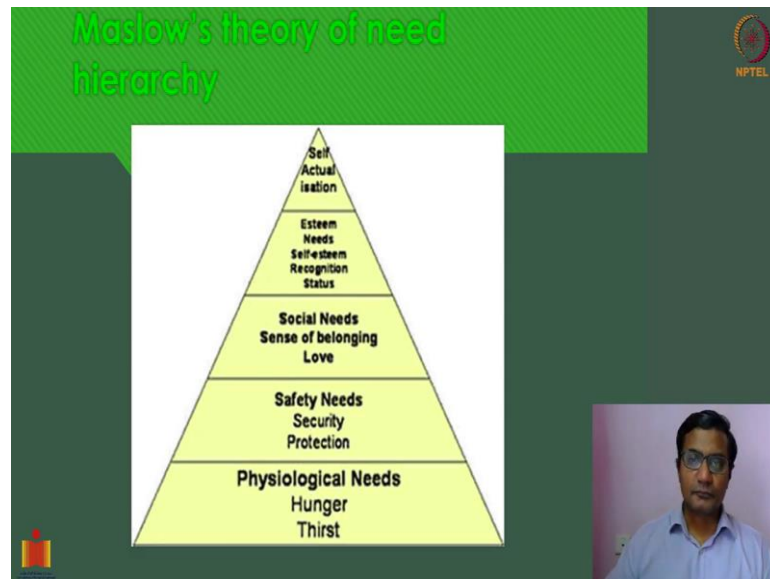
- Content theories: what motivates people?
- Process theories: How do people get motivated?

In the bottom right corner, there is a small inset video frame showing a man with glasses and a light blue shirt. In the bottom left corner, there is a small logo of a book with a red flame above it.

This is what we saw in the previous class. So, till this point, these are some of the things we discussed in this particular chapter. Now, we are going to talk about theories of motivation. When I say theories, theories are nothing but frameworks or certain principles which we can use to understand people's behaviour. So, here in motivation theories, we are trying to see what motivates people or how motivation happens or what is the process of motivation and things like that.

So, broadly these theories which we are going to look at can be classified into two types; content theories and process theories. So, content theories mean theories which talk about what motivates people; is it money or is it appreciation or is it relationships, so what motivates people.

Another way of looking at motivation is how people get motivated or if money is not a motivator, why it is not a motivator or if you have to use appreciation as a motivator, how can you use or in what ways can you use appreciation as a motivator ok. So, broadly motivation theories can be classified into content theories and process theories.



So, we will look at some of the content theories first. Maslow's theory of needs or Maslow's hierarchy of needs is a very popular theory. In fact, this theory is widely used not just in organisational behaviour context, but also in you know other contexts in psychology, counselling psychology, you know social psychology.

So, in many contexts we can use this theory. So, if you remember in one of our earlier chapters, we looked at humanistic theories or theories we spoke about or which looked at human behaviour from a humanistic point of view. In the first chapter, we spoke about how Hawthorne studies helped psychologists look at human behaviour from a very humanistic point of view.

So, Maslow's theory is one of those earlier theories in humanistic approach which looks at the element of human behaviour and also, believes that humans have a choice, instead you know instead of just manipulating human behaviour, people can make choice what kind of behaviour they want to exhibit ok. So, like the name suggests need hierarchy, Maslow proposes a hierarchy.

Hierarchy means different levels and each level has an increasing level of importance ok. So, according to Maslow, all of us have needs. If you know for even in the previous slide, we saw we all have needs and needs, we prioritise needs based on that particular situation things like that.

So, Maslow is also talks about needs. We all have needs and our behaviour are driven by needs. At any given point of time, even though there are many needs; at any given point

of time, only certain needs motivate individuals and this model is called a hierarchy because once a certain need is satisfied or a person's, person is satisfied at one level, he or she moves to the next level.

So, once you get satisfied that particular thing will not satisfy you after that. You will move to the next level. In the next level, again you know if you are fully satisfied, you will move to the third level. Similarly, you know there are five levels proposed by Maslow.

So, the basic level is physiological needs. The fundamental need of every human being is food and water. So, you know we all when we get hungry, we seek food and you know thirst is also a powerful motivator.

So, we all fall in that category, but once we are satisfied at that level ok, again it is not like every time you go to that level, it is not like every time you get hungry, you go to the basic level, it is about your capacity to fulfil that need. Let us say you have the capacity to fulfil that need. You are not poor you know.

So, if you are in this level, if you are not able to satisfy even the basic need of hunger and thirst; then it means you are poor or you are living in a very you know underprivileged condition.

The condition is like very bad because either you are poor or because of external conditions like war or you know social unrest and things like that, otherwise many of us I am not saying most of us; but many of us, we have the capacity to fulfil that need. It is not like we would not get hungry. But if you are hungry, we are not scared; we are not scared about whether we will get the food for the next meal or not ok, many of us.

So, once you are economically satisfied at this level, you are economically capable to fulfil your hunger and thirst, whenever you feel that need, you move to the next level ok. So, you are no more poor; you are not extremely poor. So, once you have food and once you have the capacity to fulfil that need, the next need is Security and protection.

You need a house or you need a place to stay ok. So, till that point, you will not if you do not have food, you will not look for house or you will not look for a place to stay. Let us

say you are lost in a forest ok; you do not have the capacity to money would not work there ok. So, what will you do? You will search for food.

After certain point when you are hungry and thirsty, you search for food; you will not search for a place, where you can stay protected. The first thing is hunger and thirst, once it is satisfied you move the next level. You look for a place to hide or the place to stay, where you will not be physically harmed.

For humans, it is also to some level psychological safety which means you have people who can help you when you are in risk or when you are in danger ok. So, you move to the next level which is security and protection need and you are driven by that need ok. So, you will search for ways to be feel secure and protected ok. So, you will look for resources. So, that the security and protection will stay there for ever ok. The second level is satisfied and we will move to the next level.

Human beings, once their safety needs are satisfied, they move to the next level which is Social need. So, till here it is sort of biological needs; this physiological and safety both are kind of you know you want to protect your body and want to live. So, those are sort of basic needs.

From third level, it becomes social needs; they are higher level needs. So, once you have food, once you have once you have the capacity to get food, once you have capacity to have a place to stay, the third need is you need people, you need people to love you, you need people to be friendly to you, you need people to talk, you need to people to share your concern, you need people to show your love and also, get love from others ok. So, all these friendships, intimate relationship, parent child relationship, all those things form this category third level.

So, even workplace, you know we seek relationships ok. So, I am talking about generally how people are driven by needs, let us look at it from work context. So, let us say you are a fresher and the job, job market is very bad and there are like very few jobs available, there is a placement happening and you are sitting for placements, after your college ok; campus placement and there are very few jobs.

So, instead of not having a job, at least some job you will take; is not it? Even the basic if they are giving very minimal amount, but that amount you can manage. So, you will take

that particular job, but if there is a different option, then you look for a better option, that is the different story. Let us say this is the only option available, you will take that job.

So, once you have that job, you will try to get job security or you know you want permanency in the job; you do not want people to fire you at any given point in time. Job security does not mean that you want to be there forever; job security means there is some level of certainty in terms of you know you can decide when to leave ok, it is not like they will decide when you should leave, they would not fire, but you can decide to quit. So, that is job security.

Once you have job security, what you will do is you will look for friendship. You know you in workplace, you need colleagues who treat you well, you need a boss, you will look for a boss or you will demand or you will you know your boss, you will expect your boss to be nice to you ok. So, all those things are social needs.

Fourth level is even one level higher which is esteem needs and recognition needs. So, you will expect others to respect you. So, in third level it is acceptance ok, social needs is you need acceptance of others; but the fourth level is respect, you need people to respect you.

You know they you want them to treat you with respect and with some level of status, you need a you know of certain level of recognition from people ok. So, which is slightly higher than belonging needs. Esteem needs are also about self-esteem needs. The fourth level is also about self-esteem; you want to do something in your workplace which will make you feel happy about it and you want to do your work in a way that people will say ok, if for this particular job, this person is the best person or he or she is a best teacher or a best manager.

So, you want to become the best; you want people to consider you as best. So, for example, in normal social life, people at this level will try to do you know philanthropy, they will give money to others, they will feed poor people, they will help them in order to feel recognised in order to feel respected in the society.

So, this is self-esteem needs. The next level is the highest level is Self-actualization need. Self-actualization is you go to in fact, Maslow also is not very clear about how to explain

this level; but this is like you go to a level, where nothing drives you except the joy of doing that particular task.

So, this is like in eastern philosophy, we talk about karma yoga, you know in Hindu philosophy people talk about Bhagidar. There is this thing about karma yoga; karma yoga means you do certain thing just for the sake of doing it, not because you will get something in return, not even you know you will get recognition ok. So, but in other stages people will do things because they will get things in return, like some money to satisfy their hunger, thirst that is a first level.

Second level people they do certain things because they will feel secure, they will feel protected, that is second level. Third level is they are doing certain things because they are driven by love people will like them if they do it ok. Fourth level is they are doing certain things because they will feel happy about themselves, because you know it gives a certain kind of respect in the society.

But fifth level is you do not even expect respect from others, even from for yourself you know like proud of yourself doing that, you are doing it for the sake of doing ok. So, that is what is self-actualization and why it is a triangle? Why not just you know a ladder? It is a triangle because very few people go to the top.

If you see at the top, the area of the top level self-actualization need is smaller than other levels ok. So, there are many people who stay at the bottom level because for many people even the basic needs, it is very difficult to get satisfied. Second level, there are even more few people than physiological needs. Third level even more fewer needs. Fourth level very few people reach there. Fifth level self-actualization very few people reached that level. Most of us in workplace you know we are in either let us say you have job security, we are either in social need or esteem need ok.

So, in esteem need you do not need people to like you, you want people to respect you; this is like a strict teacher or a teacher who does not do things just to satisfy their students, he or she wants to teach so that he wants to be the best in that area ok. Self-actualization is even not even that you know I do not want to be best in the area, but I enjoy teaching, you know I really like what I am doing.

Even if people do not praise me, I do not care; even if nobody you know recognises my effort, I do not care that is the last level ok, very few people go to that level. So, this is broadly Maslow's theory of need hierarchy, but there are also some criticisms about this theory.

One important criticism about this theory is according to Maslow, only when certain need is satisfied, you go to the next level. So, if that need is not satisfied, you would not go to the next level. So, the criticism here is poor people do they not have the need for friendship. So, you do not even have food; according to Maslow, it means you would not look for friendship which is not true.

In fact, there are situations, where people forgo their physiological needs to achieve something higher; is not it? Like sports people and all they diet, they you know try to put themselves to risk to achieve something very high.

So, it is not true that if one level of need is not satisfied, you will not go to the next level; people jump from one level to another level also ok. So, even without satisfying or even without having been fulfilled at the basic level, people move to the higher levels. You know in fact self-respect. So, if you take Maslow's theory is literally poor people does not expect respect, not true is not it? Even everybody has self-respect, even if you do not have food, people look for self-respect and recognition. So, that is one criticism.

Second criticism is even at any given point you can have multiple needs also; you might be looking for safety and security needs, at the same time you can also have self-esteem needs, did not be strictly a hierarchy ok.

So, these are some of the criticisms of Maslow and also self-actualization, Maslow is not able to define what is self-actualization in a very clear-cut manner. So, it is like very philosophical. So, he is defining it in a very philosophical way and also, scientifically testing this model is difficult. You know there is no scientific evidence to say this model works or this model applies for human motivation ok.

Anyway, there are limitations, but one important implication of this model is in is in workplace; especially in workplace, you can use this model to motivate people ok. You can understand which level this person is in, accordingly you can use a certain kind of a motivating factor ok.

For example, if somebody is in esteem need, you cannot tell them I will pay you more. You know the argument we had about money as a motivating factor, you cannot use money as a motivating factor for someone who has reached a level, where they do not care about money, they care about recognition. You know it is not about how much you pay me; it is about how well you treat me in my workplace ok.


So, beyond a point money does not really motivate people, it is all about how you treat them or how you make them feel about themselves in the organization that is what works. You know the recognition you show to people, the kind of status you give people, all those things matter.

For example, you know if you see very small things like you know having a exclusive parking space. So, many of these big high level managers, they will get exclusive parking spaces on. Specifically allotted parking spaces, in terms of financially, it may not make a difference, but you feel proud that you know I have a exclusive place, where I can keep my car; you know this is my space. So, that gives you a sense of respect ok.



Similarly, maybe if you are a fresher in a job, you cannot tell people that you know you will get a job, where you will feel respected. You can better motivate people, but more than that if you tell them see this job secure, job you will be paid well, you know it is a very conducive workplace, a lot of opportunities to learn.

So, that will motivate people rather than saying this is a very valuable job ok. So, to some extent Maslow's theory is very true in organisational context and many people use this theory to reward employees in workplace. So, HR, this is a very useful theory ok.

What motivates you at work?



1. An interesting job
2. A good boss
3. Recognition and appreciation for the work I do
4. The opportunity for advancement
5. A satisfying personal life
6. A prestigious or status job
7. Job responsibility
8. Good working conditions
9. Sensible company rules, regulations, procedures, and policies
10. The opportunity to grow through learning new things
11. A job I can do well and succeed at
12. Job security



So, we move on to the next theory. So, before that just look at this list ok. I have given a list of things which people encounter in workplace and in their job. Just look at it and see which one of them you consider to be important in your work ok. Just have a quick look and see out of this how many of them do you think are important, if possible try to rank them which is more important ok.

So, I will stop here because with this list we are going to; so, if you just think about this list, I will explain why I showed this list in the next class. So, we want to talk about theory which we going to talk about some of these characteristics and how they motivate people in workplace ok.

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