

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

**Lecture - 31**  
**Organizational Behaviour – Motivation**

Welcome to this lecture series on Organizational Behaviour. We are now 7th chapter on Motivation and this is our last section of this chapter.

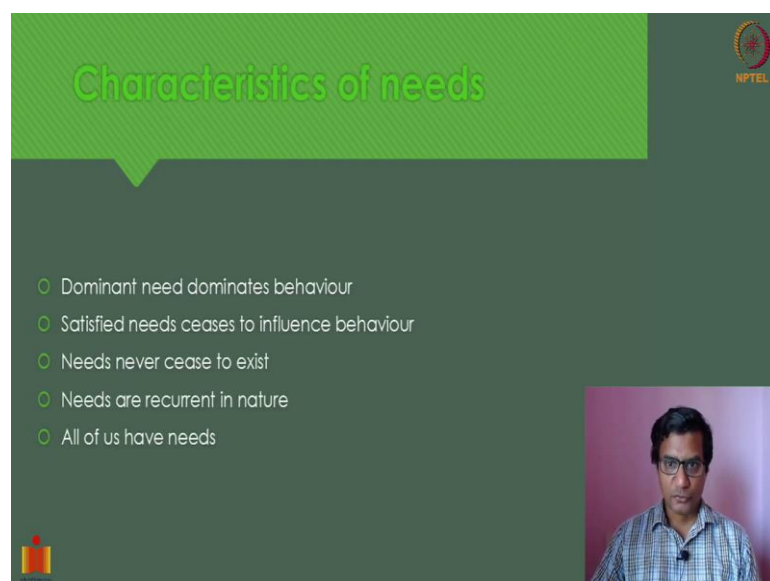


**Motivation**

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

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I will quickly summarize what happened in the last few classes. We defined what is motivation.



**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

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## Types of motives



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



## 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



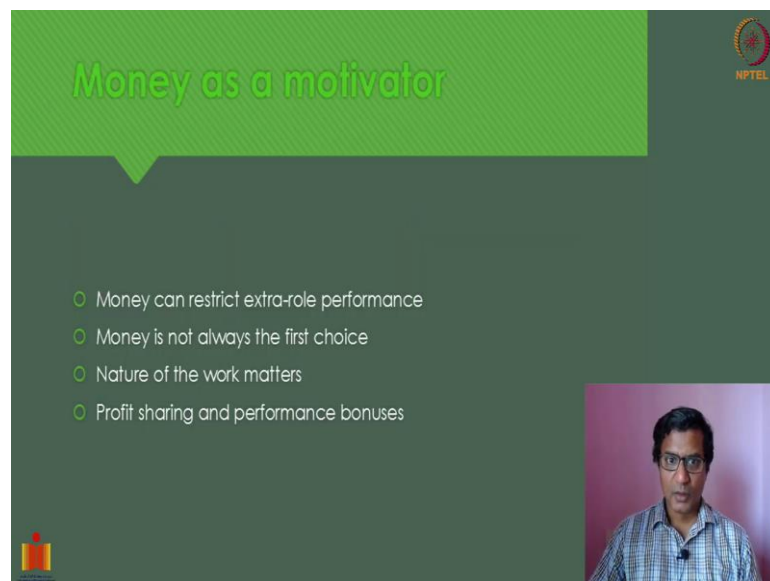
## Intra-personal conflict as a motive



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



We looked at how motivation works, we also looked at what is meant by needs, motives, what are psychological motives and also conflict as a motivating factor.

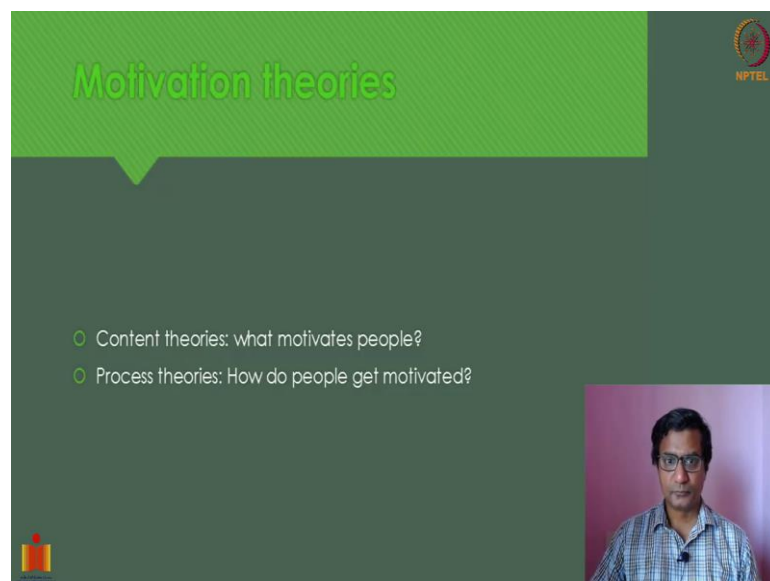


**Money as a motivator**

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

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And, how money cannot be a sole motivator in workplace and also, we looked at many theories in work motivation.



**Motivation theories**

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

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## Maslow's theory of need hierarchy

The diagram shows a pyramid with five levels of needs from top to bottom:

- Self-Actualization**
- Esteem Needs**: Self-esteem, Recognition, Status
- Social Needs**: Sense of belonging, Love
- Safety Needs**: Security, Protection
- Physiological Needs**: Hunger, Thirst

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We looked at two kinds of theories; process theories and content theories. Content theories are theories which talk about what motivates people in which we spoke about Maslow's theory of needs.

## Herzberg's Two Factor Theory

The diagram illustrates Herzberg's Two Factor Theory with two main areas:

- Area of satisfaction (Motivators)**:
  - Motivators**: Achievement, Recognition, Responsibility, Work itself, Personal growth
  - Motivators influence level of satisfaction**
- Area of dissatisfaction (Hygiene factors)**:
  - Hygiene factors**: Working conditions, Pay and security, Company policies, Supervisors, Interpersonal relationships
  - Hygiene factors influence level of dissatisfaction**

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## ERG model of motivation

Clayton Alderfer's ERG Theory

Existence Needs      Relatedness Needs      Growth Needs

→ Satisfaction → Progression  
← Frustration ← Regression

We also spoke about Herzberg's two factor theory and also ERG Model of Motivation. So, these three models are content theories of motivation

## Vroom's Expectancy theory

- Expectancy
- Valence
- Instrumentality

We also looked at some process theories on motivation. A very interesting model called Vroom's expectancy theory in which we spoke about three different factors or three different levels in the process of motivation.

# Equity theory of work motivation

Adams' Equity Theory diagram - job motivation

Scales "calibrated" and measured against comparable references in the market place

What I put into my job: time, effort, ability, loyalty, tolerance, flexibility, integrity, commitment, reliability, heart and soul, personal sacrifice, etc.

inputs

outputs

What I get from my job: pay, bonus, perks, benefits, security, recognition, interest, development, reputation, praise, responsibility, enjoyment, etc.

People become dissatisfied, when they realize that their input-output ratio is not equal to that of their comparable others.

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We also looked at equity theory of work motivation which talks about rewards per se how they motivate people and how people look at equity in rewards. So, we looked at how when we get a reward, we compare it with ourselves which is how much input did I put and how much output did I get. And also, in the second level we compared this input output with comparable others. Comparable others means others who are similar to us who have also contributed more or less the same level as we contributed.

So, when this comparison is made, the first level of comparison where we feel that what we have got is less than what we have contributed, we feel dissatisfied. Similarly, when we feel that we have gotten more than what we have contributed we feel happy, but in long run it may create a sense of disconnection between our performance and the reward. We may think we are lucky which means our performance may not necessarily have a say on the kind of reward we get.

In the second level where we compare our input-output with others, input-output someone who is comparable to us, when we feel we have gotten less than what we have contributed, but somebody else have gotten more than what they have contributed which is similar to our level of contribution, we feel highly dissatisfied, we also feel unjust, ok. We feel that this is not fair because I also contributed to the same level, but that person has got more than what I have got, ok. So, it will lead to injustice.

We also looked at when we get more than others comparable others, we feel a disconnection between performance and reward. We feel maybe you know performance

does not matter, maybe other factors matter like being nice to the boss or being lucky or you know doing something which the management likes things like that, ok. So, that also leads to in long run lead to dissatisfaction, because we feel whatever we contributed it does not matter, you know it is all it all depends on other factors. So, this is what Equity theory talks about. In fact, this is where we stopped.

So, this theory is very important in performance management systems in organizations, because it talks about fairness and justice. So, fairness means this comparison you know I have been treated fairly. Justice means everybody is treated at the same level. If something if somebody does wrong, they will be punished; if somebody does right, they will be rewarded. So, this is what, is justice. You know my behaviour and the outcome, there is a connection.



So, there is lot of research in organizational behaviour which talks about justice in organization. In fact, there is a concept called organizational justice climate which means, employees in the organization feel the organization is fair and just or the organization treats its employees in a fair manner and in a just way, ok. There is justice in the organization.

This is not just limited to smaller social units like organizations. In fact, in larger social units like country or nation, we seek justice or we expect justice and fairness from the administration which is the government. So, you know if the same kind of behaviour is done one person is punished, but another person is not punished, so we will you know



we will feel unjust, we will feel there is injustice. We will lose our hope on the justice system

So, if people lose hope on the justice system, what will happen? Let us say traffic signals are not followed properly, ok. So, if somebody breaks the traffic rules, that person is let to go free, but I am like punished if I do the same thing or even without doing anything I have been punished, ok. So, what will happen? People will lose hope on the larger system and that will lead to you know chaos and confusion in the social system.

Similarly, in organizations when people feel the justice climate in the organization is not good or there is no; there is no methods to ensure justice is reinforced, then employees will lose hope on the organization. And then they will not perform, you know they will not feel motivated to perform in the organization. In the worst case scenario, it will lead to negative behaviours also. They will feel see any way you know if I perform also, I do not get any reward, so might as well not perform.

And, also you know they will try to I mean fairness is very less they will try to retaliate with negative behaviour. They may steal from the organization, they will break things in the organization. So, those things can also happen.

So, that is why organizational justice climate should be positive. So, when you say organizational justice climate or perception of organizational justice in the workplace what is important? So, organizational justice has three different types of justice; which means, justice is not just one you know whether I feel my organization is just or not depends on many kinds of justice, ok.

So, what are the different kinds of justice? The first and the simple most form of justice is distributive justice, which is similar to equity which means I have contributed this much and this is what I have got as a reward or this is what I get as my compensation for my performance. So, this is distributed justice.

So, when people feel the same equity theory, when people feel I have contributed you know this much, but I have received very less, people feel distributive justice to be low, ok. And, you know that will lead to low level of performance, it will lead to dissatisfaction and all those stuff. Procedural justice is similar to the instrumentality perception which we saw in Vroom's theory.



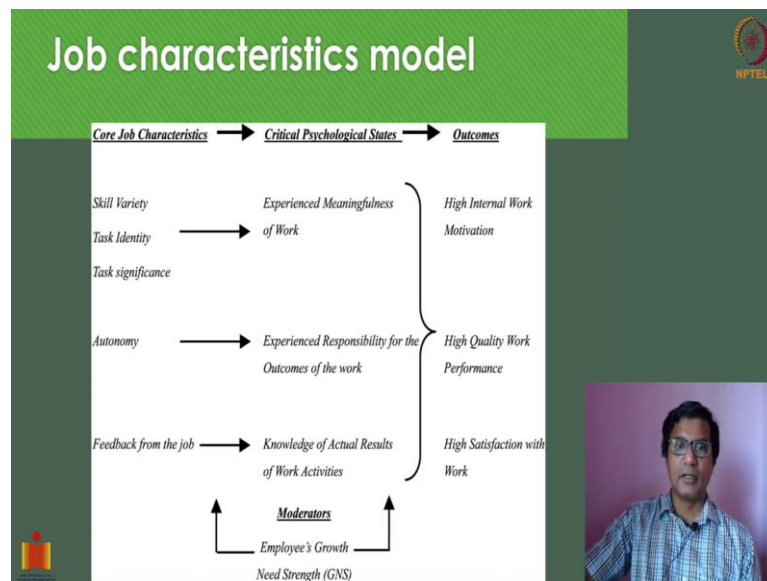
So, procedural justice means employees feel that procedures are clearly laid down, and the procedures are same to everyone. It is not like some people can take shortcut, ok. So, if a particular rule is reinforced, that rule is clear to everyone and that rule is same or which is followed irrespective of who you are, so that is procedural justice. So, rule should be clearly defined and rule should be reinforced similarly to everyone, ok.

So, for example, let us say rules are not clearly written. People do not know; what is the rule that also lead to lack of justice. Perception rules are clearly written, but there is bias. Some people are punished, some people are rewarded, some people are not punished; some people are not rewarded for the same behaviour. So, it will lead to low or less procedural justice perception in workplace.

The third justice perception is interactional justice. So, employees will look for interactional justice which means everybody should be treated similarly. When I say treated in terms of respect, showing respect, sharing information, all those stuff. So, which means some people are treated preferably you know some people are treated as if they are like you know gods, but some people are treated as slaves in the same organization.

Some people are given more information, some people are not given any information. You know people of same level and same role let us say managers. Some managers are given more information, some managers are not given enough information, some managers are treated with lot of respect; some managers are treated like you know they are not worth of any respect. So, that is interactional justice. So, if this you know disparity is there, employees will feel there is less interactional justice.

So, like I said earlier for an organization to be felt as or to be perceived as a very good organization in terms of justice climate, all these three justice elements should be high, ok. So, this is a very important motivating factor. In fact, if there is no justice, it will lead to dissatisfaction and employee attrition, employees will quit the organization.



So, this is another theory which talks specifically about how job can be a motivating factor, how to design a job, so that people are motivated by the job. So, if you have to connect it with the earlier content theory, you know the Herzberg's theory talk talks about this you know in Herzberg's theory, the motivators which is job related factors are these factors. So, understanding these factors or understanding how we can make a job an enriching job for employees is will make people motivated to perform better, ok.

When we say a job should be an enriching job, a job should make a person happy or meaningful. What does it mean? So, a job an enriching job should have five qualities. The first quality is Skill variety. If a job makes a person use many skills, ok. So, the job requires many skills to be performed or if you want to perform well in that job, you should you should have many skills. So, that is skill variety.

For example, jobs like teaching job or jobs like a; jobs like doctors, they need many skills, not just technical skills. They need interpersonal skills, they need management skills, they need social skills, they need some amount of you know knowledge about different fields, not just their own field; so, this is skill variety. Similarly task identity, task identity means if I perform a job, I should be able to clearly say this is what I have contributed or this part of the job is done by me, you know especially in organizations when jobs overlap.

I should be clearly say this part is what is my contribution, ok. I should be able to identify and say this is what I have done in the range of many jobs, others have done.

You know in team work you should be able to clearly identify this is my contribution that is task identity. Task significance is the task is a significant job. When I say significant task which means, which contributes to many things or people respect that particular task, ok. So, the task should be able to have high impact on many people.

So, skill variety is that particular job should help me contribute or use many of my skills ok. So, what will happen if the job is not using all my skills, ok? It uses only fewer skills, I will get bored. So for example, I am a teacher; I know I have undergone lot of training as a doctor in terms of many skillset, but I am using only fewer skill set my job demands, only fewer skill sets. I will feel bored after a certain point in time.

So, skill variety when skill variety is less or when the job demands only fewer skill sets from the employees, the employees will get bored after a certain point in time. Task identity you know I have contributed a lot in my job, but I am not able to pinpoint and say this is what I have contributed. I will feel less recognized, ok. Task significance; the impact of my job on people is less or the impact of what I have done as my task is not considered to be important in my organization, ok. I will feel insignificant you know I will feel I am not important.

So, if all these three things are there; skill variety, task identity and task significance, I will feel my job is more meaningful, ok. I will feel what I am doing is something which is impactful or purposeful, it has a purpose; it has an impact. So, if that sense of meaningfulness is there, I will feel highly motivated. You know if my job is more impactful, I will be happy to contribute more, I will have high motivation. So, these three things lead to meaningfulness which will lead to internal motivation.

Second, so when I say internal motivation, it means even if there is no reward, I will be happy to work, that is internal motivation. Second category is autonomy. Autonomy means I have freedom to decide how I can do my job or in what ways I can complete the task. Autonomy in terms of how I do it, how you know in what ways I do it, in which timeframe I do it.

If I have enough freedom; autonomy is freedom, if I have enough freedom I feel responsible to the outcomes, I will feel you know more responsible for fulfilling that task. So, if that sense of responsibility is there, my quality of work performance will increase. So in other words, if you give freedom for employees, they will feel more

responsible to give the results, ok. The third category is feedback from the job. So, my job should also have mechanisms to say how well I have performed in the job.

So, I have contributed so much, but I do not know whether I have performed well or not, whether you know what I have done is correct or not, it may lead to demotivation. So, if my job itself has some feedback mechanism where I get routine feedback, I get you know feedback at every given point in time about my performance, how to improve my performance, I will feel that you know my performance has contributed to better fulfilment of that job which will lead to high satisfaction with the work, ok.

So, if all these five qualities are there, it can lead to sense of purpose which is meaningfulness in the job which will lead to high internal motivation. Autonomy will lead to more responsibility or sense of responsibility. I will feel I am responsible for what I am doing. So, quality of work, performance will increase. If I get constant feedback I will feel what is where I can correct and I will know how my performance has led to results and I will feel more satisfied with the work.

So, if all these five things are there, employees will feel very motivated, highly motivated to perform a job. But, again it is not true for all employees. It is true for employees who have high growth needs, which means employees who are like who wants to grow in their career you know for those kind of employees.

They expect their jobs to have all these five qualities. So, if the jobs have all these five qualities, they will feel more meaningful in what they are doing, they will also feel sense of responsibility, they will also feel you know their work is contributing to the job which will lead to internal motivation, quality of work and high satisfaction, ok.

So, this theory is very important in designing jobs you know how to design a job which provides skill variety you know how in certain ways we can identify people's contribution to that particular task and also how to increase a sense of task significance, how to design job which gives more freedom to employees, how we can have mechanisms where we can have you know routine feedback mechanisms for employees.

So, all these things can be understood and designed in a way that employees feel that their jobs are highly enriched which will lead to high level of motivation, satisfaction and

quality of work. So, these are the theories which I wanted to discuss in this particular chapter which talks about both content and process involved in motivating employees.

**Summary**

- Tailor made reward systems
- Job as the motivator
- Importance of equity and fairness
- Role of job enrichment

Just to quickly summarize the entire chapter in terms of what these theories spoke about. First, we should tailor make, we should reward or we should create reward systems which are tailor made which means, it is not like a one particular reward system or one particular reward will motivate all the employees.

So, we should create reward systems which will motivate people depending on which stage are they in, which age are they in, which level are they in, what kind of jobs they are doing.

So, many factors decide what will motivate employee. So, we should consider all those things and tailor make reward systems. Two, for most people job itself can be a motivating factor. So, Herzberg's like Herzberg's theory talks about motivating factors, so you can give better salary, you can give better working condition, but ultimately the job is what matters.

So, we should be very clear about how to design jobs, the role of job enrichment. And, also most importantly when you design reward systems, you should make employees feel they are, there is high level of equity and fairness. So, when employees feel the reward systems are not fair or there is no equity, so whatever reward you give, people will feel dissatisfied. And, they will not see the connection between their performance and reward.

So, I will stop here. So, this is the end of this chapter on motivation. The next chapter we will so in fact we are moving towards the next stage of our organizational behaviour. So, till now whatever we saw is individual related dynamics.

So, as an individual what are the factors which involve personality, attitude, emotions, motivation and things like that, the next stage of our OB course is going to be about interpersonal between people. It will be about communication, group decision making, team dynamics and things like that. So, I will stop here. We will meet in the next class on a chapter on interpersonal dynamics. Till then take care. See you in the next lecture.