Managerial Skills for Interpersonal Dynamics
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Lecture-35
Work Motivation-II

In the last session we had talked about the a motivation, motivation intrinsic motivation and extrinsic motivation and now we will take further this particular session on motivation because unless and until there is no motivation there will be no willingness to have a good relationship at the work place. And for this purpose we will talk about now the theoretical concept of the motivation. Yesterday, we have talked about in the last session about that particular aspect of the defining the motivation theories.

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Now, we will discuss the theories of motivation and in the defining motivation we will talk about the processes that account for an individual's intensity direction and persistence of efforts towards attaining a goal. Now, here we have to also understand the first and foremost that is about the goal, that is a what is a goal is there and when we talk about a goal then this goal will be decided on the basis of the how much we are putting the driving force.

Driving force to attend the goal and this driving force is having the intensity. So, therefore if we talk about the driving force then driving force will be having the these intensity will be there and then in that case it is also possible that is the this intensity the direction is towards the goal.

Suppose the intensity I do like this year this in spite of this so therefore in that case you will find that is the if we are going for this we change we change the direction and if the change of direction and the goal is that side and our intensity is this opposite side, then definitely in that case you will not be able to attaining a goal. To attain a goal it becomes very much important that is the we are supposed to make a clear cut direction and if the direction is clear then definitely all efforts made into this your all intensity which you are making the investment that will be into the direction of the goal.

And persistence of efforts that is the again we are putting the full efforts and then this this full efforts that will lead towards this particular goal, so it is very very important that is the if we are going for this particular direction then in a right direction putting the right efforts then definitely we will be able to achieve that... this particular goal. So, the question arises that is the how hard a person tries and therefore if the persons efforts or the so many efforts are there which are connecting and then in that case if this efforts are towards the beneficial of the goal then definitely we will be able to attend the goal.

But it many times you will find that there are the barriers and if the barriers are there then those barriers will create a problem and this barriers you have to come across the overcome this particular barriers and then to overcome this particular barriers again and again, again and again you have to try. So, if the constant efforts are made in this direction then definitely in that case the person will be able to attend the goal, so to attend the goal this particular intension that becomes very very important.

So, here when we talk about the motivation so motivation is having an intensity. So, that is the how hard a person tries then that is the on which direction the person is trying its goal and third is the persistence, how long a person tries and therefore in that case it becomes very very important that is the we are having our intensity, direction and persistence towards the attainment of goal.

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Now, when we are talking about the hierarchy of need theory. Now, in this theory there is a five needs are there and these needs when we talk about then it will be that is a first will be the physiological need. This then safety, then social, then self-esteem and self-actualization. So, here we will find that is the this safety social esteem and the self-actualization; as each need is substantially satisfied the next need become the dominant. Now, here is the criticism of the Maslow's theory of the hierarchy of needs, but before going to the criticism now let us understand the theory first.

So, in understanding the theory the according to Maslow that there are the, these five needs there and this five needs are that is it will be starting from the physiological need. So, if the physiological need if unless and until the physiological need is not satisfied then it will be the when it is substantially satisfied then only there will be the need of the safety. And when, when safety need is satisfied then only there will be need of the social and what we are talking about the, inter personal dynamics and relationship and it is a social need.

So, our focus is that is the, towards this particular social need. So, in social need it becomes very important that is the your first physiological and safety needs for satisfied. But this is this hierarchy is not necessarily a condition. So, therefore when we talk about that there is a this particular hierarchy is there, only like when you are physiological need is satisfied and you are the safety need is satisfied then only your HR need are the socialization need are in inter personal need that we arise.

But the criticism is no not necessary, practically it has been found that is this needs may not be in the hierarchy. So, many many freedom fighters those who are struggling for the freedom and then what where there needs. So, there needs were not the physiological and safety, their needs for the self-actualization that is the their dream and goal they wanted to achieve for the connection.

And therefore they were not worried. So, it is not that it is the first physiological need were satisfied then safety need was satisfied then social then self-esteemed it was satisfied and then self-actualization is there. So, therefore we have to understand that is the, this needs are perfectly fine but they are not into hierarchy.

So, according to the Maslow's theory the needs are but they are not into the hierarchy, so therefore it is these needs the most, most important need which arise that is a self-actualization and that self-actualization is the try to become what one is capable of becoming what you wants to be, is a given the example of the freedom fighter, so therefore you wants to be the fight for the freedom of the nation and therefore in that case it will be the self-actualization need and he will ignore all these physiological safety social and self-esteemed needs.

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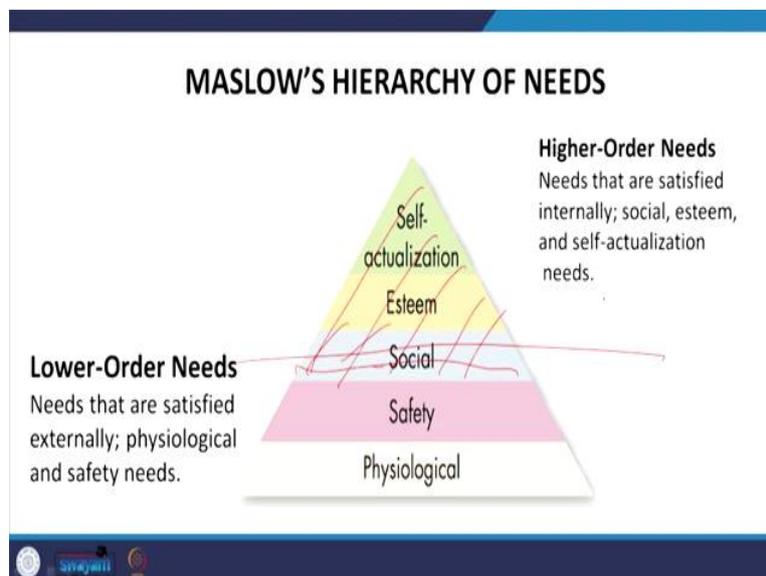
Then Maslow again explain these needs into the levels that is the lower order needs and the higher needs are there, so when we are talking about the physiological, safety and up to the next and the social needs then they are becoming the lower order needs is there. While when

we are talking about the some part of the social needs self-esteemed need and self-actualization need and therefore these needs are the higher needs.

So, needs data satisfied internally, social esteemed and self-actualization needs are there and these are becoming them the higher order needs are there. So, again the classification of need into the lower order needs into the higher order needs that is perfectly fine. But when we talking about the higher order needs so those higher needs are the true or intraception of the individual.

When we are talking about the... after certain extent that is the this are social some parts... only some part is there and then the most of the part of the social need and self-actualization need these are the higher needs and these higher needs. That is giving the satisfaction to the employee to the human being also. And naturally at the work place to an employee.

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The another theory that is Douglas McGregor has given and he has said that two types of the managers are there. So, theories assumes that employees dislike work lack ambition avoid responsibility and must be directed and corrected to perform. And here the role of interpersonal relationship that is the leadership you can say that is becoming very very important if there is a role of leadership or interpersonal relationship then then it will become a very very important.

So, interpersonal relations here and that is the what type of the relationship will be there. So, this relationship here it may for this type of the people may convert into the autocratic style.

So, when we are talking about this... this type of the theory X type of the employs or workers then definitely in that case they managing the relationship and that will be that relationship management will be through the... it will be interpersonal relations that is the autocratic style will be there.

The theory Y, assumes that employees like work, seek responsibility are capable of making decisions and exercise self-direction and self-control when committed to a goal. Now, it is very interesting to note that is the whenever there are the such type of employees when we talk about the great work place.

So, great work place is because of their employees and those employees and therefore it is not only their bread and butter job but it is their hobby. They like there work and therefore they want to do their work and therefore they seek responsibility and... in seek responsibility it becomes very important that is the they want to serve they want to do, they want to contribute.

So, when the percentage 100 percent in any organization it is not possible that 100 percent will be X and 100 percent will be Y. There will be always a mix of these theory X and theory Y, so normally the Jack Welch has given a formula that is a 20 percent employees they are star employees. That is the, they are fully govern by the theory X theory Y sorry.

And when they are 70 percent those who are mid-day hawker and those who are the mid-day hawker they are partially covered into the theory Y, because they want to online they like the job seek responsibility but their capability is the mid-day hawker capability that is a different between the star and mid-day hawker here in theory Y.

But 10 percent employees may be in the organization belonging to the theory X. So, what do you think what will be the interpersonal relationship dynamics if you are a manager, if you are the head of that particular group where the 10 percent theory X and the 70 percent are from theory Y and the 20 percent are fully theory Y then in that case how will you maintain your relationship at the work place.

So, you are right that is you have to make mix relationship and then the mix relationship that is the whenever you are having the employees you are interacting with the employees of belonging to theory X then your leadership style should be autocratic, but when you are talking about the theory Y then your leadership should be participate.

So, therefore in that case when we, we decide to make a interpersonal relationship at the work place. Dear friends it is very very important when then we classify the employees into the theory X and theory Y and then accordingly we should be capable to tune up our self in the direction of this particular aspect of the leadership that is the if the employees I am interacting with an employee who dislikes work, lack ambition and avoid responsibility then definitely I have to correct him with the help of autocratic style of leadership.

But if my most of the employees in my unit if the employees they like work, seek responsibility are capable of making the decisions and exercise self-direction and self-control then definitely we will find they are committed to a goal. We should have the participative style of the leadership and therefore in this manner if we go what type of relationship strategy will be there in Maslow's theory.

To maintain the interpersonal relationship, to maintain the interpersonal relationship in Maslow's theory. That is they satisfying their needs of the employees... but this is another challenge for the Maslow's theory you should be capable to really understand the need of the employee, otherwise you might be satisfying his social needs and then he is in the need of the self-actualization then definitely it will be mismatch.

So, if you want to match the need and the satisfaction of need to maintain the interpersonal relationship at the work place. So, be expert in understanding the need. Now, please... also understand the difference between the need and the wants. So, you may say that is the, the employee may have the undesirable needs no no, they are undesirable wants.

When any person is having the undesirable intensions then I would like to say that is the it is the want, that is the employee want like this but I am not saying to satisfy the wants I am saying to satisfy the needs. And therefore in that case it becomes very very important that is the as per as the Maslow's theory of motivation is concern then you can maintain the good interpersonal relationship with the help of the satisfying the needs.

So, understand the needs do not make in understanding the needs and satisfy the needs do not make mistake in understanding the needs and wants so you are not responsible to satisfy the wants, you are responsible for the satisfying the need and the wants is the next level where if it is denying and desirable definitely you can work on that.

And when we talk about the another theory of this theory X and theory Y if you want to maintain a good interpersonal dynamics not interpersonal relationship I am saying, interpersonal dynamics because while it is a dynamics because now in the Meg Rogers theory we are talking about the different types of employees of theory X and theory Y and therefore if theory X step of the of the employees are there your interpersonal dynamics will be smooth in the case you are having the autocratic style of leadership.

If you will not have the autocratic style of leadership then in that you will not get the results output will be 0, so therefore in that case but if you are having the employees theory Y do not go again do not mismatch your theory Y type of the employees with the autocratic style no no then it will be participative style of leadership. So, when you will have the participative style of leadership you will be able to become the successful in this particular organization and at the work place.

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When Maslow was doing the work on these theories of need theories similarly the Herzberg was working on that... if Frederick Herzberg was working on the two factor theory. So, Herzberg said that is the motivation hygiene theory, intrinsic factors are related to the job satisfaction while extrinsic factors are associated with the dissatisfaction. And what are the intrinsic factors?

If you recall, the my last session and in which I have talked about the intrinsic motivation, extrinsic motivation and A motivation and therefore in that case it is within one self and when we are talking about the intrinsic factors I will for that discuss also intrinsic factors are related

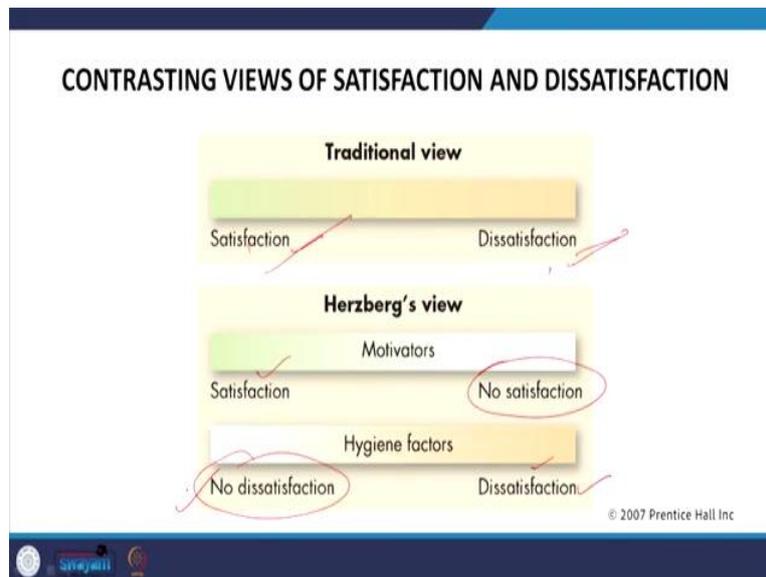to the job satisfaction then we have to while extrinsic factors are associated with the dissatisfaction. The hygiene factors, which are the hygiene factors are there? Such as company policy and the administration supervision and salary that when adequate in a job that placate workers. When factors are adequate people will not be dissatisfied.

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So, actually in the next slide you will find it is been mentioned that is the how this slide I would like to take first that is the contrasting views of the satisfaction and dissatisfaction. So, when I am talking about the hygiene factors, now here you will find that is hygiene factors are here dissatisfaction and no dissatisfaction.

So, therefore if you go by the definition of the hygiene factors. So, which are hygiene factors company policy. So, company policy is good so there is no dissatisfaction, it is good it is serving me in the way I want and therefore I am governed by the right policies and this policies are helping me to lead my routine life.

So, therefore there is no dissatisfaction fine, company policy is good suppose example medical policy. So, company policy is good so therefore there is no dissatisfaction, but when I talk about the supervision and salary that will adequate in a job. So, my salary... I am... it is ok. So, no problem, no problem statement shows there is no dissatisfaction and then there is a when there is adequate job is there that is a job it we are not overloaded over burden with the my job.

Not I am the underburned... under loaded with my job, the job which I am supposed to do is I am doing. So, therefore in that case this will be the hygiene factors. So, therefore in case of the hygiene factors we have to talk about the no dissatisfaction, dissatisfaction is already there, satisfaction dissatisfaction, so here it is a traditional view that is the satisfaction and dissatisfaction.

But when Herzberg view comes then in that case we will find that or not only the satisfaction and dissatisfaction. In between the satisfaction and dissatisfaction. In between here and here you will find there is no... satisfaction and no dissatisfaction. This we can further also clearly understand with the help of this particular wonderful slide.

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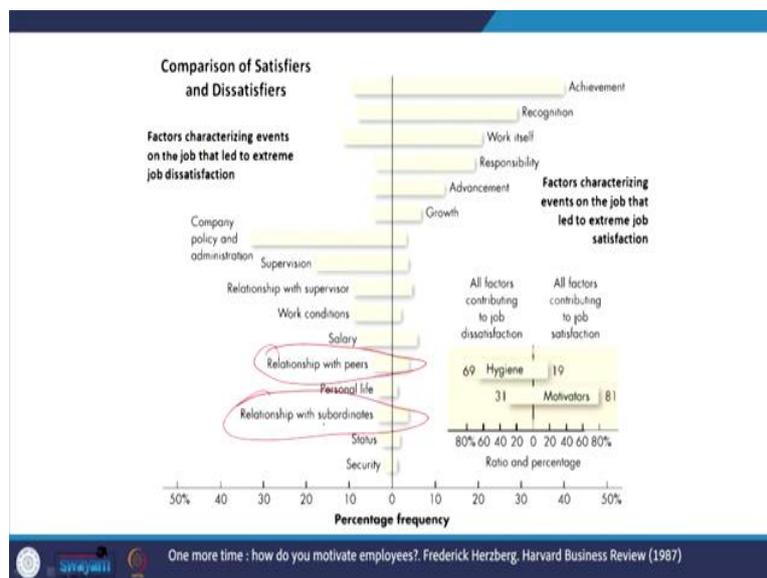
Like for example percentage frequency when we talk about the hygiene factors and then the motivators is there. So, then the ratio and percentage when we are going into the ration and percentage so therefore you will find that is the from, in the hygiene factors it is a 31 to 69 is going, while it is in the motivators factors all factors contributing to job dissatisfaction.

And all factors they are contributing to job satisfaction and therefore, there is no dissatisfaction. So, comparison of that is the satisfiers and dissatisfies. A beautiful study has been done here that is the factors characterising events on the job that lead to extreme job dissatisfaction, factors characterising event on the job that lead to extreme job dissatisfaction, extreme job satisfaction are the growth, advancement, responsibility given to the employee nature of work itself, recognition at the work place and achievement goal.

So, these are the factors they are getting the totally the... on lead to extreme the job satisfaction. When we are talking about the A factors characterising event on the job that lead to extreme job dissatisfaction and in extreme job... dissatisfaction it will be company policy and administration supervision, relationship with supervisor, work conditions, salary, relationship with peers, personal life and you see that is a some part some part is going into the extreme job satisfaction also.
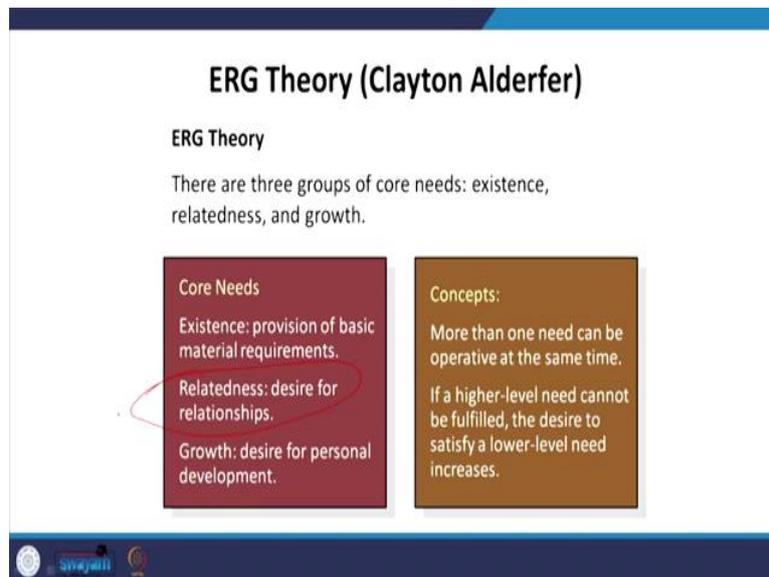
So, percentage and frequency so therefore in case of the percentage and frequency in the 0 to 50 in the factors they are characterising events on the job that lead to extreme job satisfaction and factors they are lead to extreme the job satisfaction and in from 0 to 50 here you will find some part, some part of the job dissatisfaction is also into the job satisfaction.

So, here the relationship with the subordinates, relationship with the peers. Then the status and then the security is there right, so here we will find that is the... major concern our major concern with respect to this particular subject and that is becoming that is the relationship with the peers and the relationship with subordinates.

When we talk about the relationship with peers and relationship with the subordinates, that is the factors characterising events on the job that lead to the extreme job... job dissatisfaction, so therefore in that case if there is no proper relationship with the peers and does with the subordinates at the work place we will find that is the, these are the characters chase that lead to the extreme job dissatisfaction.

And in the 50 percent you will find that is... it is becoming very very important, so we have to highly concern to maintain a proper relationship with peers and the subordinates at the work place and then only we will be able to... minimize that dissatisfaction and enhancing the extreme job satisfaction factors will be important.

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This slide I have already discussed, this is the ERG theory and that is the, there are three groups of core needs existence, relatedness and the growth. So, here there is a need of the interpersonal relationship, relatedness, desire for relationship is there and whenever we are talking about the there is a relatedness theory that is the interpersonal relationship theory. That can be operative at the same time the need cannot be fulfilled then there will be the low need will be satisfied.

So therefore now here the McLaren's theory of needs it talks about need of power, need of achievement and need of affiliation and in the need of affiliation we are talking about the interpersonal relationship. So, it means that is if you want to motivate your employees and then you have to satisfy the need of affiliation.

So, need while affiliation for friendly and close personal relationships so this theory helps us that is to maintain a good interpersonal relationship we have to satisfy the need of affiliation that is the how we can have a better relationship at the work place and when we are satisfying this interpersonal relationship then the employees will be motivated.

So, if somebody ask you that is why but it is professional relationship the professional relationship should be friendly and the... there should be the close personal relationships to understand each other's personality and then getting the personality job feed model, Holland's model to know that is yes we can work together and that is a need for affiliation is there.

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Goal setting theory, therefore already I have discussed in the first slide that is about the goal setting theory is there and then identify, when the job characteristic model we talk about so how we understand our employees.

So, we understand our employees is the skill variety, task identity and task significance autonomy and feedback and therefore in that case we will find that this particular job designing theory that works. So, if you want to keep good interpersonal relationship at our work place then definitely we have to see that our employees are highly motivated, highly

motivated employees, very good interpersonal relationship and as a result of which we will get the attainment of goals by the individual and by the organization both, thank you.