

MANAGEMENT & BUSINESS STUDIES

Khulna University Studies 1(1): 91-96

A FEW ASPECTS OF MOTIVATION: AN OVERVIEW OF CONCEPTS, THEORIES AND TECHNIQUES

Nazrul Islam

Business Administration Discipline, Khulna University, Khulna-9208, Bangladesh.

Accepted 14 December, 1993

Abstract: This paper examines the concepts, theories, and techniques of motivation, which are important aspects of managerial and administrative people in business and industry. The performance of any organization depends on the efficiency of individuals, and that could be achieved when they are motivated with their works. Motivation is the inner force or drive of individuals constituted through feelings, experience, realization of job, work, and behavior of management that directs them to accomplish their work assignments. Definitions pertaining to motivation also disclosed that this force is directed to satisfy or fulfil needs, wants, expectations, and desires. This force could be made favorable by making change of needs and wants satisfying factors that are widely known as means of motivation. The motivational means might broadly be of two types financial and non-financial. By adapting the means of motivation, company can create motivational and well-disciplined work environment that are essential for the present complex business world.

Keywords: Motivation; Motivation theories; Inner drive; Financial motivators; Non-financial motivators

Introduction

Motivation might be defined as mental and inner states of employees for performing jobs or activities in order to satisfy needs, wants, expectations, and desires. It is the latest addition in the field of modern management and business administration. Psychologists agree that people are motivated to work hard or not - by an incredibly wide range of factors (Worthy, 1987). These factors are internal and external in nature. Usually, the carrot and the stick techniques are applied for giving motivation to people. The use of rewards and penalties in order to induce desired behavior of employees which comes from the old story that the best way to make a donkey move is to put a carrot out in front of it or jab it with a stick from behind (Koontz, 1987). These techniques are often termed as positive and negative techniques. The managerial people can not perform work without having the knowledge of human factors, which direct employees to do their jobs effectively and efficiently. Hence, workers perform their assignments with full efficiency and enthusiasm. Behavioral scientists and psychologists emphasize on the said matter due to the complexity of modern management and business environment in this era.

Concept of Motivation

Motivation is a drive (a condition within the organism, which is capable of moving the organism towards a goal) which directs the people to do the purposed job. Nobody moves a yard or an inch without any reason or drive. We eat three times a day hunger. We drink several times a day for thirst. We go to the market for shopping, we go to the cinema to watch and enjoy the movie. We

DOI: <https://doi.org/10.53808/KUS.1999.1.1.103-108-mb>

move to play for pleasure. Even we talk with others for our necessity and so on. Human behavior is a caused behavior in this regard (Davis, 1977). Ali *et al.*, (1979) viewed it as a motivated behavior. Here the first one is caused behavior and, the second one, the behavior which is initiated due to some internal forces or it changes the internal conditions. If this cause is favorable, people react positively; if not, people respond negatively. Adequate financial and non-financial support may change human behavior and their activities. In fact, if there is no motive there is no motivation which means something that indicates the organism to action or that sustains and gives direction to action once the organism has been aroused (Earnest, 1962). As such, motivation is a result of processes, internal or external to the individual, which arouses enthusiasm and persistence to pursue a certain course of action (Gary and Starke, 1984). This concept may be explained with the help of an equation like "Performance = Motivation x Ability". In other words, motivation may be defined as a decision making process through which individual chooses desired outcomes and sets in motion the behaviors appropriate to acquiring them (Huczynski and Buchanan, 1991). It is the willingness to put forth effort in the pursuit of organizational goals (Monday *et al.*, 1990). Maier (1965) emphasized on the use of incentives and development of job interest in defining motivation. He defined motivation as a part of production showing an equation like "Production = Aptitudes x Training x Motivation - Fatigue Pattern". Thus, motivation is the dynamics of behavior, which energizes and activates the internal organisms of human being. Habibullah (1974) explained motivation as the intensity of the desire of persons and is determined through a group of factors. Khaleque (1990) defined motivation as a condition of living beings, which encourages or directs them for doing work or making internal behavior. Skinner (1953) viewed this idea as behavior modification and called it Behavior Mod. Hence, motivation is a force, which induces employees to act in a desired manner (Koontz *et al.*, 1987). Psychologist Maslow defined motivation on the basis of human demands and needs. He expressed that felt need is the basis of motivation (Maslow, 1954). His valuable work 'Need Hierarchy Model' comprises five stages need level including physiological needs, security needs, social needs, ego or esteem needs and self-actualization needs. Lawler and Suttle (1972) found a little evidence of human needs for a hierarchy and described two levels of needs like biological needs which emerge only when the first kind of need is satisfied. However, Hall and Noigaim (1968) did not find strong evidence of a need hierarchy.

Meanwhile, Herzberg (1959) considerably modified Maslow's need approach and explained well-known two factors motivation model consisting of maintenance and motivational factors. Berelson, *et al.* (1964) defined that a motive is an inner state that energizes, activates, or moves (hence motivation), and that propels or channels behavior toward goals. He emphasized motivation as an inner state that directs anybody to conduct work efficiently. Sanford and Wrightman (1970) viewed motivation as a force or drive that propels individuals towards desired goals. Heilman and Hornsetien (1982) defined it as the individual desire to work. Kelly (1974) viewed motivation as a process of needs satisfying works which begins from the cause of needs and ends by the release of tension or need satisfaction. Gannon (1979) expressed it as an individual need, desires and concepts that cause him or her to act in a particular manner. Glueck (1980) defined this term as inner state of individuals that energizes, channels and sustains human behavior. Luthans (1985) explained that the key to understanding motivation lies in the meaning of, and relationship between needs, drives, and goals. Essentially, behavior is not determined by wants alone. Environment, knowledge, perception (that which is believed or felt to be true), social norms, attitudes, and defense mechanisms affect behavior (Hicks and Gullett, 1988). In explaining motivation as positive or negative Hicks and Gullett emphasized on people's needs, wants and goals which affect their behaviors. McClelland (1961) in his research on motivation, identified three motives: affiliation, power and achievement. He also found that feedback is necessary for self-evaluation of goals accomplishment in another study (McClelland, 1962). To explain the effects of different managerial attitudes about motivation, McGregor (1960) presented two opposite sets of assumptions that he called Theory X and Theory Y meaning autocratic and democratic management style respectively. In the words of Vroom (1964), peoples motivation is determined by the value they place on the outcome of their effort (whether positive or negative), multiplied by the

confidence they have that their efforts will materially aid in achieving goals. Morgan *et al.*, (1986) defined motivation as the driving and pulling force which result in persistent behavior directed towards a particular goal. These forces urge wants, needs, desires, strivings and goals. Similarly, Psychologist Mcgaugh *et al.* (1977) explained behavior such as hunger, thirst, sex, love and affection-agreed, aggression and war-exploration. Organ and Bateman (1986) explained and concluded that the two components of motivation influence human behavior like (i) an energizing force with individual drive conducts them to behave in certain ways, (ii) forces in individuals and their environments either reinforce the intensity of their drive and the direction of their energy or discharge them from their course of action and redirect their efforts.

Theories of Motivation

Most of the popular theories of motivation have been developed in the second half of the 20th century. These theories could be classified into two categories, such as (i) the cognitive or content theories and (ii) the process theories. The first category of motivation theories is based on thinking and feeling (i.e., cognition) relating to the factors within the person and that energize, direct, sustain and stop behavior of human beings. The second category provides a description and analysis of how behavior is energized, directed, sustained and stopped. The content theories of motivation are (i) Maslow's need hierarchy motivation theory (ii) Herzberg's two factors theory (iii) Alderfer's E-R-G model and (iv) McClelland's learned needs theory. On the other hand, the process theories of motivation include (i) Expectancy theory (ii) Equity theory and (iii) Goal setting theory (Ivancevich *et al.*, 1990). Skinner (1953) focused on the external environment and stated differently that human behavior could be modified through changing behavior's consequences. It ignores completely needs as motivators and concentrates on external or environmental factors. Thus, for motivating employee a single method of motivation is hardly applicable. Which theory is appropriate in a particular situation depends on environment, time and class of people of that situation.

In the light of above definitions on motivation it could be said that motivation is nothing but the physical and mental force of doing or implementing the activities or jobs in order to satisfy and fulfil needs, wants, expectations, and desires of human being.

Techniques of Motivation

In analyzing the concepts and theories of motivation some techniques (technique refers to technical activities such as skills, methods, procedures or routines which are performed by people to achieve particular purpose) could be termed as the means of motivating employees. But variations are found in the kinds of employees, differences of their works, wants, needs, and their social status. Hence, a single technique may not be quite enough to increase motivation of the employees. Motivation is often classified as positive and negative perspectives. Fear of loss of job, loss of income, reduction of bonus, demotion, or other penalty may be strong negative ways of motivation. Positive motivation is more applicable than negative motivation in the modern world as people emphasized human factors. For positive motivation, financial and non-financial incentives might be useful (Jucious, 1985). Pension, gratuity, provident fund, group insurance, housing loan, insurance premium, T.A. and D.A. facilities for extra income, bonus, products at fair prices, special grants for other members of the family, festival allowance and other factors are included in financial incentives. Non-financial incentives are of participation of workers, quality of working life, job enrichment, use of praise, knowledge of results, competition, experience of progress, experience of achievement and reward, common goal, job security, good relations, encouragement of creativity, free communication, work schedules, autonomy, promotion facilities, sound management, personal

power, training etc. Non-financial motivators are emphasized more by the business companies now a days.

McGregor explained Theory X and Theory Y as the motivational techniques in this regard. In contrasting to the theories and techniques of McGregor and Herzberg, The Expectancy Theory or Path-Goal Model of motivation does assume that there is no best way to motivate all persons (Vroom, 1964; Campbell *et al.*, 1970). Koontz (1988) mentioned some of the major motivational techniques such as, money, participation, quality of working life (QWL), job enrichment etc. as non-financial motivators. Some notable techniques of motivation are described below.

Money as a Technique of Motivation

Money is the most important and effective motivation technique that could increase the performance of the employees. Money may be in the form of salary, wages, piecework (getting paid for units produced at a certain quality level), any other incentives such as pay, bonuses, stock options, company-paid insurance etc. If monetary facilities are increased, performance of the workers will also increased. On the contrary, if monetary facilities are decreased, workers performance will also decreased simultaneously. Economists and managers tend to place money on the higher side of the motivation scale (Bernstein and Pollock, 1985). Behavioral scientists tend to place it at the lower side. Neither of the two concepts is correct (Odiome, 1986). Essentially, money is the only one factor that is much related to the family satisfaction. Once family satisfaction is achieved, the job satisfaction will also be earned. But money is always not an effective motivational technique. In respect of social and family status, the degree of money want is variable. Money demands of higher social and family status persons are not stronger than that of the middle or lower social and family status individuals. Thus, money is an important motivational tool only when the individuals social and family status is lower. It is likely to be more important to the people who have families growing gradually. Money is also used as a mean of keeping an organization adequately staffed. It is used for maintaining smooth work environment and congenial atmosphere of the business.

Participation as a Technique of Motivation

This is another technique that has been given strong support by the motivation theories and researches. This technique describes awareness and use of participation. Participation is meant as recognition. It is found in the concept of MBO (Management by objectives) in which a manager and his or her subordinate collaborate setting goals (Pride *et al.*, 1988). It appeals to the need for affiliation and acceptance. Human behavior is usually caused behavior and is independent. Everybody wants to influence all sphere of work. As such, people who control the behavior of others do not give them credit for the work they do (Kipnis, 1984). As a result, subordinates do not get any urge to do their duties spontaneously. This is absolutely a constraint in management. However, if the consent of workers are accepted and accordingly work is done, they feel motivation in performing their jobs. For this, now a day, trade unions or Collective Bargaining Agent (CBA) is included in making decision into an enterprise to increase the total performance of the workers. This kind of participation is an important technique for motivating employees in business concerns.

QWL as a Technique of Motivation

Quality of working life (QWL) emerged as a new concept in the industrial area towards early seventies. It reflects the relationship between the worker and his work environment (Haque, 1993). It is an interesting approach for motivating employees who are engaged in the organizations. Working environment may be an important technique of motivation in which workers perform their

jobs. If QWL is development, the workers spontaneously perform their jobs. As a result, the performance of the company is increased satisfactorily. QWL is an interdisciplinary field. It is an action combining industrial and organization psychology and sociology, industrial engineering, organization theory and industrial relations.

Other Techniques

Along with financial non-financial motivators, job enrichment, praising employees, creation of competition, experience of progress, experience of achievement and rewards, good relations, assurance of job security, encourage creativity, open communication, training and development, creation of promotion facilities could be used as powerful motivators for employees in a business concern.

Conclusions

Motivation is the mental and inner forces of individuals which direct or pursuit them in doing or performing their jobs and assignments spontaneously. Motivation is an inner drive to satisfy the human needs, expectations, and desires. Motivation might be given by adapting positive and negative techniques. Positive technique might be in the form of financial and non-financial form. Fear of loss of job, loss of income, reduction of bonus, demotion or some other penalties may be vigorous negative motivation techniques. When managerial people identify the need of motivation and adopt appropriate techniques, there is a chance for the use of full abilities of the employees. Along with other motivation techniques, the employee participation or MBO, money, job enrichment and QWL techniques could modify the behavior of the employees in a business concern.

References

- Ali, M.R., 1979. *Achievement Motivation and Industrial Productivity in Bangladesh*. University of Dhaka, Dhaka, 1-5pp.
- Berelson, B., et al., 1964. *Human Behavior*. New York, Harcourt, Brace and World, 240p.
- Bernstein, A., and Pollock, M.A., 1985. Executive pay: who made the most. *Business Week*, May 5, 78-103pp.
- Campbell, J.P., et al., 1970. *Managerial Behavior: Performance and Effectiveness*, McGraw-Hill Book Company, New York, Chap. 15.
- Davis, K., 1977. *Human Behavior at Work*. 5th Edition, New Delhi, Tata McGraw-Hill Publishing Company.
- Earnest, R.H., 1962. *Introduction to Psychology*. Harcourt, Brace and World, Inc. New York, 3rd Edition, 124-155pp.
- Gannon, M.J., 1979. *Organizational Behavior*. Boston, Little Brown and Company, 172p.
- Glueck, W.F., 1980. *Management III*. The Dryden Press, 160p.
- Gray and Strake, 1984. *Organizational Behavior: Concepts and Applications* Charles E. Merrill Publishing Company, London 3rd Edition, 69p.
- Habibullah, M., 1974. *Motivation Mix*. Bureau of Economic Research, University of Dhaka, Dhaka, 1-7pp.
- Hall, D.T., and Nagrain, K., 1968. An Examination of Maslow's Hierarchy in an Organization Setting. *Organizational Behavior and Human Performance*, February 1968, 12-35pp.
- Haque, A.B.M.Z., 1993. Perceived Quality of Working Life and Job Satisfaction of Industrial Workers in Relation to Certain Demographic Variables, *Bangladesh Journal of Psychology*, University of Dhaka, 13: 45-55.

- Heilman, M.E., and Hornstein, H.A., 1982. *Managing Human Forces in Organizations*, 111 Richard D. Irwin, 52p.
- Herzberg, F., *et al.*, 1959. *The Motivation to Work*. New York, John Wiley and Sons.
- Hicks, H.G., and Gullett, C.R., 1988. *Management*. McGraw-Hill Book Company, New York, 4th Edition, 429p.
- Hueyzynski, A., and Buchanan, D., 1991. *Organizational Behavior: An Introductory Text*. Prentice Hall, New York, 2nd Edition, 64p.
- Ivancevich, J.M., *et al.*, 1990. *Organizational Behavior and Management*. IRWIN, Homewood, Boston, 2nd Edition, 129-173pp.
- Jucious, M.J., 1985. *Personnel Management*, 111, Rechar, Irwin, 485p.
- Kelly, J., 1974. *Organizational Behavior*. Illinois, Richard D. Irwin Inc., 303p.
- Khaleque, A., 1990. *Industrial Psychology*. Dhaka University, Dhaka, 233-277pp.
- Kipnis, D., 1984. The View From the Top, *Psychology Today*. December, 34p.
- Koontz, H., *et al*, 1988. *Management*, McGraw-Hill Book Company. New York, 9th Edition, 411p.
- Koontz, H., O'donnel, O., and Wehrich, H., 1987. *Management*. McGraw-Hill Book Company, New York, 8 th edition, 481p.
- Lawler, E. and Suttle, J.L., 1972. A Causal Correlation Test of the Need- Hierarchy Concept, *Organizational Behavior and Human Performance*, April 1972, 265 -287pp.
- Luthans, F., 1985, *Organizational Behavior*. New York, McGraw-Hill Book Company, 184p.
- Maier, and Norman, R. F., 1965. *Psychology in Industry*. Houghton Mifflin Company, Houston, Third Edition, 442-481pp.
- Maslow, A.H., 1954. *Motivation and Personality*. New York, Harper and Brothers.
- McClelland, D.C., 1961. *The Achieving Society*. D, Van Nostrand, Princeton, N. J.
- McClelland, D.C., 1962. Business Drive and National Achievement. *Harvard Business Review*, July-August, 99-112pp.
- McGaugh, J.L., *et al.*, 1977. *Psychology : An Experimental Approach*. Albion Publishing Company, San Francisco, 156p.
- McGregor, D., 1960. *The Human Side of Enterprise*. McGraw-Hill Book Company, New York, 6-7pp.
- Monday, R.W., *et al.*, 1990. *Management and Organizational Behavior*. Allyn and Bacon, Boston, 422-457pp.
- Morgan C.T., *et al.*, 1986. *Introduction to Psychology*. McGraw - Hill Book Company, New York, 7th Edition, 303p.
- Odiorne, G.S., 1986. *When Money Has Lost Its Motivational Power, What Else Can You Use to Motivate Your People*. The George Odiorne Letter, March 21, 1-3pp.
- Organ and Bateman, 1986. *Organizational Behavior- An Applied Psychological Approach*. Business Publication Inc., Homewood, Illinois, 3rd Edition, 107p.
- Pride, and Hughes and Kapoor, 1988. *Business*. 2nd Edition, Houghton Mifflin Company, Boston, 243p.
- Sanford, F.H., *et al.*, 1970. *Psychology*. Cliff, Brooks/Cole, Belmont, 189p.
- Skinner, B.F., 1953. *Science and Human Behavior*. New York, The Macmillan Company.
- Vroom, V.H., 1964. *Work and Motivation*. New York, John Wiley and Sons.
- Worthy, F.S., 1987. You're Probably Working Too Hard. *Fortune*, April 27, 140p.