

MOTIVATION

Sri Shyamal Gupta

Director, West Bengal Judicial Academy

"How to make people work more or better?" is an issue that requires an understanding of what motivates people to work or work more or work better. Similarly it may be possible to get people to work more or work better in higher proportions with marginal increase in some inputs. This requires an understanding of 'motivation'.

Some Important Motive Relevant to Behaviour

Achievement: A collection for excellence , a desire on the part of the person to do things to meet a particular standard of excellence.

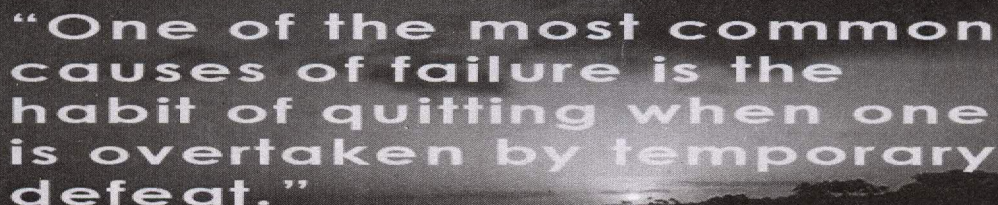
Eg: Mr M involves himself in very few activities. Whatever he does, he does it exceedingly well. He is always the first to arrive at the office. As a school boy also he always tried to be first.

Affiliation: A concern for establishing or maintaining warm and affectionate relations with others.

Eg: Mr N likes friends. Whenever he has time he likes to visit friends . In the office he has a group of people round him during lunch hours and tea breaks It is rare to see him alone while coming to or leaving the office . He is always with someone.

Power: A desire to influence others and gain control over others or to be superior to others.

Eg: Mr R is considered a leader in the village where he lives . He is there to help any family in trouble . People keep consulting him. He also takes the needy to hospital, reads and writes letters for them, discusses political affairs and so on. He is also considered a leader in the organisation. He does more than what his job demands.



“One of the most common causes of failure is the habit of quitting when one is overtaken by temporary defeat.”

- Napoleon Hill

Extension: A desire to be helpful to others, or to provide one's services to the organisation , nation or any external agent.

Eg: Mr Q loves music. He works in a family planning organisation. He brings his transistor radio to the office to listen to music during leisure hours and breaks. He has been insisting that the best way to disseminate family planning education is through audio visual aids and particularly through movies. He has recently organised a series of dance programs in his family planning campaigns . He is a very active person. He is doing something or the other all the time . In the office he never relaxes.

Aggression: A need to dominate others and to demonstrate one's own strength , at times even physically.

Eg: Mr O is a fighter. There is hardly any one in the office who has not been hurt by his comments. Sometimes in the villages he has visited , he has been involved in physical fights.

Dependence: A need to consult others before making any decision. This may arise out of feelings of insecurity.

Eg: Doing tasks my superiors ask me to do
Observing the rules and regulations outlined for me very strictly
Consulting people for most of the decisions.

Independence: Opposite of dependence. a desire to do things individually and to be one's own self.

Eg: Mr S is argumentative. His standard response to any direction by his boss in "What is the use of this?" or "Can you give me more information?" He likes to explore and discover many things before he does anything. His superiors are getting fed up with him because he tries to act like their boss.

Security: A need to be secure about one's own living and to be sure one continues to have it.

Eg: Recently Mr P is very depressed. His productivity is coming down. He is always worried about the future of his children . He is 35 years old with three children. He is looking for a permanent job.

**The tallest oak in
the forest was once
just a little nut that
held its ground.**

Quotes Love and Life .com

Status & Prestige: A desire to be respected and treated with deference specially by others in the social environment.

Recognition: A need to be recognised for one's accomplishments.

Activity: A desire to be constantly doing things.

Interpret Your Motive Profile

High scores on Achievement and Extension are desirable for your own effectiveness and the good of your organisation. A high score on extension is a welcome thing if you are in any service department or your work involves serving others. The achievement motive is good if you are an executive.

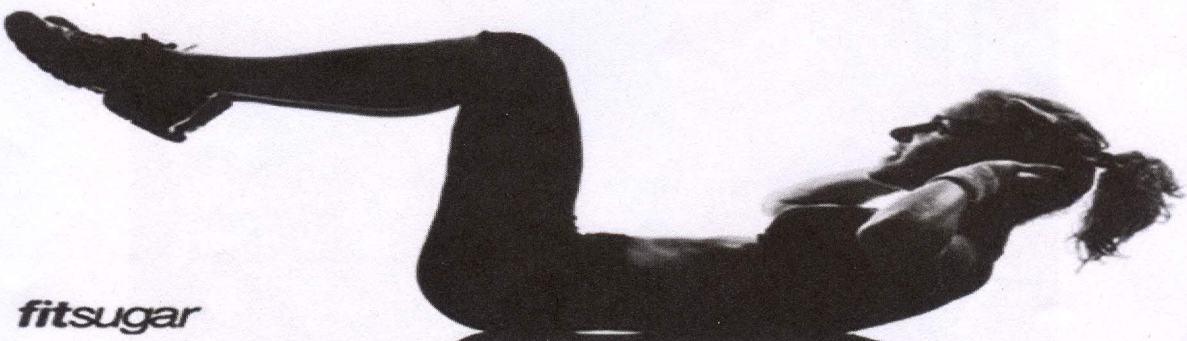
A moderate degree of affiliation may be good but too much of it may indicate your tendency to value relationships more than task or work.

A high dependency need or control need may be indicative of your preference for rules, regulations and control. These can both positive and negative effects.

MOTIVATION
is what gets you started

HABIT
is what keeps you going

-Jim Ryan



fitsugar

Both work motivation and job- satisfaction are dimensions that influence the productivity of any employee. Research has shown that adequate salary , good working conditions, job security , physical facilities, good human relations and the quality of supervision all contribute to the job- satisfaction of employee. Factors such as recognition of work done, status, , opportunity for growth , nature of work, responsibility and challenge of the task have been found to play an important role in creating a motivation to work on the part of employee. The first set of factors that prevent job dissatisfaction have been called 'Hygienes'. The second set of factors are called ' Motivation'. Both sets need to be considered in order to improve employee productivity.

'Hygiene' factors are essential for people to work but 'motivators' play an important role in helping people to work more and better.

Creating Proper Motivational Climate:

1. Create conditions where workers' energies are not expended totally in meeting their needs.
2. Create a climate for inter-dependent work rather than dependency.
3. Create a competitive climate through recognition of good work.
4. Create a productive climate through personal example.
5. Create a climate of approach and problem solving rather than avoidance.
6. Motivate individually through guidance and counselling.

JAZZYCOMMENTS.COM

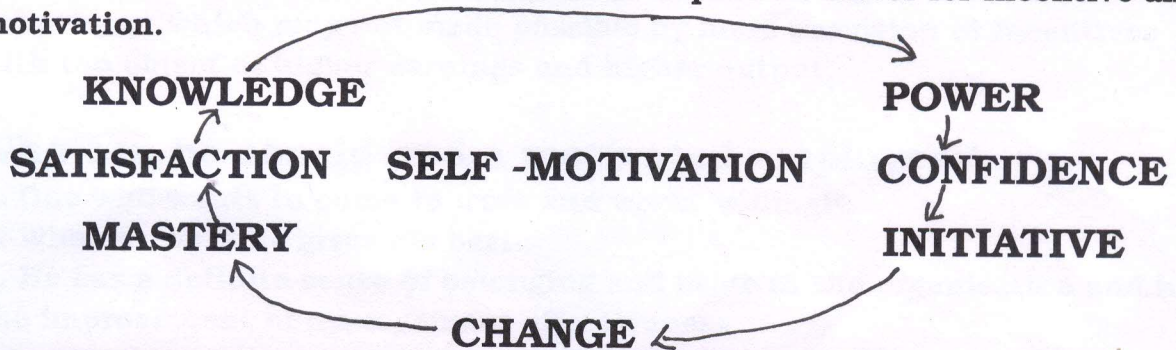


When the world says, "Give up,"
Hope whispers, "Try it one more time."

- Unknown

WHEEL OF SELF-MOTIVATION

The two key words are self-confidence and self-satisfaction. Self-confidence brings self-motivation and there is job satisfaction. But what are the roots of confidence. There is no confidence without will power. When we have the will power we get the confidence to perform , But how we get the confidence to perform. But how do we get the will-power? Knowledge is power, so knowledge or information about a particular subject generates the inner strength and confidence. Knowledge has to be digested well in order to get the strength . If the knowledge is mere information in our heads and not digested and brought down to the level of understanding, we cannot have the power or strength. Knowledge at the level of knowing is different from the knowledge brought to the level of understanding and being. So when we have knowledge , we have the will power , and the confidence. On the basis of the confidence , we have the courage to take the initiative to do something and bring about a change. When we master that change, there is job satisfaction . Satisfaction is the most important factor for incentive and motivation.



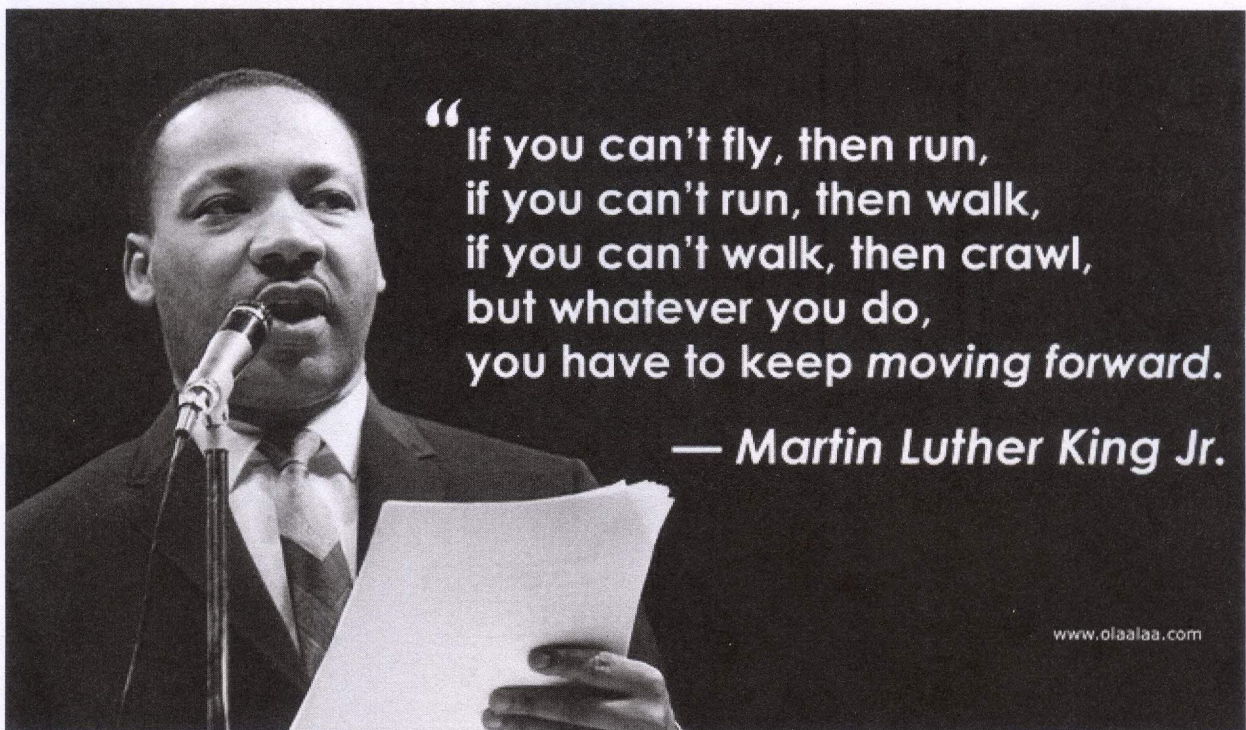
**WHEN YOU WANT TO
SUCCEED AS MUCH
AS YOU WANT TO BREATHE,
THAT'S WHEN YOU
WILL BE SUCCESSFUL**

Literally motivation means incitement or inducement to act or move. In an industrial setting it means to make a subordinate act in a desired manner. Obviously "desired" implies as desired in the interests of the organisation or employer. It implies not only that the subordinate should act in a disciplined manner, but also that he should act in an efficient and productive manner. To motivate, therefore, is to induce ,persuade, stimulate,even compel an employee to act in a manner which may help in attaining an organisational objective. Motivation really comprises all the internal urges which are described as desires, wishes, drives etc which make a person strive for doing a thing. Motivation is what makes people do things. Webster defines the term "Motivate" as meaning to provide with a motive to impel or incite one to action. It may be a need, idea, emotion, or organic state that may prompt one to action or work.

Motivation may not be the same as incentive. In incentive we generally expect greater output with the same inputs, while motivation may involve some more inputs considered necessary for changing the work , attitude, and behaviour. To motivate means really to produce a goal-oriented behaviour , which may not made possible by mere provision of incentives with the object of higher earnings and higher output.

Who can be considered a motivated employee?

1. One who wants to come to work and works willingly.
2. When at work he gives his best.
3. He has a definite sense of belonging and pride in the organisation and in the improvement of management effectiveness.



Common indicators of DEMOTIVATION:

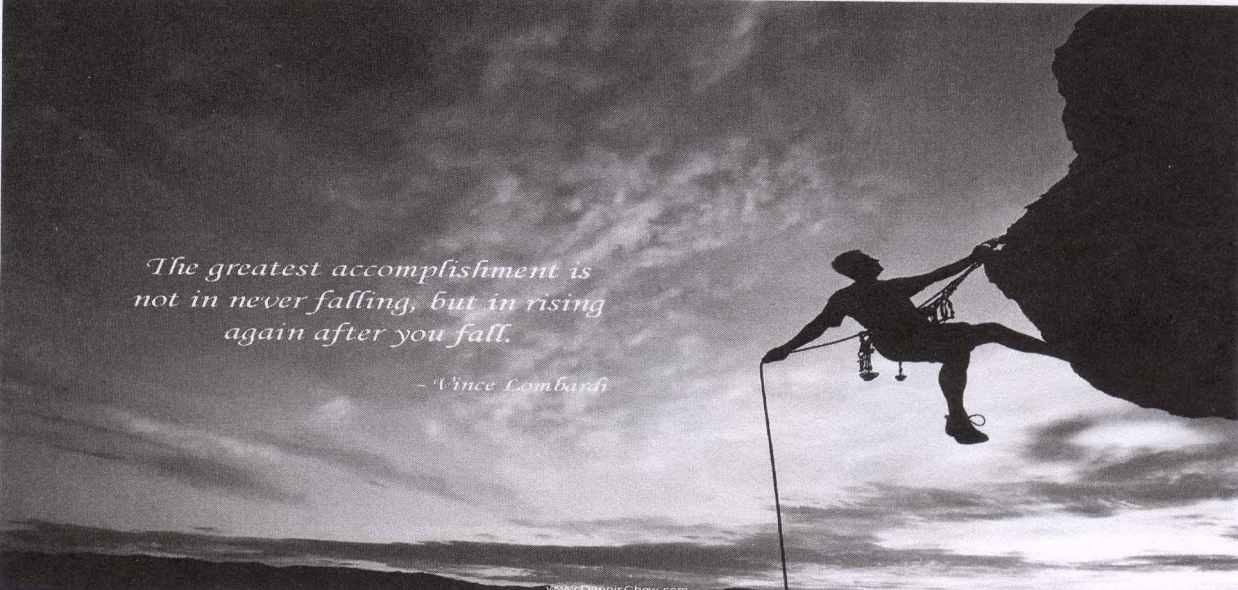
- 1. Increasing absenteeism among employees and excessive labour turn over.**
- 2. Lower output and productivity**
- 3. An increasing rate of accidents and wastage of raw material**
- 4. Rank indiscipline**
- 5. Frustration and unrest in the workforce.**
- 6. Defiant and violent behaviour of workers at or outside the workplace ,and frequent confrontation or argument with supervisors**
- 7. Non-cooperation, strikes ,gheraos, abusive and violent demonstration.**

MOTIVATION & MORALE

These two expressions are not synonymous or interchangeable, but the fact remains that a motivated group of workers generally have a high degree of morale .Morale is the composite attitude of various individuals employed by a company. It is not an average of individual attitudes. M.S. Vitels defines morale as " an attitude of satisfaction , with a desire to continue in, and willingness to strive for, the goals of a particular group or organisation. Milton Blum describes morale as " the possession of feeling of being accepted by and the belonging to a group of employees through adherence to a common goal and confidence in the desirability of these goals". Morale is a group concept , while motivation is largely an individual concept.

Determinants of MORALE:

- 1. A feeling of togetherness**
- 2. Need for a clear goal to be achieved**
- 3. Expectation of success towards the attainment of the goal**
- 4. Feeling of each member within the group that he has a meaningful task to perform for achieving the goal**
- 5. Supportive and stimulative leadership.**



*The greatest accomplishment is
not in never falling, but in rising
again after you fall.*

- Vince Lombardi

Maslow's Need Hierarchy Theory of MOTIVATION:

The crux of Maslow's theory is that human needs are arranged in a hierarchy composed of five categories. The lowest level needs are physiological and the highest level are the self-actualisation needs. Maslow starts with the formulation that man is a wanting animal with a hierarchy of needs, of which some are lower in scale and some are in a higher scale or system of values. As the lower needs are satisfied, higher needs emerge. Higher needs cannot be satisfied unless lower needs are fulfilled. A satisfied need is not a motivator. This resembles the standard economic theory of diminishing returns. The hierarchy of needs at work in the individual, is today a routine tool of the personnel trade, and when these needs are active they act as powerful conditions of behaviour--as motivators.

Hierarchy of Needs: The main needs of men are five, i.e, physiological needs, safety needs, social needs, ego needs and self-realisation or self-actualisation needs.

