

1. Details of Module and its structure

Module Detail	
Subject Name	Business Studies
Course Name	Business Studies 03 (Class XII, Semester - 1)
Module Name/Title	Directing: Part – 3
Module Id	lebs_10703
Pre-requisites	Knowledge of about terms of Motivation.
Objectives	After going through this lesson, the learners will be able to understand the following: <ul style="list-style-type: none">• Motive, Motivation, Motivators.• Features of Motivation• Motivation Process• Importance of Motivation
Keywords	Motive, Motivation, Motivators, Psychological aspect Motivation, Goals directed, Tension, Goal accomplishment

2. Development team

Role	Name	Affiliation
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2. Features of Motivation
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Motivation refers to that process which excites people to work for attainment of the desired objective.

One of the first major problems that a manager confronts is how to motivate and inspire the team. This represents an important fact of managerial work. Among the various factors of production, it is only the human factor which is dynamic and provides mobility to other physical resources.

If the human resource goes static then other resources automatically turn immobile. Thus, it becomes essential to motivate the human resource to keep them dynamic, aware and eager to perform their duty. It is not always possible to get the best of work from employees merely by exercising formal authority. What makes people to behave the way they do? Why are some people reluctant to do the work though they have ability to do? What should be done to make people work effectively? For answering these questions, a manager should try to develop insights into causes of behaviour of people. A manager may come across highly committed and hardworking staff or lazy, evasive and superficial workers. He or she may wonder what to do with workers not willing to work to their potential. Psychologists say it is motivation, which stimulates people to take up work voluntarily. Both the monetary and non-monetary incentives are given to the employees for motivation.

Let us try to understand something about motivation.

Motivation: Motivation means incitement or inducement to act or move. In the context of an organisation, it means the process of making subordinates to act in a desired manner to achieve certain organisational goals.

The term ‘motivation’ has been derived from the word ‘motive’ which means needs, desires, wants or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. Motive may be defined as an inner state of our mind that activates and directs our behaviour. It makes us move to act. It is always internal to us and is externalized via our behaviour. Motivation is one’s willingness to exert efforts towards the accomplishment of

his/her goal. In the work goal context the psychological factors stimulating the people's behaviour can be:

- Desire for Money
- Recognition
- Job-Satisfaction
- Team Work
- Success etc.

The term motivation is derived from the Latin word movers, meaning “to move.” Motivation is defined as the energy or the force that stimulates a person to act towards the fulfilment of one's desired goal.

The role of a leader is to arouse interest in performance of employees in their jobs. Therefore one of the most important functions of management is to create willingness amongst the employees to perform in the best of their abilities. The process of motivation consists of three stages:-

- A stimulus in which needs have to be aroused
- A felt need or drive
- When needs are satisfied, the satisfaction or accomplishment of goals.

Therefore, we can say that needs and wants of the individuals have to be tackled by framing an incentive plan. Hence, we can say that motivation is a psychological phenomenon.

Though **motivation and morale** are closely related concepts, they are different in following ways:

- While motivation urges an individual to behave in a specific manner, which means it is an internal-psychological drive of an individual but morale is more of a group scenario.
- Higher motivation often leads to higher morale of employees, but high morale does not essentially result in greatly motivated employees as to have a positive attitude towards all factors of work situation. High moral may not essentially force the employees to work more efficiently.
- While motivation is an individual concept, morale is a group concept. On one hand, motivation takes into consideration the individual differences among the employees, on the other hand morale of the employees can be increased by taking those factors into consideration which influence total work settings or group scenario.

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- Motivation is a primary concern in every organization, while morale is a secondary phenomenon because high motivation essentially leads to higher productivity while high morale may not necessarily lead to higher productivity.
 - Things tied to motivation are tied to the performance of the individual while things tied to morale are usually things that are just part of the work environment.

While discussing about motivation, we need to understand **three inter related terms** — motive, motivation and motivators. Let us try to know about these terms.

(i) **Motive:** A motive is an inner state that energises, activates or moves and directs behaviour towards goals. Motives arise out of the needs of individuals. Realisation of a motive causes restlessness in the individual which prompts some action to reduce such restlessness. For example, the need for food causes hunger an account of which a man searches for food. Some such motives are – hunger, thirst, security, affiliation, need for comfort, recognition etc.. Similarly, the need for friends becomes a motive for affiliation.

Almost all human behaviour is motivated. Motives prompt people to action. It requires no motivation to grow hair, but getting a hair cut does.

(ii) **Motivation:** Motivation is the process of stimulating people to action to accomplish desired goals. Motivation depends upon satisfying needs of people.

(iii) **Motivators:** Motivator is the technique used to motivate people in an organisation. Managers use diverse motivators like pay, bonus, promotion, recognition, praise, responsibility etc., in the organisation to influence people to contribute their best. Some of the definitions to explain the concept of motivation are given in the above box.

Features of Motivation: Inducing employees to work harder for achieving common goals can be described as the motivation function of management. The analysis of various definitions and viewpoints on motivation reveals the following features of motivation:

(i) Psychological aspect

Motivation is an internal feeling. The urge, drives, desires, aspirations, striving or needs of human being, which are internal, influence human behaviour. For example, people may have the urge or desire for possessing a motorbike, comfortable house, reputation in the society. These

urges are internal to an individual. It is the internal feeling which arises from the need and desires of a person. Motivation generates from within an individual. It starts and keeps individual at work. Motivation has to come from within each individual. There are two desiring factors in motivation-(a) Fundamental needs, such as food, clothes and shelter and (b) Ego-satisfaction including self-esteem, recognition from others, opportunities for achievements, self-development and self actualization which act as powerful though unconscious, motivator of behaviour. Inner motivation can be more decisive for behaviour than any external influence.

(ii) Goals directed

Motivation generates goals-directed behavior. Motivation produces goal directed behaviour. For example, the promotion in the job may be given to employee with the objective of improving his performance. If the employee is interested in promotion, it helps to produce a behaviour to improve performance.

Feeling of need by the persons causes him to behave in such a way that he/she tries to satisfy himself.

(iii) Positive or negative

Motivation may be positive or negative. Positive motivation means inspiring people to work better by providing rewards and incentives. Negative motivation means forcing people to work by punishing them.

Positive motivation provides positive rewards like increase in pay, promotion, recognition etc., Negative motivation uses negative means like punishment, stopping increments, threatening etc. which also may induce a person to act in the desired way.

(iv) Complex and Dynamic process

Motivation is a complex and dynamic process. Individuals differ in their needs and wants as the individuals are heterogeneous in their expectations, perceptions and reactions. Different individuals work to fulfill their own needs. They satisfy their need in different ways. Moreover, human need change from time to time. Any type of motivation may not have uniform effect on all the members.

(v) Component of directing

Motivating is an important component of directing functions of management. It is the responsibility of the managers to motivate their subordinates to get all things done.

(vi) Continuous process

Motivation is a continuous process. It is the result of an interaction between human needs and the incentives offer to satisfy them. Motivation is never an Unending Process. Man is a social animal. As a social animal he has innumerable wants which induce him to work. Where a particular need is satisfaction, a new needs is seen. If one basic need is adequately satisfied for a given individual it loses power as a motivator and does into determine his current behaviour but at the same time others needs continue to emerge.

(vii) Integrated

A person is either motivated or not. He cannot be partly motivated. All their needs are interrelated and influence their behaviour in different ways. Each individual in an organization is a self contained separate unit.

Motivation Process: Motivation process is based on human needs. A simple model to explain motivation process is presented below.



The following example explains the process of satisfaction of human needs.

Ramu is very hungry since he did not have breakfast in the morning. By 1.00 P.M., he became restless and started walking on the road in search of a hotel for snacks or meals. After walking for 2 kms, he could find a hotel where roti and dal was available for Rs. 10. Since he had only Rs. 15 in his pocket, he paid Rs. 10 and had a satisfying meal. After taking a meal, he felt that he had regained energy.

An unsatisfied need of an individual creates tension which stimulates his or her drives. These drives generate a search behaviour to satisfy such need. If such need is satisfied, the individual is relieved of tension.

Employee motivation is of crucial concern to **management**; mainly because of the role that employee motivation plays in performance. An unsatisfied need creates tension that stimulates drives within the individual.

These drives generate a search behaviour to achieve particular goals that will satisfy the need and lead to a reduction of tension. The motivation process progresses through a series of discrete steps. Needs/motives are the starting point of motivation.

The action taken by the individual will lead to reward/goal which satisfies the need and reduces tension.

The process is always similar, no matter which **theory of motivation** the manager is following,.

1. Unsatisfied needs and motives: It is the first process of motivation. This stage involves unsatisfied needs and motives. Such unsatisfied needs can be activated by internal stimulus such as hunger and thirst. They can also be activated by external stimulus such as advertisement and window display.

2. Tension: This stage involves tension. Unsatisfied needs create tension in the individual. Such tension can be physical, psychological, and sociological. In this situation, people try to develop objects that will satisfy their needs.

3. Action to satisfy needs and motives: This stage involves action of people to satisfy needs and motives. Such tension creates strong internal stimulus that calls for action. Individual engages in action to satisfy needs and motives for tension reduction. For this purpose, alternatives are searched and choice is made, the action can be hard work for earning more money

4. **Goal accomplishment:** This stage involves goal accomplishment. Action to satisfy needs and motives accomplishes goals. It can be achieved through reward and punishment. When actions are carried out as per the tensions, then people are rewarded others are punished. Ultimately goals are accomplished.

5. **Feedback:** This is the last stage for motivation. Feedback provides information for revision or improvement or modification of needs as needed. Depending on how well the goal is accomplished their needs and motives are modified. Drastic changes in environment necessitate the revision and modification of needs

Usually, performance is determined by;

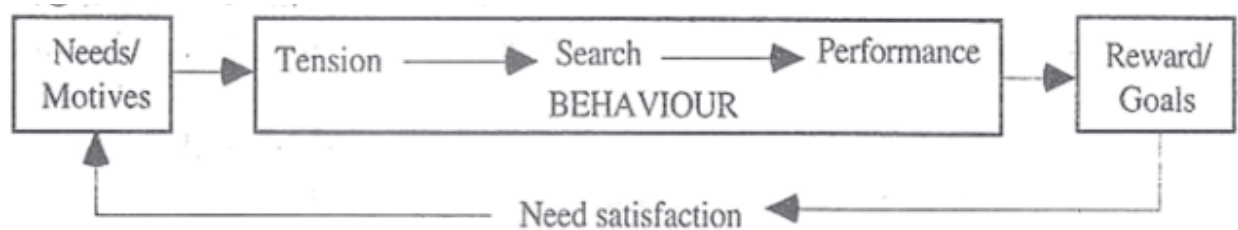
- Ability,
- Environment
- Motivation

If any of these three factors is missing or deficient, **effective performance** is impossible.

A manager may have the most highly qualified employees under him and provide them with the best possible environment, but effective performance will not result unless the subordinates are motivated to perform well.

Therefore, management can do its job effectively only through motivating employees to work for the accomplishment of organizational objectives.

The motivation process is presented in the following diagram;



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Importance of Motivation: The direction, motivation and effective leadership take the company forward. Even communication systems in the company encourage employees to achieve targets. Motivation is considered important because it helps to identify and satisfy the needs of human resources in the organisation and thereby helps in improving their performance. It is the reason

why every major organisation develops various kinds of motivational programmes and spends crores of rupees on these programmes. The importance of motivation can be pointed out by the following benefits:

(i) Motivation helps to improve performance levels of employees as well as the organisation.

Since proper motivation satisfies the needs of employees, they in turn devote all their energies for optimum performance in their work. A satisfied employee can always turnout expected performance. Good motivation in the organisation helps to achieve higher levels of performance as motivated employees contribute their maximum efforts for organisational goals.

(ii) Motivation helps to change negative or indifferent attitudes of employee to positive attitudes so as to achieve organisational goals. For example, a worker may have indifferent or negative attitude towards his work, if he is not rewarded properly. If suitable rewards are given and supervisor gives positive encouragement and praise for the good work done, the worker may slowly develop positive attitude towards the work.

(iii) Motivation helps to reduce employee turnover and thereby saves the cost of new recruitment and training. The main reason for high rate of employee turnover is lack of motivation. If managers identify motivational needs of employees and provide suitable incentives, employees may not think of leaving the organisation. High rate of turnover compels management to go for new recruitment and training which involve additional investment of money, time and effort. Motivation helps to save such costs. It also helps to retain talented people in the organisation.

(iv) Motivation helps to reduce absenteeism in the organisation. Some important reasons for absenteeism are—bad working conditions, inadequate rewards, lack of recognition, poor relations with supervisors and colleagues etc. Through sound motivational system, all these deficiencies can be covered. If motivation is adequately provided, work becomes a source of pleasure and workers attend to the work regularly.

(v) Motivation helps managers to introduce changes smoothly without much resistance from people. Normally, for any change introduced in the organisation, there may be resistance for

changes. If manager can convince employees that proposed changes will bring additional rewards to employees, they may readily accept the change.

Summary:

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