

## Unit 6- Motivation and Leadership

### Motivation

The term 'motive' is derived from the Latin word 'emovere' which means 'to move' or 'to active'.

Motivation is the process of encouraging, inspiring, and supporting the employees to make them work for the accomplishment of corporate goals. In other words, motivation is the act of making someone to act in the desired manner through positive encouragement.

According to Edwin B Flippo, "Motivation is the process of attempting to influence others to give their will to work through the possibility of gain reward."

According to William G. Scott, "Motivation means a process of stimulating people to action to accomplish the desired goals."

According to Berelson and Steiner, "A motive is an inner state that energizes, activates, or moves and directs or channels behaviour goals."

### Characteristics/ Nature of motivation

- 1) **Continuous activity-** It is a continuous and circular process. Subordinates need motivation in a continuous manner as their needs and expectations change from time to time. A manager has to study the needs of workers and use the technique of motivation accordingly. The process of motivation must be made on a regular and continuous basis.
- 2) **Goal-oriented and action oriented-** Motivation diverts human behaviour towards certain goals. Attainment of organizational and individual goals depends on the motivational plans.
- 3) **Initiative by Manager-** The initiative for motivation is by the manager by offering guidance and also by other methods like appreciation of good work or offering incentives. Management has to adopt special measures for motivating employees. They include monetary as well as non-monetary.
- 4) **Psychological process-** Motivation is a psychological process useful for encouraging employees to take more interest in the work assigned. It relates to human relations.
- 5) **Essence of management process-** Motivation is an essential function of a manager. He has to motivate his subordinates for achieving organizational objectives. Motivated labour force is an asset of a business unit. Motivated employees bring prosperity to a business unit.
- 6) **Broad concept-** Motivation covers needs, human relations and satisfaction of employees. For employee motivation, monetary and other incentives need to be offered. Job satisfaction is one such need and is useful for their motivation.
- 7) **Motivation is different from satisfaction-** Motivation implies a drive towards a result while satisfaction involves result already experienced and achieved. 'When desire is satisfied, employee is motivated'.
- 8) **Beneficial to employees and management-** Motivation offers benefits to employees and organization. It avoids clashes and encourages cooperative outlook among employees. Motivation leads to cordial labour-management relations. It provides more profit to management and better welfare to employees.
- 9) **Varies measures available for motivation-** For motivation, various monetary and non-monetary incentives can be offered to employees by the management. Attractive wages, welfare facilities, job satisfaction, appreciation of good work, encouragement to self-development, job security and fair treatment are some measures of motivating employees.

## **Process of motivation**

Following are the basic phases of the process of motivation

**Step 1- Need identification-** The first phase of the process of motivation is the employee feels certain need that is unsatisfied and hence he identifies that need. Then the unfulfilled need stimulates the employee to search certain goal by creating tension in him. This tension acts as driving force for the accomplishment of the set goals which can satisfy the tension creating need.

**Step 2- Exploring ways to fulfil the need-** In this phase, different alternative ways are explored that can satisfy the unsatisfied need which is identified in the first phase. In fact, the unsatisfied need stimulates the thought process of the employee that directs him to adopt a certain course of action.

**Step 3- Selecting goals-** In the third phase, the goals are selected on the basis of identifying needs and alternative course of action.

**Step 4- Performance of employee-** In the fourth phases, the identified need stimulates the employees to perform in a certain way that has already been considered by him. So the employee performs certain course of action to the satisfaction of unsatisfied need.

**Step 5- Rewards/Punishments as Consequences of performance-** If the consequences of the particular course of action followed by an employee are in the form of rewards, then the employee would be motivated to perform the same level of efforts for acquisition of similar rewards in future. Whereas when the anticipated results of the actions of an employee lack the rewards, then he would not be willing to repeat his behaviour in the future.

**Step 6- Reassessment of Deficiencies of need-** When an employee feels satisfaction for his certain unsatisfied need through the rewards of a certain line of action, then he again reassesses any further unsatisfied need and resultantly the whole process is repeated again.