UNIT 5   MOTIVATION AND PRODUCTIVITY

Structure

5.0   OBJECTIVES

After reading this Unit you should be able to:

- list the important motives that influence employee behaviour,
- understand the need hierarchy theory,
- correctly evaluate statements about motivation to work, and
- learn how to create a motivational climate.

5.1   INTRODUCTION

Productivity of any organisation or department or work unit depends upon the people who work in that unit. Given the same inputs, people can produce more if they work more thus increasing the productivity of the organisation, department or work unit. "How to make people work more or work 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 increases in some inputs. This requires an understanding of 'motivation' which you will learn in this Unit.

5.2   ISSUES IN MANAGING PEOPLE

A manager by definition is one who is involved in planning, organising, coordinating and executing the various activities of the organisation to achieve its goals. A manager is involved in managing workers, materials, processes, and their interactions. While managing materials is a function of knowledge of techniques such as planning, financial budgeting, resource allocation, PERT, CPM, etc., management of human resources requires a knowledge of the nature of human beings.

A manager or administrator is constantly interacting with people. As an administrator he or she is interacting with one's subordinate staff in the office, allocating and supervising their work, helping them in planning work, providing guidance and counselling, and appraising their work. As an administrator he or she is also subordinate to some higher authority. This authority may be a board of management, a government officer, a managing director, etc. Being subordinate one accepts the decisions of the superiors, feeds them back with one's problems, helps them make decisions, participates in planning, carries on the tasks given by them and seeks their guidance from time to time. As a professional person, he or she is also interacting with fellow managers and specialists, etc. Thus all the interactions with different groups of people influence one's

administrative behaviour. In order to be an effective manager one needs to understand the dynamics of human behaviour.

One will be able to perform one's tasks better if one has some insights into questions such as the following:

1) Why do people behave the way they do?
2) What are some of the significant things people look for in their jobs?
3) How could work be designed or human interactions be monitored to provide maximum satisfaction to people and their needs?
4) How can one understand the motives or needs of a particular employee?
5) How can a climate be created where the maximum utilisation of human talents is possible?
6) How can the staff be helped to perform to their maximum?
7) How to gain the commitment and loyalty of an employee?

In order to be able to manage human resources, insights into the causes of behaviour are required. A manager may come across highly devoted, involved and hard working staff, or lazy, evasive and superficial workers. He or she may wonder what to do about the generally less motivated staff. If one does not do anything to reward the well-motivated staff one may lose them. He or she may want to help and counsel the staff who are having problems. Psychologists have worked out certain theories to increase our understanding of human behaviour. In the subsequent sections we discuss some of these theories.

5.3 HIERARCHY OF HUMAN NEEDS: MASLOW'S THEORY

All behaviour is goal-directed. People behave the way they do because of their need to achieve certain things. These goals may deal with physiological needs, security needs or high order social needs. Human beings want things in a certain order of priority. First of all, human beings must satisfy their physiological needs like food, clothing, air, etc. Until they have enough of these, all their activities will be directed towards obtaining them. Once they have their physiological needs satisfied to an optimal level, a second order of needs comes to the surface and directs their behaviour. These are safety and security needs. Human beings want to make sure that they will continue to have their physiological needs satisfied. They require job security and protection from any physical dangers, for themselves and their family.

Once they have an optimal level of security, a third order of needs comes into operation and directs their behaviour. These are the needs for love, belongingness and acceptance. Human beings want affection from fellow-beings, often a selected few, and those in their immediate environment. Community organisations, worker organisations, professional bodies, etc. satisfy this need for belongingness and acceptance by the society.

Once the needs for love and acceptance are also satisfied, another set of needs which may be called 'high order social needs' comes to the surface and directs the behaviour of people. These needs include the needs for achievement, recognition, social status, power, and influence over others. These are also called '**ego needs**' or '**esteem needs**'.

When these social needs are also satisfied, then come the needs for understanding one's own abilities and potentials and using them to the maximum. The competition and search of satisfaction is from within i.e. to be able to exploit/use one's own abilities to the maximum potential and know one's self-worth. This is called the '**self actualizing need**'. Most people are struggling with one or more of the needs below this order, and very few attain this highest motivational level of self-discovery and the need to exploit one's own potential.
The human motives can be organised in the form of a pyramid as shown in **Figure I**. The five categories of needs shown in the figure may be somewhat oversimplified. This need hierarchy theory was first developed by Abraham Maslow. Hence it is called **Maslow's Need Hierarchy**.

Actually, human behaviour is directed by several needs and need combinations at any given time. While it is difficult to quantify and separate each of them, understanding them in categories like those shown in **Figure I**, greatly helps our conceptualization of human needs.
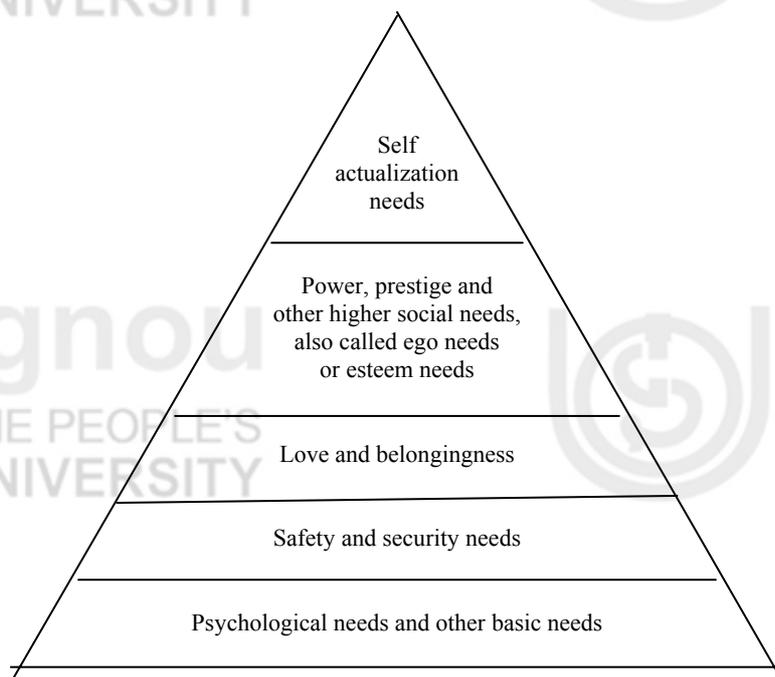

Figure I: Maslow's Hierarchy of Human Needs

We can infer motives or needs from consistencies in behaviour. If a person is all the time looking for opportunities to make friends, looking for love and affection and does not miss an opportunity to attend parties, get-togethers, etc. and enjoys warmth and affection expressed by others, we may infer that he or she has 'affiliation need' or has a high need for affection or love and belongingness or acceptance by others. If a person is looking constantly for opportunities where he or she can get a position or gain prominence or attention then we can infer that he or she has a power need or status need. Thus we make inferences on the basis of the goals the individual attempts to achieve.

However our observations about the motivation or needs of other individuals may not always be accurate as some of the motives are changing, and sometimes the goal the individual is trying to achieve may be due to more than one motive. For example, a person may want to earn money not only for satisfying his or her physiological needs but also for gaining more power or recognition. Similarly a person striving for a political position may be motivated by power or by the need to serve others. Thus, behaviour is complex and motives cannot be inferred with complete accuracy by observation alone. Self-assessment made by individuals helps us understand the motives or causes underlying their behaviour.

Most of the working people in our country (employed or self-employed, workers or managers) normally have their lower order needs (physiological, security and belongingness) satisfied. Their behaviour is mostly directed by the fourth order (power, prestige, status, etc.) needs called 'ego needs'. Sometimes these are also called 'esteem needs' or 'social motives'. These needs

Table-1
Some Important Motives Relevant to Employee Behaviour, and the Motive Indicators

Motive	Meaning	Behaviour Indicators of the Motive
1) Achievement	A concern for excellence, a	Persons dominated by this motive are generally active, work

54

	desire on the part of the person to do things to meet a particular standard of excellence.	hard, set high goals, take challenging tasks, derive pleasure from doing difficult things and look for quality. They may have a standard in mind with which they keep comparing themselves. They dream about accomplishing tasks.
2) Affiliation	A concern for establishing or maintaining warm and affectionate relations with others.	Persons with dominance of this motive want to have close relationships with people and establish emotional relationship with others. They join groups, invite people, develop attachments, feel depressed in case of separation of dear ones. Club membership, frequent social parties, and organised friendship circles are indicators of this.
3) Power	A desire to influence others and gain control over others or to be superior to others.	People with high levels of this need like to be in positions where they can lead, influence or control others. They seek opportunities for leadership. Argumentativeness, always wanting to be first, enjoying, giving directions to others etc. are indicators of this need.
4) Extension	A desire to be helpful to others, or to provide one's services to the organisation, nation or any external agent.	People dominated by this motive are good social workers. They enjoy helping others and they look for opportunities where they can be of help. They join social service organisation and probably maintain good interpersonal relations.
5) Aggression	A need to dominate others and to demonstrate one's own strength, at times even physically.	People having this need are argumentative, talk loud, they may get into physical fights and want always to win or show their strength.
6) Dependence	A need to consult others before making any decision. This may arise out of feelings of insecurity.	People dominated by this need will always look for directions from others, cannot make any independent decisions, want to be protected by someone and lack initiative.
7) Independence	Opposite of dependence, a desire to do things individually and to be one's own self.	People dominated by this need like to make decision on their own without seeking any one's approval, they prefer to have freedom and dislike interference from outsiders including superiors. They may consult others, but do not seek approval.
8) Security	A need to be secure about one's own living and to be sure one continues to have it.	People dominated by this need generally express it by their frustration at lack of job security, economic security, etc. They may grumble about the job, may save money for the future, etc. This is a very important need and if many employees have this as a high need, the organisation policies may be worth looking at.
9) Status and Prestige	A desire to be respected and treated with deference specially by others in the social environment.	People high in this need would not violate social norms or would do so only when they get recognition positively. They run for offices, they like to show authoritarian tendencies when they work with others. They may be categorising people into status groups and interacting with them selectively and differentially.
10) Recognition	A need to be recognised for one's accomplishments	People with this need work hard but lose their motivation completely if their work is not recognized immediately. They try to make their presence felt and strive to get attention. This is another basic need in all of us.
11) Activity	A desire to be constantly doing things.	This kind of person is always active, a hard worker and is constantly engaged in some activity. The opposite of this is passivity which is also a need to relax and not be disturbed.

are several in number. Since an understanding of these social needs helps us to understand the reasons behind motivation to work, let us deal with these social needs or motives. A few of these fourth order needs that have been found to influence work behaviour of people in different work settings are presented in **Table 1** (see page 55). The table also presents brief explanations of these motives, followed by some indicators of the motives in human behaviour.

Of the eleven needs mentioned above, the 'security' need (no.8) and the 'affiliation' need (no.2) fall in the second and third order of Maslow's hierarchy of needs. The rest are higher order social needs. You will read further about Maslow's theory in Unit 6 also.

5.4   SOCIAL NEEDS AND PRODUCTIVITY

The social needs influence the work behaviour of people. If the security and safety need is not met, the individual attempts to do things that meet his or her security needs. In some cases security is attempted to be achieved by working hard or working better. In other cases it is attempted by efforts to make fast money. In some other cases it is attempted by forming unions and associations. The activity which leads to the satisfaction of 'security need' will depend on the kind of environment (social, political, industrial, etc.) existing in that organisation, city or country. Normally, attempts to work better out of need for security is a short-lived hard work. Once the person gets security he or she may tend to relax or may become less hard working. Hence it is desirable to get people to work hard or work better through higher order social needs which are more lasting as they take time to be achieved or by letting them enjoy the work itself.

The same rationale holds good for affiliation acceptance. People having a high need for affiliation/acceptance work well if such work satisfies their desire to get love and affection from those they value. The moment their affiliation need is satisfied or changes, their work pattern may change. It is not desirable to have too many employees in an organisation who work hard mainly for fulfilling their affiliative needs. In tourism sector this acceptance need will help the employee as it is a service industry with maximum interaction, directly with clients. A need for love and affection gives a person sensitiveness which will help in the service industry as they are willing to please people and see appreciation immediately on their clients faces or in the client behaviour. Therefore, 'affiliation needs' as driving forces behind hard work or quality work, cannot be completely ignored. It is possible to design a warm and affiliative work environment which may stimulate people to work and there is nothing wrong in doing such a thing. In fact every work place should fulfil affiliative needs to some minimal degree.

A need for achievement is desirable for every employee. Organisations that promote achievement motivation in employees tend to do well. Such achievement needs can be satisfied by giving autonomy to employees to some degree, recognising and rewarding employee accomplishments. People dominated by this need tend to be entrepreneurs. A high need for activity is also desirable for a higher productivity in organisations.

High need for 'extension' in employees helps social service organisations, government departments and voluntary organisations to be more productive. A high need for power and influence combined with extension helps senior managers and chief executives to be more effective. A high need for independence helps a person to grow or may tend to channelise the energies of an employee in less productive directions. The usefulness of 'motive combinations' depends on the nature of the task, the climate of the organisation and a variety of other variables. The analysis given above is only indicative of the way in which different motives tend to operate. Human behaviour and productivity of work units are much more complex phenomena and cannot easily be explained by a few principles of motivation as all the motivational needs may sometimes get interwined with each other and thus one factor will no longer control the needs. However, some minimal understanding may help individuals and organisations to control, influence and direct human behaviour in more productive directions.

5.5   ANALYSIS OF (MOTIVATION) SELF-TEST

Please complete this **Motivation – Self-test** before you proceed.

A number of activities are presented below. You may like some of these and you may not like others. Please go through each item and mark those activities in which you like to be involved.

1) Setting difficult goals for myself
2) Competing with other colleagues for better performance
3) Doing something difficult to prove that I can do it
4) Doing things that would help me stand out uniquely
5) Taking up things with determination and working towards accomplishing them
6) Meeting a lot of people
7) Joining a social club or group
8) Inviting people home for tea-parties and get-togethers
9) Having a lot of friends
10) Attending parties and social activities
11) Getting what I deserve even if I have to fight for it
12) Doing something that might provoke criticism
13) Arguing with a superior or subordinate
14) Teasing some one who is conceited
15) Annoying people I don't like
16) Helping someone in trouble even if I have to go out of my way
17) Taking personal care of workers and their problems
18) Fighting for national goals
19) Sacrificing things for the sake of others
20) Consoling someone who is disturbed
21) Doing tasks my superiors ask me to do
22) Pleasing my superiors
23) Observing the rules and regulations outlines for me very strictly
24) Checking things with superiors before I make decisions
25) Consulting people for most of the decisions
26) Having workers who do whatever I ask them to do
27) Getting people to accept my point of view
28) Framing rules and regulations
29) Demonstrating my knowledge and sharing it with others
30) Controlling workers through various techniques

In the above self-test you took, six motives were included: **achievement, power, affiliation, dependence, extension and aggression**. Each group of five items measures one motive. The first five items (1 to 5) deal with achievement, the next five items (6 to 10) with affiliation,

followed by aggression (items 11 to 15), extension (items 16 to 20), dependence (items 21 to 25) and control (items 26 to 30). The number of items you checked out of five gives your score on that motive. For example, if you have checked all the items from 1 to 5 you get a score of 5 indicating that you have a high achievement need. If you have checked only one or two items, then you get scores of 1 or 2, indicating a low level of achievement need. Similar interpretations may be given to other motives. You may like to plot your motive profile below on the basis of your self-test.

Your Motive Profile

Very High	5	-	-	-	-	-	-
High	4	-	-	-	-	-	-
Moderate	3	-	-	-	-	-	-
Low	2	-	-	-	-	-	-
Very Low	1	-	-	-	-	-	-

Interpret Your Motive Profile

You may like to reflect upon the implications of this motive profile for you as a manager. A few comments are made below to help you reflect on 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 a manager or executive. A moderate degree of affiliation may be good but too much of it may **indicate your tendency** to value relationships more than tasks or work.

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

Your scores on the self-test are only crude indicators of your motives. The self-test was meant to be used as a stimulant for your reflection and understanding about human motivation. You are not to take the scores as conclusive. Motives are complex and cannot be measured accurately with short instruments like the self-test given earlier. The test is meant only to give you a feel of how different motives operate.

5.6 HYGIENES AND MOTIVATORS

Some people argue that productivity of an employee depends on his or her job-satisfaction and productivity of organisations or their work units can be raised by improving the job-satisfaction of employees. Unfortunately the relationship between job-satisfaction and productivity is not that simple. It is possible to have highly satisfied workers not giving their best to an organisation. This happens when they are not highly motivated to work. Absence of dissatisfaction or presence of job-satisfaction does not mean presence of work motivation. Herzberg, a behavioural scientist, differentiated these factors.

Both work-motivation and job-satisfaction are dimensions that influence the productivity of any employee. Some factors in the work environment that contribute to job-satisfaction do not necessarily ensure motivation. Research has shown that adequate salary, good working conditions, job security, physical facilities, good human relations and the quality of supervision,

etc. all contribute to the job-satisfaction of employees. Factors such as recognition of work done, status, opportunity for growth, nature of work, responsibility and challenge of the task, etc. have been found to play an important role in creating a motivation to work on the part of employees. The first set of factors that **provide job satisfaction** have been called '**Hygienes**'**.** The second set of factors which urge the employees to work more and better are called **'Motivators'**. 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. The top managers in organisations as well as personnel and Human Resource Development (HRD) departments should understand the distinction between the two along with supervisors in all types of organisations. This will help them to create conditions for work-motivation thus leading to more productivity. You will read more about the Herzberg's Theory in Unit 6.

5.7 CREATING PROPER MOTIVATIONAL CLIMATE

While it may be too ambitious for a manager to aim at creating conditions that help people reach 'self-actualisation level', a manager will do well in creating conditions that keep people away from frustrating experiences and keep them constantly striving to put forth their best. The following are some dimensions on which the managers can work:

i) **Create conditions where workers' energies are not expended totally in meeting their basic needs:** In an organisation where, the workers are worried about their salaries, housing, safety with the work they are doing, job-security, etc., much energy will be wasted in their efforts to ensure these things. If they do not have job-security, they may be trying to organise themselves to ensure security. If they cannot organise, their mental energies may be spent in thinking about the poor conditions in which they are living. If the manager cannot help in these matters, at least he or she can be sympathetic to workers and do the little in his or her capacity so that the workers at least have the feeling of security. There are examples of managers who work in extremely frustrating conditions but make their workers feel happy and at home.

ii) **Create a climate for inter-dependent work rather than dependency:** Some managers are so creative and skilful that every worker looks up to them for advice and constant guidance. Such managers may not be allowing their workers to do anything on their own as they expect the workers to work their way. If the manager expects every worker to check with him or her and get his or her approval before doing anything, then one is creating a climate of dependency. In such a climate, workers do only what they are asked to do by their boss, and will not do anything on their own initiative. When problems arise, they look to their boss to solve them and something goes wrong. Workers may not accept responsibility and will refuse to learn from experience, because they have not acted on their own but on the advice of their boss. Thus, the manager is burdened with responsibility and constant problem-solving. He or she is wasting not only his or her own energies but also those of the subordinates. Paternalistic behaviour creates dependency in subordinates and stifles their creativity and sense of responsibility. Moreover there will be no grooming of the subordinates to take over the managerial tasks once the manager is promoted.

An effective manager encourages people to work in a team interdependently. He or she does not interfere unless it becomes very necessary and trusts workers and gives them freedom to plan out their own strategies for doing things. He or she lets them solve the problems they face on their own and only provides guidance when needed thus giving them a sense of responsibility and achievement. By creating a climate of interdependence and team work he or she also helps them satisfy their social needs for achievement, belonging, affection and security.

59

iii) **Create a competitive climate through recognition of good work:** Workers look to be rewarded for good and innovative work. Rewards may not always be in financial terms. Even a word of appreciation has great motivating value, although indiscriminate appreciation is valueless.

The manager should acknowledge the contributions of workers in many ways. Many managers limit their appreciation to annual appraisal reports, but there are many other possible ways. Praising before other workers, giving increased responsibilities etc., are some of the mechanisms that can be used. Such recognition and public acknowledgements help workers to value their work deriving a sense of satisfaction and feeling of importance from it. This goes a long way in motivating them to work harder, and creates a sense of competition in them.

iv) **Create a productive climate through personal example:** Managers themselves need to be motivated and hard-working. Workers are constantly looking to their boss to set an example. They tend to imitate him or her and the manager's style may percolate down the hierarchy. If he is authoritarian and non-trusting, his next level workers may attempt to be like him too, ultimately creating a climate of suspicion and mistrust in the organisation.

v) **Create a climate of approach and problem-solving rather than avoidance:** Managers can be divided into two types: **approaching managers and avoiding managers**. The approaching manager is one who approaches problems with confidence, faces them, and works out ways to overcome them with the help of inputs from others. The operating style here is to face issues and constantly struggle to overcome them. Satisfaction is derived from the struggle itself even if the outcomes are not always positive. The avoiding manager sees everything as a headache and the style is to postpone problems or to delegate them to somebody else. Workers are quick in imitating this style. Approach-oriented managers do well because their workers also develop this style of facing problems. Managers should attempt to encourage their workers to be problem-solvers rather than avoiders. A manager who can take responsibility himself also initiates his subordinates in taking responsibility. Unfortunately, no work gets done unless people accept responsibility and do it.

vi) **Motivate individually through guidance and counseling:** The above discussion points out some general strategies the manager can use in creating a proper motivational climate. **Besides creating a climate for work, a good manager needs to be a counsellor of workers**. He or she has to interact with different workers who have different need patterns and may also encounter very efficient workers, poor workers, problem-creators, and all kinds of individuals. One has to be sensitive to these individual differences, needs and motivating factors and work accordingly with them.

Check Your Progress-2

1) How are social needs related to productivity?

....
....
....
....
....

2) How would a manager create climate for interdependent work?

....
....
....
....

5.8   LET US SUM UP

In this Unit, we have seen that the productive output of an individual in relation to a job is primarily determined by his or her motivational structure. This structure itself is based on various types of needs which are constantly changing. Therefore, the key to higher productivity lies in creating a proper motivational climate, wherein the employee seems to be deriving satisfaction by doing a job.

5.9   CLUES TO ANSWERS

Check Your Progress-1

1)   Read Sec.5.3 again and compare your answer.
2)   See Table 1.

Check Your Progress-2

1)   If social needs are not met the output and productivity are affected because the employee remains dissatisfied. See Sec.5.4.
2)   See point ii of Sec.5.7.