

**ORGANISATIONAL
BEHAVIOUR**

Motivation

Meaning

The important task before every manager is to secure optimum performance from each of his subordinates. The performance of the subordinate, in turn, is determined by his ability to work and the extent to which he is motivated. Motivation is the process of inducing and instigating the subordinates to put in their best. Motivation is influenced significantly by the needs of a person and the extent to which these have been fulfilled. To motivate the subordinates, the manager must, therefore, understand their needs.

The term 'motivation' has been derived from the word 'motive'. Motive is the urge, need, want or desire that induces a person to work.

Definitions of Motivation

The following are some of the important definitions of motivation given by eminent management thinkers:

1. Motivation means a process of stimulating people to action to accomplish desired goals – W.G. Scott.
2. Something that moves the person to action and continues him in the course of action already initiated – Robert Dubin.

It is clear from the above definitions that motivation is the process of generating enthusiasm among the subordinates so that they work to their maximum potentials in order to achieve the goals of the enterprise.

Nature and characteristics of Motivation

The following salient features of motivation explain its nature:

1. **Motivation is a psychological concept** – The needs of person influence his behaviour. A subordinate, whose needs have been fully satisfied, feels mentally relieved. The quantum of tangible benefits provided, e.g., higher pay to a subordinate may not actually determine mental satisfaction. Even a word of appreciation from the manager may provide greater mental satisfaction to an employee and induce him to work harder. Motivation, thus, has something to do with the psychology of the employees.
2. **Motivation is always total and not piece-meal** – It means that a person cannot be motivated in instalments. An employee will not be motivated if some of his needs are partly satisfied. For example, if an employee awaits a transfer to his native place and is also due to get his promotion, he will not feel motivated if only one of the benefits is sanctioned. It is, therefore, the duty of the employer to grant any benefit to his employees fully as and when it is due.

3. **Motivation may be financial or non-financial** – An employee may be motivated through financial or non-financial incentives. Financial incentives are the monetary benefits provided to an employee in the form of higher pay, bonus, commission etc. Non-financial incentives are the non-monetary benefits such as greater decision-making authority, better designation and so on.
4. **Method of Motivation may be positive as well as negative** – Many people think that the method of motivation should always be positive. It may even be negative. The method is positive if it is in the form of higher pay, greater authority, better designation etc. The method of motivation is negative in the following cases:
 - (i) Issue of Memo to a worker showing negligence.
 - (ii) Placing a worker who is shirking duties under suspension.
 - (iii) Pay-cut.
 - (iv) Imposing fines or penalties for violating rules and regulations in the work place etc.
5. **Motivation is a continuous process** – Man is a wanting animal. As soon as one need is satisfied another appears in its place. This is an unending process. Motivation, therefore, is not a time-bound process. In the work place, an employee needs to be motivated as long as he is in employment.

Importance of Motivation

Motivation, as a tool of direction, is important in view of the following reasons:

1. **Inducement of employees** – In the workplace, motivation is important to induce an employee to contribute to his maximum capabilities. Every employee has certain unfulfilled desires. The employer, by fulfilling the needs of the employee, motivates him to do his best.
2. **Higher efficiency** – Well-motivated employees put in maximum efforts in discharging their duties. This leads to higher output and thereby reduces the average cost per unit produced. Optimum output and lower cost is what is essential to achieve maximum efficiency.
3. **Optimum use of resources** – Motivated employees do not shirk their duties. It is, therefore, possible to make optimum use of the enterprise resources, particularly, materials and machines. The employees also do not remain idle during working hours. As a result, there is no loss of labour hours.
4. **Avoidance of loss due to mishandling and breakage** – Properly motivated employees are always careful in their work. They do not show negligence. As a result, loss due to mishandling of machines and equipment and due to breakage will certainly be avoided.
5. **No complaints and grievances** – Well-motivated employees do not make unnecessary complaints about anyone or anything. They like their job and the organisation. As all their needs are fulfilled by their employer, they hardly have any grievance.

6. **Better human relations** – When an organisation has properly motivated staff, there will be better inter-personal relationships. The superiors trust their subordinates and vice versa. There is also greater co-operation among the employees.
7. **Avoidance of strikes and lock-outs** – Employees resort to strike only when their demands are not conceded by their employer. The employer will be forced to declare lock-out (temporary closure of the business establishment), when he is unable to avert strike by workers. In an organisation, where the management is always ready to fulfil all the needs of the workers, there will hardly be any need for the workers to resort to strike and for the employer to declare lock-out.
8. **Reduction in labour turnover** – Labour turnover is the ratio of workers leaving the organisation to the average number of workers working during a given period of time. Workers leave their organisation in view of any of the following reasons:
 - (i) If their pay benefits are not adequate.
 - (ii) If they find their job monotonous.

Theories on Motivation

Many experts have developed different theories on the concept of motivation.

Popular ones are given below:

1. Maslow's Need Hierarchy Theory. ✓
2. McGregor's X and Y Theories. ✓
3. ~~Queble's Z Theory.~~
4. Herzberg's Two-Factor Theory. ✓
5. ~~McClelland's Need Theory.~~
6. ~~Vroom's Expectancy Theory.~~

Each of these theories has been discussed in detail below:

Maslow's Need Hierarchy Theory

Abraham H. Maslow, a psychologist, developed a theory called the 'Need Hierarchy Theory'. It is one of the oldest theories on motivation. Maslow was of the view that human behaviour is directed towards the satisfaction of certain needs. He classified human needs into five categories and arranged the same in a particular order as given below:

- (i) Physiological Needs
- (ii) Safety Needs
- (iii) Social Needs
- (iv) Self-actualisation Needs and
- (v) Esteem Needs.

Maslow regarded the first three (Physiological, Safety and Social Needs) as 'lower order needs' and the remaining two (Self-actualisation and Esteem Needs) as 'higher order needs'.

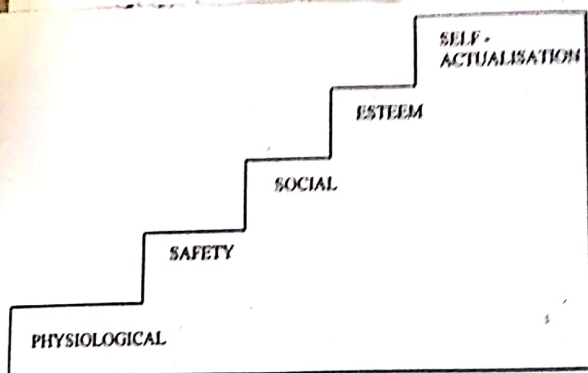


Figure 11.1 - Maslow's Hierarchy of Needs

1. **Physiological needs** – These are the primary or the basic needs of a person that must be fulfilled. These include, among others, food, clothing and shelter that are vital for the survival of mankind. A person cannot think of recognition or status when he is not able to earn adequately to satisfy his basic needs.
2. **Safety needs** – The safety or security needs emerge once the basic or physiological needs of a person are fulfilled. Job security is one such need. People, generally, prefer secured jobs. Similarly, every employee wants to contribute to provident fund, insurance and such other schemes that protect his interests particularly in his old age when he cannot work and earn.
3. **Social needs** – At this stage, a person wants friendship, companionship, association, love and affection of particularly those with whom he mingles often. In the work place he may long for the association of the fellow-employees. In fact, it is for this reason that informal groups are formed within a formal organisation. In the living place he may desire to have the friendship of his neighbours. These days people live in flats and it is common to find an association in every apartment. These associations are formed by the owners to look after common amenities and for the sake of peaceful co-existence.
4. **Esteem needs** – These needs arise in view of a person's desire to have his ego satisfied. The satisfaction of these needs gives a person the feeling that he is above others. It gives a person self-respect, self-confidence, independence, status, recognition and reputation. Some people show preference for luxury cars, expensive jewels and so on not just because they can afford it but also due to the fact that possession of such goods satisfies their ego.

5. **Self-actualisation needs** – According to Maslow, a person, who reaches this stage, wants to achieve all that one is capable of achieving. In other words, a person wants to perform to his potential. A professor may, for example, write books. A singer may sing on radio and so on. The desire to excel need not necessarily be in the field one is attached to. It can be in some other sphere also. For example, an actor or actress may excel in politics.

McGregor's 'X' and 'Y' Theories

Douglas McGregor developed two theories on motivation that explain the positive and negative qualities of individuals. He gave the theories the names 'X' theory and 'Y' theory. These theories have been discussed below.

'X' Theory

Theory 'X' is negative or pessimistic in approach. It is based on the following assumptions:

1. People, in general, dislike work. They shirk their duties and are basically lazy.
2. Most people are unambitious. They do not voluntarily accept any responsibility.
3. Most people lack creativity. They show no preference for learning anything new.
4. Satisfaction of physiological and safety needs alone is important for most people. Workers in general are only bothered about their salary, job security and such other extrinsic factors.
5. While at work, an employee needs to be closely supervised and watched.

Theory 'X' does not want managers to involve workers in the decision-making process. It expects the workers to work as per the directions of the managers.

'Y' Theory

Theory 'Y' is positive or optimistic in its approach. It is based on the following assumptions:

1. People are not averse to work. Given the proper working conditions the workers would do their work with the kind of enthusiasm they show for their other activities like playing and eating.
2. Workers are ambitious and they do come forward to accept responsibility.
3. Workers do have the potentials to be creative. If the management has a positive outlook, it will certainly encourage the workers to display their creative ideas and skills.

4. It is not correct to assume that only satisfaction of physiological and safety needs is important for most workers. The workers do many things to have their ego satisfied. There are workers with tremendous potentials who want to work to their maximum capabilities.
5. Workers need not be directed and closely supervised. They are good in what is called 'self-direction'.

Distinction between Theory 'X' and Theory 'Y'

Theory 'X'	Theory 'Y'
1. People, in general, have an inherent dislike for work.	1. People love to do their work provided they are given the proper environment.
2. Most people are not ambitious and do not voluntarily accept any responsibility.	2. With proper motivation, people can certainly be made to accept responsibility.
3. People, in general, lack creativity.	3. If the management has a positive outlook, it can certainly encourage the workers to display their creative ideas and skills.
4. Satisfaction of physiological and safety needs alone is important.	4. Workers do many things to satisfy their ego and also to display their potentials.
5. Close supervision is necessary.	5. Workers are good at self-direction.

Herzberg's two Factor Theory

Herzberg classified the factors influencing human needs into two categories. They are:

- (i) Hygiene Factors and
- (ii) Motivational Factors

Hygiene Factors

According to Herzberg, hygiene factors do not actually motivate a person but their absence will lead to dissatisfaction. These factors are also known as 'extrinsic factors' or 'maintenance factors'. They help to maintain a reasonable level of job satisfaction among the employees. These are:

- (i) Company policies and Administration
- (ii) Type of supervision
- (iii) Inter-personal relationships
- (iv) Working conditions
- (v) Salary
- (vi) Job security and
satisfies their ego.

The maintenance factors are known as hygiene factors as they influence the mental framework of the employees.

Motivational Factors

The motivational factors are also known as intrinsic factors. According to Herzberg, the presence of the intrinsic factors will motivate the employees but their absence will not lead to dissatisfaction. These are:

- (i) Work itself
- (ii) Achievement
- (iii) Recognition
- (iv) Advancement
- (v) Growth and
- (vi) Responsibility

Herzberg calls upon managers to use motivational factors to induce the employees to perform well.

Work Stress

We often hear about people undergoing stress conditions. Stress arises when a person is unable to meet the demands of the situation owing to his mental and/or physical incapacity. It also arises when the external environment is not conducive for a person to discharge his duties. In short, a person is prone to stress conditions when he has to encounter critical situations often in his life.

The problem of stress is not peculiar to a formal workplace like an office or a business establishment. Even housewives undergo stress. Stress may be physical as well as mental.

The object of this Chapter is to deal with the problem of job related stress. It further deals with the concept of counselling which is a technique used to get rid of stress.

Stress – Meaning

A person undergoes stress when he feels that he is ill-equipped to carry out the tasks assigned to him. Not everyone undergoes stress in a workplace. It is also not possible to explain precisely the situation that would give scope for stress because, many individuals are capable of performing their tasks irrespective of the work situation. If, for example, we say that the vindictive attitude of the management can lead to the problem of stress, it may not hold good always because many employees may be able to work with ease despite the vindictive approach of the management.

Total absence of stress may affect performance. A person needs to undergo a certain level of stress to perform well. Excessive stress is harmful. When stress exceeds a certain level, it can have adverse effect on a person's emotions, mental and physical health.

WHY DOES STRESS ARISE?

(CAUSES OF STRESS)

The various factors that cause stress can be grouped under:

- (i) Personal Factors and
- (ii) Organisational Factors.

Personal Factors

The personal factors responsible for stress include, among others, the following:

1. Ability
2. Perception
3. Manner of approaching crisis
4. Level of self-confidence
5. Experience
6. Desire for work
7. Beliefs

These have been explained briefly hereunder.

Ability

The mental and physical capacity of a person to face critical situations in life is probably one of the important personal factors causing stress. Some people are capable of facing any type of crisis. They have the necessary mental and physical stamina to overcome any kind of a pressure. On the other hand, there are people who do not have the capability to face critical situations. It is only these people who develop the condition of stress and turn out to be poor job performers.

Perception

What is considered a critical situation by some may not be considered as such by others. In fact, whether a problematic situation has arisen in the organisation or not depends upon the perception of the people who are employed in it. Some people cannot perform any out-of-routine work because they perceive it to be difficult while there are people who are always prepared to accept any challenge.

Manner of Approaching Crisis

How a person approaches his task when there is a crisis is yet another cause of stress. Some people perform well when there is a critical situation. Even in a cricket match we find players who play very well in crisis. In fact, there are instances where some cricketers have rescued their side from a difficult situation by their brilliant performance.

In a critical situation some people become nervous and as a result they are unable to perform well.

- (vi) Job security and

Level of Self-confidence

Some people basically lack self-confidence. Needless to say, in a crisis for such people the level of self-confidence deteriorates further and affects performance. People who have supreme self-confidence are not likely to undergo stress.

Experience

Well-experienced employees would have come across difficult situations several times in their career and therefore are aware of the tactics to be used. They don't breakdown when a crisis arises. The inexperienced employees, on the other hand, are normally prone to stress conditions more.

Desire for work

The desire of an employee for work is another important personal factor. An employee with a desire for work is always keen on performing his task and only completion of the task will give him peace and happiness. He finds his work a pleasurable activity and therefore does not develop stress conditions. It is only those employees who find their work a burden are more susceptible to stress.

Beliefs

An employee who firmly believes that systematic work will pay rich dividends does not feel the work pressure and therefore is not likely to experience stress. On the other hand, an employee who does not believe in systematic work may have to strain much towards the end and as a result may undergo stress due to work pressure.

Organisational Factors

The organisational factors causing stress include, among others, the following:

1. Nature of job
2. Superior - subordinate relationships
3. Inter-personal relationships
4. Target to be reached
5. Time pressure
6. Physical working conditions
7. Opportunities for advancement
8. Hours of work
9. Disparity in pay and other benefits
10. Biased assessment of performance
11. Greater responsibilities
12. Punitive measures like demotion, suspension etc.

Let us discuss these now.

Nature of Job

An employee who has to face greater challenges in his job, almost on a daily basis, undergoes stress often. It may not be so in the case of employees doing routine/repetitive work. In this context, it may be mentioned that sales representatives and labour welfare officers face stress conditions more often than cashiers and accountants do.

Superior – Subordinate Relationships

Cordial superior – subordinate relationships is essential for the smooth functioning of any organisation. If the superiors adopt a friendly approach in their dealings with the subordinate staff and are prepared to offer any kind of help, the subordinates working under such superiors are not likely to experience stress. If, on the other hand, the superiors are hostile in their approach and are always keen on finding fault, the subordinates are sure to undergo stress conditions.

Inter-Personal Relationships

Another organisational factor contributing to stress is the existence of strained relationships among the employees. Inter – personal relationships get strained due to unresolved conflicts. Such strained relationships affect co-operation and teamwork and also make the work environment unpleasant. The unpleasant environment affects the morale of the employees and finally leads to stress conditions.

Target to be reached

An employee who is not able to attain the target set for him either because the target is unreasonable or he is ill-equipped or the internal and external forces are not conducive he develops frustration. If the same trend continues he is sure to develop stress conditions.

Time Pressure

This is an extension of the previous point. The target to be attained by an employee is always with reference to a time – frame. As the deadline, within which the work has to be completed, approaches fast the work pressure increases. If the employee is unable to cope with work pressure he develops mental and/or physical stress.

Physical Working Conditions

The existence of improper working conditions may also contribute to job stress. By improper working conditions we mean absence of physical facilities like lighting, ventilation, drinking water, toilets, etc. Poor working conditions affect both the physical and mental health of the employees.

Opportunities for Advancement

When an employee is deprived of the opportunities to move to higher positions due to politics in the workplace, he is sure to get disappointed. The feeling that his credentials are ignored haunts his mind. Such an employee has every chance of developing mental stress.

(vi) Job security and

If the hours of work are too long and/or the employee is made to work continuously without the required interval breaks, he is sure to become tired physically as well as mentally. If such a trend continues it is enough reason for the employee to undergo stress.

Disparity in Pay and other Benefits

In some organisations there is often disparity in the payment of remuneration among employees. For the same type of job, some employees may be paid more while others may be paid less. Similarly, there may be discrimination in extending certain benefits among employees like leave, medical facilities, etc. Such discrimination gives scope for ill-feelings among employees and becomes a cause for mental stress.

Biased Assessment of Performance

Evaluating the performance of the human resource is an integral part of HR management. A number of crucial decisions pertaining to an employee – pay fixation, payment of allowances, training, promotion, transfer and even termination of service, are based on his performance – appraisal reports.

When the element of bias creeps in the process of performance appraisal (discrimination in assessment on the ground of religion, caste, sex, personal likes and dislikes of the superior), it would certainly affect the career prospects of the employee. This would lead to stress conditions.

Greater Responsibilities

Some superiors expect too much out of their subordinates. They give their subordinates responsibilities without the requisite authority. As a result, the subordinate will not be able to carry out their tasks. This leads to frustration and gives scope for stress.

Punitive Measures like Demotion, Suspension Etc.

Demotion (when an employee is assigned a job lower in grade compared to his present job), suspension *etc.*, are used as a measure of punishment against those employees shirking duties or showing indifference. An employee to whom any such punishment is awarded would suffer mentally. If, even for small offences, severe punishments are given, it would affect the employees psychologically. It is, therefore, important that any such punitive measure is adopted only as a last resort.

Consequences of Stress

Having discussed the various causes of stress, let us now discuss its consequences. An employee undergoing excessive stress may face certain physical and psychological problems as stated below:

Physical Problems

- (i) Headache
- (ii) Hyper-tension
- (iii) Lack of appetite

- (iv) Sleeplessness
- (v) Indigestion

Psychological Problems

- (i) Frustration
- (ii) Emotional instability
- (iii) Nervousness and tension
- (iv) Anxiety
- (v) Irritable mood
- (vi) Chronic worry
- (vii) Depression

Behavioural Changes

Certain behavioural changes may also take place in the individual undergoing excessive stress. These include:

- (i) Excessive smoking
- (ii) Abuse of alcohol or drugs
- (iii) Late coming
- (iv) Absenteeism
- (v) Tendency to Neglect safety precautions
- (vi) Tendency to pick up Quarrels frequently with superiors and fellow-workers
- (vii) Decline in performance

Problems Faced by the Enterprise

The enterprise may have to face several problems in view of the stress conditions of its employees. These include:

1. Low productivity
2. Low quality output
3. Loss of man-hours
4. Excessive complaints and grievances
5. High rate of absenteeism
6. High rate of labour turnover
7. Increase in industrial accidents
8. Increase in conflicts
9. Strained inter-personal relationships