**Bharath College of Science and Management, Thanjavur-5**

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**ORGANISATIONAL BEHAVIOUR**

**MOTIVATION**

 Motivation is essentially the underlying drive of individuals to accomplish tasks and goals. There are many factors that can influence employee motivation including organizational structure, integrity of company operations, and company culture.

 Motivation can be described as the internal force that impacts the direction, intensity, and endurance of a perosn’s voluntary choice of behavior it consist of

 **Direction** – focused by goals

 **Intensity** – bulk of effort allocated

 **Persistence** – amount of time taken for the effort to be exerted

**Example** – A team leader encourages team members to work efficiently.

**CONCEPT OF MOTIVATION**

The term motivation is derived from the motive – Motivation may be defined as a planned managerial process, which stimulates people to work to the best of their capabilities, by providing the with motives which are based on their unfulfilled needs.

Motivation is a personal and internal feeling

 Motivation is a psychological phenomenon which generates within an individual.

Motivation is need based

 If there are no needs of an individual, the process of motivation fails. It is a behavioural concept that directs human behavior towards certain goals

Motivation is a continuous process

 Because human wants are unlimited, therefor motivation is an ongoing process.

Motivation may be positive or negative

 A positive motivation promotes incentives to people while a negative motivation threatens the enforcement of disincentives

Motivation is a planned process

 People differ in their approach, to respond to the process of motivation. As no two individuals could be motivated in an exactly similar manner.

**NATURE OF MOTIVATION**

 Motivation is a pshchological phenomenon which generates within an individual. A person feels the lack of certain needs to satisfy which he feels working more. The need satisfying ego motivates a person to do better than he normally does.

1. Motivation is an inner feeling which energizes a person to work more.

2. The emotions or desires of a person prompt him for doing a particular work

3. There are unsatisfied needs of a person which disturb his equilibrium.

4. A Person moves to fulfil his unsatisfied needs by conditioning his energies.

5. There are dormant energies in a person which are activated by channelizing them into actions.

**SIGNIFICANCE OF MOTIVATION**

**High Efficiency**

 A good motivational system released the immense untapped reservoirs of physical and mental capabilities. By satisfying human needs motivation helps in increasing productivity. Higher the level of motivation, greated is the degree of goal accomplishment.4

**Better Image**

 A firm that proviced opportunities for financial and personal advancement has a better image in the employment market. People prefer to work for an enterprise because of opportunity for development, and sympathetic outlook. This helps in attracting qualified personnel and simplifies the staffing function.

**Facilitates Change**

 Effective motivation helps to overcome resistance to change and negative attitude on the part of employees like restriction of output. Satisfied workers take interest in new organizational goals and are more receptive to changes that management wants to introduce in order to improve efficiency of operations

**Human Relations**

 Effective motivation creates job satisfaction which results in cordial relations between employer and employees. Industrial disputes, labour absenteeism and turnover are reduced with consequent benefits. Motivation helps to solve the central problem of management. Motivation is the core of management “ It is the key to management in action.

**THEORIES OF MOTIVATION**

 The main content theories are: Maslow’s needs hierarchy, Alderfer’s ERG Theory, MCclelland’s achievement motivation and Herberg’s two factor theory. The main process theories are Skinner’s reinforcement theory. Victor Vroom’s expectancy theory. Adam’s equity theory and Locke’s goal setting.

**MASLOW’S NEED HIERARCHY THEORY**

Maslow’s hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper “ A Theory of Human Motivation” in Psychological Review. Maslow subsequently extended the idea to include his observations of humans’ innate curiosity.

Maslow’s hierarchy of need is a motivational theory in psychology comprising a five- tier model of human needs, often depicted as hierarchical levels within a pyramid.

Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging, esteem, and self actualization.

 Self

actualization

 Esteem needs

 Biolongingness and love needs

 Safety needs

 Physiological needs

**Physiological needs**

 These are biological requirements for human survival, e.g. air, food, drink, shelter, clothing, sleep.

 If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.

**Safety needs**

 Once an individual’s physiological needs are satisfied, the needs for security and safety become salient. People want to experience order, predictability and control in their lives. These needs can be fulfilled by the family and society (e.g. police, schools business and medical care).

 For example, emotional security, financial security (e.g.employment, social welfare) law and order, freedom from fear, social stability, property, health, and wellbeing (e.g.safety aganst accidents and injury).

**Belongingness needs**

 After physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. The need for interpersonal relationships motivates behavior

 Examples include friendship, intimacy, trst, and acceptance, receiving and giving affection. Affiliating being part of a group (family, friends, work)

**Esteem needs**

 The fourth level in Maslow’s hierarchy – which Maslow classified into two categories (i) esteem for oneself (dignity, achievement, master, independence) ii) the desire for reputation or respect from others. E.g., status prestige)

**Self-actualization needs**

 The higher level in Maslow’s hierarchy, and refer to the realization of a person’s potential, self-fulfillment, seeking personal growth and peak experiences. Maslow (1943) describes this level as the desire to accomplish everything that one can, to become the most that one can be.

 Individuals may perceive of focus on this need very specifically. For example, one individual may have a strong desire to become and ideal parent. In another, the desire may be expressed economically, academically or athletically. For others, it may be expressed creatively in painting, pictures, inventions.

**Mc GREGOR’S THEORY X AND THEORY Y**

Theory X and Theory Y are theories of human work motivation and management… The two theories proposed by McGregor describe contrasting models of workforce motivation applied by managers in human resource management, organizational behavior, organizational communication and organizational development.

Theory X stands for the set of traditional beliefs held, while Theory Y stands for the set of beliefs based on researchers in behavioral science which are concerned with modern social views on the man at work. These two theories represent the extreme ranges of assumptions. The managerial attitudes and supervisory practices resulting from such assumptions have an important bearing on employees behavior

**Theory X**

Authoritarian, respective style. Tight control, no development. Prduces limited, depressed culture.

 Management

 Staff

**Theory X assumption are negative**

\* Employees inherently dislike work and, whenever possible, will attempt to avoid it.

\* Since employees dislike work, they must be coerced, controlled, or threatened with punishment.

\* Employees will avoid responsibilities and seek formal direction whenever possible.

\* Most workers place security above all other factors and will display little ambition.

Managers who accept theory X assumptions tend to structure, control and closely supervise their employees. These managers think that external control is appropriate for dealing with unreliable, irresponsible and immature people.

**Theory Y**

 Liberating and developmental. Control, achievement and continuous improvement achieved by enabling, empowering and giving responsibility.

 Staff

 Management

Theory Y assumption are positive

\* Employees can view work as being as natural as rest or play

\* People will exercise self-direction and self control if they are committed to the objectives.

\* The average person can learn to accept even seek, responsibility.

\* The ability to make innovative decisions is widely dispersed throughout the population

Managers who accept theory – Y assumptions about the nature of man do not attempt to structure, control or closely supervise the employees. These managers help their employees mature by subjecting them to progressively less external control and allowing them to assume more and more self-control.

**HERZBERG TWO FACTOR THEORY**

Two –factor theory also known as Herzberg’s motivation – hygiene theory and dual factor theory states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act interdependently of each other.

Herzberg’s Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace.

**Two Factor Theory of Motivation**

**Motivators Hygiene Factors**

Achievement Company policies

Recognition Supervision

The work itself Relationships

Responsibility Work conditions

Advancement Remuneration

Growth Salary

 Security

**1. Motivating Factors**

 The presence of motivators causes employees to work harder. They are found within the actual job itself.

**Achievement**: A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile.

**Recognition**: A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers.

**The work itself**: The job itself must be interesting, varied, and provide enough of a challenge to keep employees motivated.

**Responsibility**: Employees should “own” their work. They should hold themselves responsible for this completion and not feel as though they are being micromanaged.

**Advancement**: Promotion opportunities should exist for the employee.

**Growth**: The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.

**2. Hygiene Factors**

 The absence of hygiene factors will cause employees to work less hard. Hygiene factors are not present in the actual job itself but surround the job.

Hygiene factors include:

**Company policies**: These should be fair and clear to every employee. They must also be equivalent to those of competitors.

**Supervision**: Supervision must be fair and appropriate. The employee should be given as much autonomy as is reasonable.

**Relationships**: There should be no tolerance for bullying or cliques. A healthy, amiable, and appropriate relationship should exist between peers, superiors, and subordinates.

**Work conditions**: Equipment and the working environment should be safe, fit for purpose, and hygienic.

**Salary**: The pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry.

**Status**: The organization should maintain the status of all employees within the organization. Performing meaningful work can provide a sense of status.

**Security**: It is important that employees feel that their job is secure and they are not under the constant threat of being laid-off.

**STRESS MANAGEMENT**

 Stress management is a wide spectrum of techniques and psychotherapies aimed at controlling a person’s level of stress, especially chronic stress, usually for the purpose of and for the motive of improving everyday functioning.

 Stress management consists of making changes to your life if you are in a constant stressful situation, preventing stress by practicing self-care and relaxation and managing your response to stressful situations when they do occur. Stress management is tremendously important for our health, quality of life and relationships.

 Stress management is a beneficial to reduce blood pressure, heart disease, digestive troubles and many more physical ailments. It also helps improve sleep, mental health, cognition and libido. There are simply too many benefits to list them all. It is clear to see why stress management is so important. Now let’s learn some stress management tips.

**CONCEPT OF STRESS MANAGEMENT**

 The intensity of stress and the perception of stress are different from person to person, time to time and situation to situation, like this, the coping abilities, and coping strategies also differ from person to person, time to time and situation. Although there is different of coping strategies , there are some common coping strategies to live a healthy and prosperous life.

Coping is the process where the individual constantly changed his/her cognitive and behavioual efforts to manage specific external and internal demands that are appraised as taxing of exceeding the resources of the person. As the causes of stress related with the cognitive and behavioural process of the individual, for its intervention the cognitive and behavioural functions are plays a vital role. “coping strategies are mostly depends on the cognitive and behavioural of the person to manage his/her stressful condition or associated emothional distress.

 Stress, strain and pressure and Adaptive response to an external factor. The primary function of which is to prepare the body for physical activity such as resistance or flight. If however, the subject lacks the means of restoring either to fight or flight i.e of relieving the stress reaction, stress gives rise to distress which manifests itself in the form of psychosomatic symptoms or disorders.

**SOURCES OF STRESS MANAGEMENT**

 Stress management starts with identifying the sources of stress in your life. This isn’t as straightforward as it sounds. While it’s easy to identify major stressors such as changing jobs, moving, or a going through a divorce, pinpointing the sources of chronic stress can be more complicated. It’s all too easy to overlook how your own thoughts, feelings and behaviours contribute to your everyday stress levels. Sure you may know that your constantly worried about week deadlines, but maybe it’s your procrastination, rather than the actual job demands that is causing the stress.

**STRESS**

 Stress is the body’s reaction to any change that requires an adjustment or response. The body reacts to these changes with physical, mental, and emotional responses. Stress is a normal part of life. You can experience stress from your environment, your body and your thoughts.

**EFFECT OF STRESS**

**Emotional symptoms**of stress include**:**

* Becoming easily agitated, frustrated, and moody
* Feeling overwhelmed, like you are losing control or need to take control
* Having difficulty relaxing and quieting your mind
* Feeling bad about yourself (low self-esteem), lonely, worthless, and depressed
* Avoiding others

**Physical symptoms**of stress include:

* Low energy
* Headaches
* Upset stomach, including diarrhea, constipation, and nausea
* Aches, pains, and tense muscles
* Chest pain and rapid heartbeat
* Insomnia
* Frequent colds and infections
* Loss of sexual desire and/or ability
* Nervousness and shaking, ringing in the ear, cold or sweaty hands and feet
* Dry mouth and difficulty swallowing
* Clenched jaw and grinding teeth

**Cognitive symptoms**of stress include:

* Constant worrying
* Racing thoughts
* Forgetfulness and disorganization
* Inability to focus
* Poor judgment
* Being pessimistic or seeing only the negative side

**Behavioral symptoms**of stress include:

* Changes in appetite -- either not eating or eating too much
* Procrastinating and avoiding responsibilities
* Increased use of alcohol, drugs, or cigarettes
* Exhibiting more nervous behaviors, such as nail biting, fidgeting, and pacing

**MANAGEMENT OF STRESS**

Keep a positive attitude.

Accept that there are events that you cannot control.

Be assertive instead of aggressive. Assert your feelings, opinions, or beliefs instead of becoming angry, defensive, or passive.

Learn and practice relaxation techniques; try meditation, yoga, or tai-chi for stress management.

Exercise regularly. Your body can fight stress better when it is fit.

Eat healthy, well-balanced meals.

Learn to manage your time more effectively.

Set limits appropriately and learn to say no to requests that would create excessive stress in your life.

Make time for hobbies, interests, and relaxation.

Get enough rest and sleep. Your body needs time to recover from stressful events.

Don't rely on alcohol, drugs, or compulsive behaviors to reduce stress.

Seek out social support. Spend enough time with those you enjoy.

Seek treatment with a psychologist or other mental health professional trained in stress management or biofeedback techniques to learn healthy ways of dealing with the stress in your life.