

## Motivation as a Part of Leadership for PDPU-2018

### Synopsis:

1. Introduction:(a) Instrument (b) Historical examples (c) Defence attack(d)Bh Geeta.
2. Theory X and theory Y people (covered before hand)
3. Type A & B Personalities
4. Definitions of motivation- elementary.
5. Needs:classification and Heirarchy of needs by HA Maslow.
6. Theories of motivation.
7. ERG Model- comparative table.
8. Porter & Lawler model

### 1. Introduction:

#### 1.1 Corporate:

1.1.1 United Electrical Control Co. (UECC), more that 90 years old family run business, in Watertown, Massachussetts with 350 employees as in 1990. The Co. Makes industrial temprature and pressure controls. In 1987, despite sale of \$ 28 millions, it had maxximum losses so far. The management introduced the followings:

- (a) Quality control methods.
- (b) Inventory control system.
- (c) Started Participated managment and EDPs, but neglected co. Ressources that its employees.
- (d) Provided suggestion boxes for ideas, in 20 yeras (1968-88) wherein; only 20 useful ideas received.
- (e) Introduced reward system,for good ideas-\$100 and got 500 ideas, in 1989 and in 1990 it crossed 1000 ideas out which 2/3 were useable ideas. Thus, Participative Mgt (Class will study duiring 04 leadership styles by Likert) programme influenced the employees.

1.1.2 Harry Moudjian had been building and redesigning Diaphragm assembly since 1975, to cut down faulty assembly (leakage). He made an offer to his Supervisor with 100% leak free gaurantee. Hersy also set about building an Aquarium big enough to hold one of his diaphragm assembly. After certain modification, Aquarium worked well as planned and designed for. Now, Herry could tell quickly and exactly, where the leak is coming from. After that UECCC, started making money, again. **RESULTS:** It did not attribute much to Mgt's drawings and concepts but major credit goes to **Motivation- hygiene Theory**. Employees were motivated to the extent that they were able to utilize their talent.

#### 1.2 Historical Examples:

- 1.2.1 Lord Rama raises an Army of monkeys under Chieftain- Hanuman, building bridge (Raam Setu) and fighting-8K years back.
- 1.2.2 Alexander forces refuse to fight against Indian forces in 326 BC-dialogue iht Greeks.
- 1.2.3 Porus got injured and he was projected by his second –in-command.
- 1.2.4 Napoleon Bonaparte escaped from Isle Helena and enters France-Dialogue in 1816, when he was exiled after the battle of Waterloo in 1815.
- 1.2.5 Russian withdraw and Germans chasing Soviet Army.
- 1.2.6 Neta Subhash Chander Bose- Give me blood and I will give freedom from Japan
- 1.2.7 Lal Bdr Shahstri in 1965- Jai Jawan Jai Kisan.
- 1.2.8 TCS launched a public company one and half decade back and today it is the largest S/W co.of India with approximaately 4.2 L employees.
- 1.2.9 Dheerubhai Ambani facing financial crisis 1982-5and today it is \$ 8.3 Trn co.

### **1.3 Defence Forces:**

- 1.3.1 Chhatrapati Shivaji- greatest leader in the Guerrilla Warfare in the history of the world
- 1.3.2 Barma front 1939-1945- casualties 120: 1 brought down to 20:1 (Induction of Nurses).
- 1.3.3 1971 making 90K soldiers surrender- largest surrender in the history of the world
- 1.3.4 1971 Tank Battle in Longewala under Col. MK Hussain of Panjab Regiment.
- 1.3.5 **1999 Kargil War**- uphill attack- Capt Batra- highest battle in the history of the world.

### **1.4 Shri Madbhagvat Geeta:**

- 1.4.1 Sanjay *uvach* (Dialogue between Lord Krishna and Arjuna before commencement of battle).
- 1.4.2 Shaloka, and
- 1.4.3 Veerat roop.

2. Theory X and theory Y people by McGregor (covered before hand).

3. Type A & B Personalities (covered before hand).

### **4. Definitions:**

#### **4.1 Management Definitions:**

4.1.1 **“Motivation is a general term applying to the entire class of drives, needs, wishes and similar forces.”- Koontz and O’ Donnell**

4.1.2 **“Motivation is a general inspiration process which gets the members of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks they have accepted and generally to play an effective part in the job that the group has undertaken,”- Mr. Brech**

4.1.3 **“any emotion or desire which so conditions one’s will that the individual is propelled into action.”- Stanley Vance**

4.1.4 **“ Motivation as an ordered way of explaining way a person elects to channel his energies in one direction rather than in another.”- Owen**

4.1.5 **“ Motivation is the process of attempting to influence others to do yours will through the possibility of gain reward.”- Edwin B. Flippo,**

4.1.6 **“as the complex of forces standing and keeping a person at work in an organization.” Robert Dubin**

4.1.7 **“ Motivation as a willingness to expend energy to achieve a goal or a reward.”- Beach**

4.1.8 **“Motivation as a reported urge or tension to move in a given direction or to achieve a certain goal.”- Shartle**

#### **4.2 Common Definitions:**

4.2.1 **Motivation is an art to make a command to do what they would not have done otherwise-VKG**

4.2.2 **“A motivation is an inner state that energizes, activates, or moves and that directs**

behavior towards goals.”

4.2. 3 “ Motivation refers to the way in which urges, drivers, desires, aspiration, striving or needs direct, control or explain the behavior of human beings .”

### 5. Needs in the Hierarchy Include:



1. **Physiological:** food, water, air, sleep, sex (biological needs).
2. **Safety: Security, stability, protection, order, freedom from fear and anxiety.** Maslow thought we all need some degree of routine and predictability. For healthy persons, safety needs are not overwhelming or compulsive. If a person does not feel safe, growth becomes a secondary factor as safety needs dominate.
3. **Belongingness and love needs. Intimate, caring relationships; affiliation with a group.**
4. **Esteem needs: Esteem from others, he thinks, precedes self-esteem.** It's hard to think well of ourselves unless we believe that others think well of us.
5. **Need for self-actualization: Analysing where I am supposed to be and where I am?** The Army slogan "Be all you can be" borrowed from Maslow's view. The full use of all our qualities and capacities, the full development of our abilities.
6. **Needs to know and understand. Appeared in Maslow's later writings.**
7. (Perhaps related to having studied under Harry Harlow, for whom curiosity and the exploratory motive was a central interest).

### 5.2 Needs and Classification of Needs:

5.2.1 Human behaviour is based on Needs and these needs differ from individual to individual and from time to time, as well.

#### 5.2.2 Classifications:

- (a) **Primary Needs:** fixed and must to have see needs-1 & 2 part of it. Behavioural pattern constant almost, because (1) they are finite in nature, and (2) One can consume certain quantity.

- (b) **Secondary Needs:** See needs 3-5 and part of 2. Behavioural pattern changes drastically, because they are infinite in nature
- (c) **To main kya karun?** Open question to all and to be asked/used in day to day life.

**6. Theories of Motivation:**

**6.1 Categories:**

**6.1.1 Context Theory** (Motivation focuses on motives)

**6.1.2 Process Theory** (Broad class of variables that apply to motivate at work)

**6.1.1 Context Theory (T):**

(a) **The Hierarchy of Needs T** (Propounded by HA Maslow)

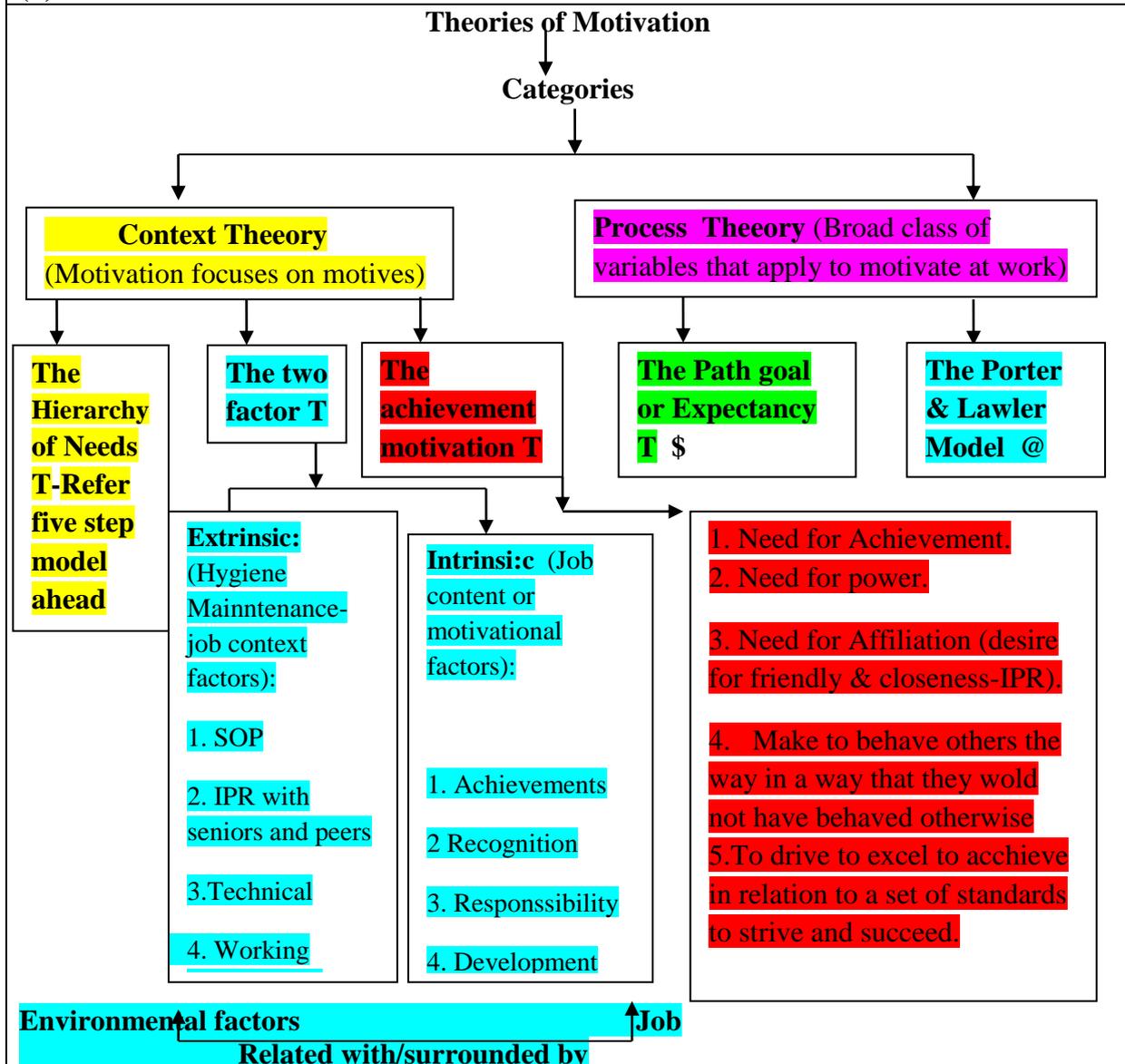
(b) **The two factor T** (Propounded by Herberg & Team)

(c) **The achievement motivation T** (Propounded by Davis MsClelland)

**6.1.2 Process Theory:**

(a) **The Path Goal or Expectancy T**

(b) **The Porter & Lawler Model**



**The Path goal or Expectancy T \$**

Here motivation is determined by:

(a) Individual's perception of reward likely to revert from efforts.

(b) Attraction or Valence for reward.

Hence:  $M = V \times \text{Expectancy}$ .

**The Porter & Lawler Model @**

See model below:

	<b>Hierarchy of needs</b>	<b>Motivation factors</b>
<b>Growth</b>	<b>SA</b>	
	<b>Esteem</b>	
<b>Relatedness</b>	<b>Love</b>	<b>Hygiene factors</b>
<b>Existence</b>	<b>Safety And security</b>	
	<b>Physiological needs</b>	

**6.2 How to Motivate Employees?**

There are many ways to motivate employees. Managers who want to encourage productivity should work to ensure that employees:

- Feel that the work they do has meaning or importance
- Believe that good work is rewarded
- Believe that they are treated fairly

**NB:** All of these tasks fall under one or more motivational theories.

**Expectancy Theory:**

**Expectancy theory** outlines the connection employees expect between effort and reward. If an employee does very well and puts forth additional effort, they will likely expect to be rewarded accordingly. In a retail setting, for example, a cashier might offer to work a double shift when a manager is short staffed, but would expect praise and perhaps additional compensation for doing so.

Employees who do not feel rewarded become unmotivated. Think about how you might feel if you continually worked as hard as possible but never received additional recognition or compensation. Would you continue to work as hard as possible, or would you think 'why

bother?'

**Questions:**

1. Result of instruments.
2. Quality of product depends upon what/whome?
3. What all can be introduced to improve productivity?
4. Do needs fixed for all in quantity or vary from person to person.
5. Why primary need are most important?

**References:**

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**OB by Desai KV & Rao M.**

**OB by Fred Luthans.**

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