

The Role of Motivation in Organization Behaviour

Lt. Bharti Tiwari

Assistant Professor

Commerce and Management Department

Mata Gujri Mahila Mahavidyalaya (Autonomous)

Email Id- itsbharti15@gmail.com

Introduction

Business success in organizational behaviour is greatly influenced by motivation. Managers and team leaders who apply a few strategies and recommendations can maximize and enhance business efficiency and its growth. The most precious resource for every business is its workforce, as their efforts contribute to the organization's success. More worker happiness translates into higher organizational productivity. The technique of persuading employees to behave in a way that advances organizational goals is known as employee motivation. Giving employees what they desire to make their jobs simpler within the confines of the company is an act of employee motivation. Motivated workers dedicate themselves to the company. Employees must be empowered to reach their full potential and there are a number of strategies for doing so. Developing an environment where people are eager to give their all is one of the management's most crucial tasks. What really qualifies as a successful business? Undoubtedly, the main motivators are reaching objectives and making an influence. Nonetheless, the foundation of a success is a workforce that is effective and productive. If workers aren't content, driven, and motivated, companies won't function well. Motivation in organizational behaviour fosters willingness among staff members as well as their complete utilization of their skills.

In an organizational context, motivation can be defined as the optimistic attitude that propels you towards achieving your goals. Numerous psychologists who have researched human behaviour have proposed various motivation theories in organizational behaviour. Motivation is a vast subject of study. Motivation theories help us understand people's behaviour and how to motivate them to do better. According to the literature of organizational behaviour, the primary focus of study should be on how people behave in organizational context as opposed to how they feel about them. Motivational theories are used to examine individual behaviour, with a focus on the acceptance and antecedents of goals, feedback and attributions and performance consequences. It is believed that elements like job design and leadership have an impact on motivation, which in turn affects behaviour.

Motivation is the stimulation and inducement to perform an action. Employee motivation can help a company achieve both its general objectives and each member's personal aspiration. Three significant sub-concepts can be distinguished within the concept: motivators, motive and the act of motivating itself. An individual's desire is directly reflected in a motive, which is what drives someone to take an action or behave in a certain way in order to achieve a particular objective. Promotions and incentives are two examples of the techniques used to motivate employees. The process of actually finishing a task, which is contingent upon motivations and motivators, is known as the act of motivation. Regardless of the source of motivation, an internal drive within the person or an external incentive from outside sources, the level of motivation

that man possesses greatly determines his job, behaviour and other activities. Contemporary business and other commercial entities place a high priority on enhancing the form, manner, technique and tools used in employee motivation.

Research and practical experience have demonstrated that highly motivated employees exhibit greater aspirations, inventiveness and corporate loyalty in addition to higher levels of job satisfactions. Positive employees motivations forge strong bonds with coworkers and fosters positive, long lasting organizational behaviour. Numerous studies conducted in developed nations and large corporations demonstrate that organizational behaviour, which is the foundation of business dynamism, effective enterprise management, successful and quick organizational changes, and adaptation to market demands and business condition is heavenly influenced by motivation.

Goal choice and goal pursuit are the two goal related subsystem that are affected by the person, situation and temporal variables. As the 20th century came to end, the field of motivational research came to focus on goal construct which led to a significant rearrangements of findings(see Kanfer 2012). The term “motivation” in this broad paradigm refers to both the rationale and purpose behind decision making processes and goal selection (which determine the path of action) as well as the regulatory dynamics that influence how an individual’s cognitive resources are allocated across activities and over time in order to achieve their goals. The energetic factors that arises both within and outside person’s being and affect the commencement, direction, intensity, and duration of activity are the subject of motivation in work and organization psychology (cf.Pinder, 1998).

The majority of contemporary perspective define motivation as a time-related collection of reciprocal and recursive affective, behavioral and cognitive processes and behaviours centred around a person’s objectives. Mullins (2002) provides a traditional definition of motivation, characterizing it as a “driving force” that propels individuals to pursue their objectives, satisfy needs, and preserve moral principles. The key terms in this context are needs, values and goals which serve as the foundation for motivation and subsequent action. According to Dalton E McFarland, “the concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate which impel him to act in certain way”. Therefore, motivating and encouraging subordinates to strive towards shared objectives is the essence of motivation. A manager has to understand how and why employees behave in accordance with organizational standards. He needs to be knowledgeable enough to carry out a certain task with clarity of vision. The manager bear the task of creating an atmosphere that allows employees to do their jobs as effectively as feasible.

Theories of Motivation

The Latin word *movere*, which means “ to move” is where the term “motivation” originates. We refer to it as a *motiv-action* combination. The study of what motivates someone to strive towards reaching a specific objective or result is known as motivation theory. Motivational theories come in two varieties:-

1. Theories of content motivation
2. Theories of process motivation

Theories of content motivation

The motivational theories known as content motivation theories focus on WHAT inspires people and how it relates to their unique needs and objectives.

Some prominent theories of content are:-

1. Herzberg's two -factor theory
2. McClelland's Accomplishment Motivation
3. Alderfer's ERG theory
4. Maslow's hierarchy of needs

The Motivational theory of Maslow

Abraham Maslow created the Maslow hierarchy of needs in the 1940's and 1950's and it is one of the oldest or best-known theories is arranged:-

There are five fundamental hierarchies in the theory. The following is the way this hierarchy is arranged:

1. Self-Realisation:- The ladder of self-actualization describes a person's desire to reach their maximum potential in terms of growth and development. The self fulfillment needs group includes this hierarchy.
2. Need for Esteem:- According to Maslow's theories of motivation, the second level of hierarchy, or self- esteem describes a person's need for respect. To be esteemed, respected, and treasured by others is the definition of esteem. The psychological requirements category includes this hierarchy.
3. Necessities for love and belonging:- The third level of hierarchy, belonging and love, describes the need for an individual to fit in with social groups, have a sense of community and receive affection. People are said to require a sense of acceptance and belonging in their social groups. The psychological requirements category includes this hierarchy.
4. Safety needs:- The fundamental requirements of a human being are a safe and stable source of income, a place to live, health, and well-being, as indicated by this hierarchy of safety and security. A human's most fundamental need is to be motivated, which puts it under the category of basic requirements. And only once these two human needs are met can someone consider their other two needs. Self - satisfaction and psychological environment.
5. Physiological Needs:- The most fundamental requirements for human survival are included in this hierarchy level of physiological needs, along with food, drink, and air.

This level of hierarchy also belongs to the category of basic requirements because our body and mind cannot function properly with the three basic physiological demands.

Three categories were created from these five distinct hierarchies:-

1. Self- fulfillment
2. Psychological Needs
3. Basic Needs



Maslow's hierarchy of needs

Source: Google Diagram

2 Mc Clelland's Motivational Theory

Early in the 1960's McClelland relied on Maslow's work to establish his theory of accomplishment motivation, which identifies three human motivators. The "Learned Need Theory" is another name for McClelland's accomplishment motivation theory. In Contrast to Maslow and Alderfer, McClelland's theory places more emphasis on meeting an individual's current want than on the emergence of new ones. These enduring main motivatores are shaped by our culture and experiences throughout life. These inspires are :-

1. Affiliation
2. Achievements
3. Powers



Mc Clelland's Motivational Theory

Source: Google Diagram

4. Herzberg's Two Factor Theory

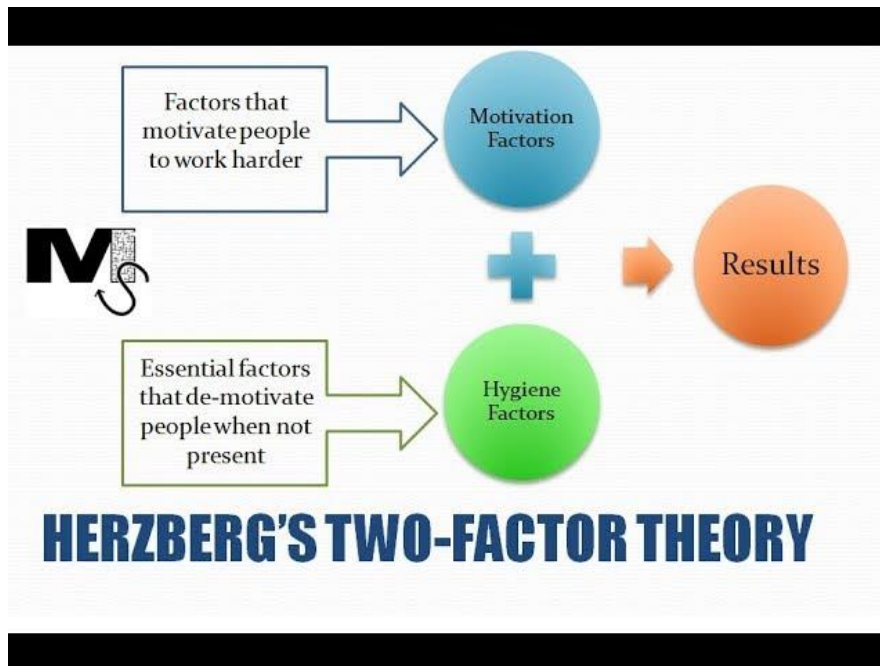
Motivation - hygiene theory is another name for Herzberg's Two factor theory. As per Herzberg's Theory, employment motivation stems from some elements referred to as motivating factors, whereas dissatisfaction is caused by other circumstances known as hygiene factors.

Herzberg's five factors of Job Satisfaction are:-

1. Achievement
2. Recognition
3. Work itself
4. Responsibility
5. Advancement

Herzberg's five factors of Job Dissatisfaction are:-

1. Company policy and administration
2. Supervision
3. Salary
4. Interpersonal Relationship
5. Working Condition



Process Motivation Theories

The process motivation theories are the motivational theories that concentrate on HOW to motivate people. A few main process motivation theories are:

1. Skinner's reinforcement theory,
2. Victor Vroom's expectancy theory,
3. Adam's equity theory and
4. Locke's goal-setting theory

Skinner's Reinforcement Theory

The reinforcement theory of Skinner, Skinner's operant conditioning theory, which holds that behaviour may be shaped by its consequences, is the foundation of Skinner's reinforcement Theory (Gordon,1987)

Positive Reinforcement

Receiving expected reinforcement for necessary behaviour is what drives someone to engage in positive reinforcement. Positive reinforcement can take many forms, such as acknowledgment money, awards, certifications and trophies.

Negative Reinforcement

The uncomfortable condition is eliminated by negative reinforcement.

Undesired Reinforcement

Reprimands can either reinforce undesirable behaviour or provide the opposites of what is sought. Positive reinforcement is a more effective and superior motivational strategy than punishment, according to Skinner's reinforcement theory, because punishment merely aims to halt unwanted motivation; it offers no substitute for it. Punishment breeds ill will and animosity towards the target and their job.

Furthermore, punishment does not provide a long-term solution to the issue; rather, it merely attempts to stop the undesirable behaviour.



Skinner's Reinforcement Theory

Victor Vroom's Expectancy Theory

The goal of Victor Vroom's expectation theory is to clarify how people make decisions based on the options that are presented to them. The theory defines motivation as the mechanism that directs our decision among the various forms of voluntary behaviour that are available to us. Three criteria can be evaluated in order to determine the motivation to participate in an activity.

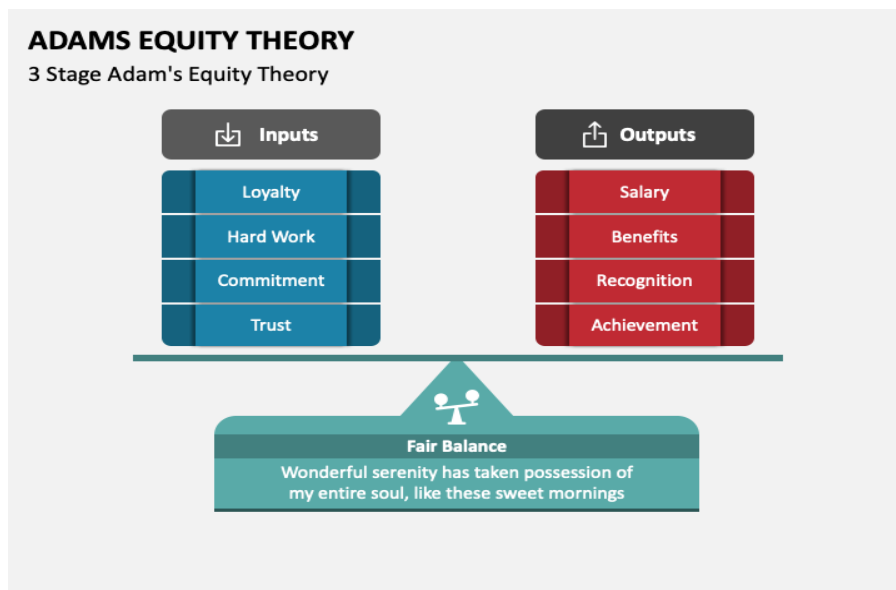
1. Expectancy -: It is often believed that greater effort leads to success, people assume that if they work hard, they will be recognized or valued.
2. Instrumentality:- The conviction that an activity and its objective are related, meaning that if you perform well, you will be rewarded.
3. Valence:- The worth of a prize that someone receives for reaching a goal.



Victor Vroom's Expectancy Theory

Adam's Equity Theory

Adam (1965) proposed the Equity theory, which is predicated on the social exchange theory. According to the equity principle, people are driven when they receive fair treatment and are compensated fairly for their time and work.



Adam's Equity Theory

Locke's goal-setting theory

Like Expectancy theory, Locke's goal-setting theory is an integrated account of motivation. Setting clear, difficult goals and being committed to achieving them are the

main components that determine motivation. Set goals that can influence a person's behaviour and articulate the ideal future state.



Locke's goal-setting theory

Need Achievement Theory

Need achievement theory seeks to explain why some people are more driven to succeed than others. It is predicated on two psychological concepts: the drive for success and the drive for failure avoidance in individuals. Because an individual will be driven to either

A. Participate in (approach)

B. Retreat from (avoid) a situation depending on the strength of the two pressures relative to each other, this theory is known as an approach-avoidance model. An individual will participate in a task if their innate desire to do so outweighs their fear of failing. They will, however, avoid or withdraw from the work if their fear of failing outweighs their intrinsic incentives to participate. As a relatively consistent manner of behaving, accomplishment motivation is a personality feature, hence this theory can be considered a trait-centered approach.

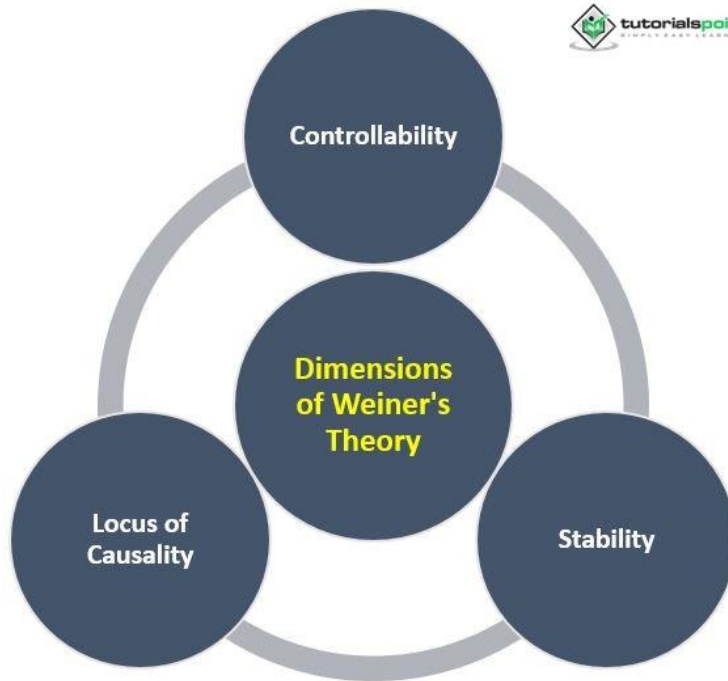
Nevertheless, there can be other factors influencing motivation outside this personality feature. The situation's bearing on the "probability of success" and the "incentives for success" is another crucial consideration. If there is a high likelihood of success and a substantial incentive for accomplishment, an individual with low intrinsic motivation may become driven to succeed.

According to this notion, those who are “high achievers” will select challenging or hard activities because they will find satisfaction in overcoming these obstacles. It also explains why a “low achiever” would select simpler assignments because they are generally certain to succeed and have a lower failure rate. A high achiever might decide to evaluate the effectiveness of their company’s marketing, for instance, and then create a new plan to boost revenue by 10%. A poor achiever might decide to leave things alone rather than engage in such a high -risk endeavour.

Weiner Theory of Attribution

The focus of attribution theory is on the reasons behind people’s achievements and failures. People look for explanations for why things happen, and an attribution is the explanation we offer for a specific result. We could also attribute actions to the conduct we observe in individuals or groups around us. Two categories exist for attributes: First they can be classified as internal(found inside us) or external (found outside us), and second, they can be classified as stable (permanent) or unstable (constantly changing). one views an external factor as being outside of their control and an internal factor as being under their control. When all of these elements are considered, one might conclude that success or failure can be ascribed to either skill or effort, task complexity or chance.

The attribution we make are significant since they will indirectly impact motivation. They will impact our expectations of future success and consequently, our level of self-confidence. An attribution might be self-protective, meaning it keeps us from feeling horrible about ourselves or self- enhancing, meaning it makes us feel better about ourselves. The ego will be strengthened by a positive attribution to internal variables, and it may be shielded by a negative attribution to task difficulties. Our motivation will therefore be influenced by our degree of self-confidence, as our motivation will increase with our level of success-confidence. A tennis player who consistently wins, for instance, may get more motivated and actively seek out competition rather than shy away from it.



Weiner Theory of Attribution

Conclusion

A person's motivation is the primary factors that enables them to attain their goals and improve as a person. The study of motivation theory aims to explain what motivates people to put in effort to achieve specific objectives or results. Motivation theories fall into two categories: Theories of Content Motivation concentrate on WHAT, whereas theories of process Motivation concentrate on HOW.

Process of Motivation

The process of motivation begins with wants and ends when incentives that satisfy whose requirements are obtained. Three components are particularly important in the motivation process:

1. Needs
2. Drives
3. Incentives

Needs

People develop needs when they experience sensations of lack. The motivation process starts with a need. Humans have infinite needs since meeting one need only makes you want to meet another. Every manager in the organisation is frequently primarily concerned with the achievement of people's insatiable requirements through performance.

Drives

Both psychological and physiological urges are focused on taking action. It is discovered that drives or motives make it simple to satiate demands. They are the first phase in the process of motivation. For example, when a person experiences a hunger drive due to a need for food. People worry about any silent performance in order to accomplish hunger. Every action they take yields a rewards and helps them overcome hunger by making them forget about eating.

Incentives

The incentives is that the conclusion is a part of a cycle of motivation. It lessen drive and helps to meet needs. Giving rewards to people aids in restoring both psychological and physical equilibrium. For example, when someone has a need for food, they engage in any peaceful activity that provides them with rewards. They obtain nourishment once they receive rewards in the form of money.

Drives, rewards and needs are all connected to one another. As previously said, human needs are limitless. In order to meet these demands, they could engage in certain activities based on their knowledge and experience. The most precious resource for every business is its workforce, as their efforts contribute to the organization's success. More worker happiness translates into higher organizational productivity.

Importance of Motivation within an Organization

Promotions and other rewards incentive worker to put in their best effort at work. So, an employee who is motivated in a company will be more productive and contribute more than an employee who is demotivated. In addition, motivators have the potential to alter an organization's workplace culture. Employees will be more driven to meet goals and more committed to their work if they have greater rewards to look forward to. This has an potential to improve an organization's mindset and general level of productivity. Motivators can also aid in modifying an organizational work culture. Employees will be more committed to their work and driven to meet goals if they have better rewards to look forward to. This can improve an organization's mindset and general productivity. Encouraging your staff to put forth their best efforts and praising them for it can also help to foster a sense of loyalty towards the business. A motivated workforce is more motivated to the company and its objectives, is more obedient and has higher morale. Making sure your employees are motivated can help lower employee churn and the associated costs for the business of recruiting new staff. A crucial component of any firm is direction. It entails developing and putting into action particular plans and strategies that support the primary objectives of the company. An engaged staff will be excited to contribute to the growth and innovation of the business. They'll also be more inclined to recommend tactics or paths that will enable the business to grow even more.

Employees must be able to adjust to dynamic changes in the workplace for any business to succeed. A financial prudential decision that could negatively impact

employee interests cannot be made unless the employees are fully committed to the company's objectives and vision. As a result, employee motivation lowers resistance to challenging organizational decisions. Motivation in the workplace is frequently underestimated. It is an effective tool that can help you build a prosperous job as well as bring about beneficial changes in your personal life.

The success or failure of an organization is significantly influenced by the attitudes of its personal towards it. Workers who are positive about their company are inherently motivated to accomplish company objectives. Employees with a bad attitude, on the other hand, do not actively participate in organizational activities. Furthermore, optimistic workers priorities the objectives of the company over their own, and they also encourage others to share the same positive outlook. The personnel within the organization determine how effectively to use its resources. Therefore, motivated personnel make the best use of the available resources. This raises the possibility of obtaining superior outcomes with the resources at hand. Furthermore, even with minimal resources, these personnel receive maximum pleasure due to effective resource utilization. Positive motivation among staff members indicates that they are content with the leadership and the entire company. These workers do not want to quit or be absent from work. They have a lengthy tenure with the company. Conversely, workers who lack motivation experience a lack of job satisfaction. They are constantly looking for new positions and affiliations. As a result, significant rates of employee turnover and absenteeism persist. Situations like this hinder the organizations ability to accomplish its goals and cause complications.

The benefit of motivation is that it also lowers conflict at work. It is crucial instrument that promotes harmony and cooperation between staff and management. It lessens miscommunications and conflicts between supervisors and employees. Moreover, it improves their bond. Motivated workers complete the assigned tasks on their own. That is to say, they develop a sense of self-responsibility and work efficiently. Only timely ideas and guidance will suffice for such employees. For this reason, such employees do not need to be under constant, direct supervision. Ensuring the accomplishment of organizational goals is the primary objective of the management department responsible for motivation. All of the benefits of motivation that have been listed above- motivated workers, increased output, positive attitude development, stable workforce, optimal resource use, decreased absenteeism and turnover, change management strategies, decreased dispute, etc- support the achievement of the organization's objectives.

Conclusion

Giving employees what they desire to make their jobs simpler within the confines of the company is an act of employee motivation. Motivated workers dedicate themselves to the company. The technique of persuading employees to behave in a way that advances organisational goals is known as employee motivation. Workers are not assets to be used just once. Since employees needs fluctuate, it is important to continually inspire them. The role that motivation plays in the work and activities of both individuals and groups demonstrates the importance of motivation in people's

general behaviour in a collective setting. It also demonstrates the importance of motivation as a necessary tool for fostering relationships, achieving success, and running efficient operations in the modern world. Strong motivation facilitates ongoing awareness among staff members and supervisors regarding the caliber and significance of their work, their ability to utilize resources, their familiarity with the outcomes of their work, and their expectation of recognition and benefits for their heightened efforts and dedication to the position.

In order to permanently urge people to work better and more efficiently, modern firms and businesses adopt a variety of motivational techniques, tactics, and strategies. To feel satisfied with their job and effort, the majority of people expect to be motivated—either internally or externally. Apart from serving as a catalyst for increased effort and drive towards accomplishing the objectives, motivation also functions as a form of acknowledgement for participants and individuals for their efforts. Because of this, motivators—managers and leaders in particular—are crucial components of any organizations's structure. "True motivation is the foundation of effective leadership, and effective leadership is the foundation of true motivation."

Together, these factors provide a solid foundation for the development of desired organizational behaviour, which is essential for efficient work and commercial operations. Thus, motivation stands alongside organizational design, organizational modifications, conflict management, team management and stress management as a critical component of organizational behaviour. Due to the fact that motivation is involved in each of these domains of organizational behaviour. Organizational behaviour can be broadly defined as a beliefs, attitudes, values, practices and actions of individuals within an organization including all employees individuals (personality traits, perceptions, beliefs, attitudes and organizational learning), groups (members, leadership, authority, interactions, and conflicts), and the organisational structure of a commercial entity are all considered to be components of organisational behaviour.

References:-

1. Kanfer, R., & Chen, G. (2016). Motivation in organizational behavior: History, advances and prospects. *Organizational Behavior and Human Decision Processes*, 136, 6-19.
2. Evans, M. G. (1986). Organizational behavior: The central role of motivation. *Journal of Management*, 12(2), 203-222.
3. Kauppila, O. P. (2018). How does it feel and how does it look? The role of employee motivation in organizational learning type. *Journal of Organizational Behavior*, 39(8), 941-955.
4. Šijaković, I. (2015). The role of motivation in the organizational behavior—the experience of the companies in Bosnia and Herzegovina. *Sociološki diskurs*, 5(10), 57-81.
5. Dobre, O. I. (2013). Employee motivation and organizational performance. Review of applied socio-economic research, 5(1).