

**Course: PGDMM**

**Paper: II**

**Topic: Motivation**

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Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employee but a negative motivation will reduce their performance. A key element in personnel management is motivation. According to Likert, "it is the core of management which shows that every human being gives him a sense of worth in face-to-face groups which are most important to him. A supervisor should strive to treat individuals with dignity and a recognition of their personal worth."

### **Nature of Motivation:**

Motivation is a psychological 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.

**From definitions given earlier the following inferences can be derived:**

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 fulfill his unsatisfied needs by conditioning his energies.
5. There are dormant energies in a person which are activated by channelizing them into actions.

## **Characteristics of Motivation**

Motivation is a process through which individually does something in order to satisfy some basic needs. It is a responsibility of a manager to motivate the employees towards the attainment of organizational goals through a higher level of performance. The motivation holds the following characteristics:

### **1. Motivation is Personal and Psychological Concept**

Motivation is a personal as well as a psychological concept; hence, the managers have to study the mental and psychological aspects of the individual. Motivating factors are always unconscious but they are to be aroused by managerial action.

### **2. Motivation is a Process**

Motivation is a process of inspiring, energizing, reducing and activating the employees to a higher level of performance. This process starts with unsatisfied needs, moves through tension, drives and goal achievement, finally, it ends with the reduction of tension aroused by unsatisfied needs.

### **3. Motivation is a Continuous Process**

Motivation is a continuous on-going process rather than one shot affair. Because an individual has unlimited wants and needs. Motivation is an unending process. Wants are innumerable and cannot be satisfied at one time. As satisfaction of needs is an unending process, so the process of motivation is also unending. As soon as the existing need is fulfilled, another will appear. Hence, motivation should go continuously.

#### 4. **Motivation is a Complex Subject**

Motivation is a complex subject in the sense that the individual's needs and wants may be unpredictable. The level of need of a person depends on his/her psychological and physiological aspects.

#### 5. **Motivation is Goal Oriented**

Motivation should be directed towards the achievement of stated goals and objectives. Motivation causes goal-directed behavior, feeling of need by the person causes him to behave in such a way that he tries to satisfy himself. From the viewpoint of the organization, the goal is to achieve high productivity through better job performance.

#### 6. **Intrinsic and Extrinsic Motivation**

As an individual can be motivated either by intrinsic factors or extrinsic factors. The intrinsic factors include recognition, social status, self-esteem and self-actualization needs which are related to inner aspects of an individual. On the other hand, the extrinsic factors are physiological and social needs such as food, shelter, health, education, salary, and benefits etc.

#### 7. **Positive and Negative Motivation**

By the term motivation, we mean positive motivation which is related to the process of stimulating employees for good performance. But it is not necessary that all the time motivation must be positive, rather sometimes it can be negative also. The negative motivation is also known as punishment which is not desired by the employees.