

Role of Motivation in Education

By

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Introduction

A perusal of the theories will help us understand the nature of motivation better. Motivation is one of the most important factors affecting human behavior and performance. This is the reason why managers attach great importance to motivation in organizational setting. Rensis Likert, has called motivation as “the core of management”. Effective directing of people leads the organization to effectiveness, both at organizational and individual levels. Now that employees have been hired, trained and remunerated, they need to be motivated for better performance. The HR specialists must use several ways to motivate the employees not just the ways as decreed by R. Prince. Before that, the specialists need to be acquainted with the different approaches to the process of motivation.

Definition of Motivation

“... The term motivation refers to a process governing choices made by persons or lower organisms among alternative forms of voluntary activity.”

“... Motivation is the result of processes, internal or external to the individual that arouses enthusiasm and persistence to pursue a certain courses of action.”

“... Motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or an incentive.”

What Is Motivation?

Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to move in a goal directed pattern towards restoring a state of equilibrium by satisfying the need. According to the Encyclopedia of Management, “Motivation refers to the degree of readiness of an organization to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness”.

Every human action is the results of need a desire. One experienced a sort of mental discomfort as long as that need remains unsatisfied in him. The moment the action is initiated he makes an attempt to get over the discomfort. So what causes an action is the need so desire. What causes a need is called the stimulus. Therefore, the manager’s duty is to create the stimulus that causes a need which initiates action that leads to satisfaction. This should be a repetitive process for the action to continue. All this is called ‘Motivation’ in management.

Theories of Motivation

There are several theories on motivation. The significance among them is: Maslow’s Need Hierarchy Theory, Herzberg’s Motivation-Hygiene Theory, McGregor’s Theory X and Theory Y, Theory Z, Alderfer’s ERG Theory, Vroom’s Expectancy Theory and Porter-Lawler Model of Motivation.

1. Maslow’s Need Hierarchy Theory:

There is a hierarchy of five needs – physiological, safety, social, esteem, and self-actualization – and as each need is substantially satisfied, the next need becomes dominant.

1. Physiological:

These needs relate to the survival and maintenance of human life. Therefore, these are the most primary or basic needs and must be satisfied before all other needs. It includes the needs of air, water, food, sex, rest, clothing, shelter, etc.

2. Safety or Security Needs:

Once Physiological needs are satisfied to be reasonable level, safety needs emerge and become dominant. These needs imply the need for self-preservation and economic independence. People want bodily safety, job security, provision for old age, insurance against risk etc.

3. Social Needs:

Man is a social animal. He therefore, wants association, belonging, friendship, love and affection. These are the need to seek affiliation and affection of one's fellow beings. People form informal groups to seek meaningful association's companionship.

4. Self Esteem or Ego Needs:

These are concerned with awareness of self-importance and recognition from others. Esteem needs consist of such things as self – confidence, self – respect, independence, power, prestige, achievement, praise and status.

5. Self – Actualization Needs:

This implies “the desire to become more and more of what one is, to become everything that one is capable of becoming”. It involves self-fulfillment or achieving what one considers to be his mission in life.

2. Herzberg's Motivation-Hygiene Theory:

Frederick Herzberg and his associates conducted research wherein they interviewed 20 engineers and accountants from nine different companies in Pittsburg area of U.S.A. These executives were asked to recall specific incidents in their experience which made them feel either exceptionally good exceptionally bad about their jobs. On the basis of their study, Herzberg concluded that there are some job conditions which operate primarily to dissatisfy employees while other job conditions operate primarily to build strong motivation and high job satisfaction. He called these factors hygiene factors and motivating factors respectively.

1. Hygiene Factor:

These factors provide no motivation to employees but the absence of these factors serves as dissatisfies. Many of these factors are traditionally perceived by management as motivators but these are really more potent as dissatisfies. These are called 'Hygiene Factors' because they support the mental health of employees. Some of the Hygiene Factors are, Wages, salary and other types of employee benefits. Company policies and administrative rules that govern the working environment. Interpersonal relation with peers, supervisors and subordinates. Cordial relation will prevent frustration and dissatisfaction. Working conditions and job security. The job security may be in the form of tenure or it could be supported by a strong union.

2. Motivational Factor:

These factors help to build strong motivation and high job satisfaction. They are also known as satisfiers. These are related with the job content. Their absence or decrease will affect the level of job satisfaction. These factors are achievement, advancement; work itself, possibility of growth and responsibility. Some of these Motivational Factors are: The Job itself, Recognition, Achievement, Responsibility and Growth and advancement.

3. McGregor's Theory X and Theory Y:

Prof. Douglas McGregor has introduced two theories in his famous book, “The Human side of Enterprise.” They are called 'X' theory and 'Y' theory.

1. Theory X:

The theory is based on 'papa knows best.' In other words, a manager has thorough knowledge and excludes workers from decision-making process. A manager has authority or power to take decisions. The workers should follow whatever decisions are taken by the manager.

Assumptions of theory

- Workers have an aversion to work inherently.
- Workers may find a way to postpone the work completion in laziness.
- Workers may do the job half-heartedly.
- Fear of punishment can motivate the workers into action.
- The worker may know the hazards of non-performance of a work.
- No worker is ready to accept any responsibility.

2. Theory Y:

Y-theory is just opposite to X-theory. So, X-theory is considered as traditional theory and Y-theory is considered as modern theory. Y-theory emphasis the importance of workers in the accomplishment of enterprise objectives.

Assumptions of theory

- The average human being has the tendency to work. A job is as natural just like a play.
- Once the worker understands the purpose of job, he may extend his co-operation for job completion.
- Worker can put in his best efforts for the accomplishment of enterprise objectives early.
- Worker has self-direction, self-motivation, self-discipline and self-control.
- If right motivation scheme is prepared by the management, the worker is ready to accept extra responsibility.
- The existing worker has competence to work and can take right decision.

3. Theory Z:

Prof. William G.Ouchi has developed theory Z. This theory is based on comparative study of Japanese and American management practices. Theory Z describes how Japanese management practices can be adopted to the environment of other countries especially in the United States. Theory Z can be treated as a model for motivation. This theory believes in the philosophy of management. Both major and minor decisions are taken through consensus in the truly democratic and dynamic management. Besides, family relationship prevails between the employer and employees.

4. Alderfer's ERG Theory:

Alderfer has provided an extension of the Maslow's need hierarchy and Herzberg's two – factor theory of motivation, particularly the former. Like the previous theories, Alderfer believes that there is a value in categorizing needs and that there is a basic distinction between lower – order needs and higher – order needs. Based on the empirical evidences, he has found that there seems to be some overlapping between physiological, security, and social needs. Also, the lines of demarcation between social, esteem, and achievement needs are not clear. Based on these observations, Alderfer has categorized the various needs into three categories: existence needs, relatedness needs, and growth needs.

1. Existence Needs:

Existence needs include all needs related to physiological and safety aspects of an individual. Thus, existence needs group physiological and safety needs of Maslow into one category as these have similar impact on the behaviour of the individual.

2. Relatedness Needs:

Relatedness needs include all those needs that involve relationship with other people whom the individual cares. Relatedness needs cover Maslow's social needs and that part of esteem needs which is derived from the relationship with other people.

3. Growth needs:

Growth needs involve the individual making creative efforts to achieve full potential in the existing environment. These include Maslow's self – actualization need as well as that part of the esteem need which is internal to the individual like feeling of being unique, feeling of personal growth, etc.

6. Vroom's Expectancy Theory:

Vroom's expectancy theory has its roots in the cognitive concepts in the choice behaviour utility concepts of classical economic theory. According to Vroom, people will be motivated to do things to achieve some goals to the extent that they expect that certain action on their part will help them to achieve the goal. Vroom's model is built around the concepts of value, expectancy, and force; its basic assumption is that the choice made by a person among alternative courses of action is lawfully related to psychological events occurring contemporaneously with the behaviour. Vroom's concept of force is basically equivalent to motivation and may be shown to be the algebraic sum of products of valences multiplied by expectations. Thus

$$\text{Motivation (force)} = \Sigma \text{Valence} \times \text{Expectancy}$$

1. Valence:

According to Vroom, valence means the strength of an individual's preference to a particular outcome. Other terms equivalent to valence used in various theories of motivation are incentive, attitude, and expected utility.

2. Instrumentality:

Another major input into the valence is the instrumentality of the first – level outcome in obtaining a derived second – level outcome. Hunt and Hill have exemplified it by promotion motive. The superior performance (first – level outcome) is being instrumental in obtaining promotion (second – level outcome).

3. Expectancy:

Another factor in determining the motivation is expectancy, that is, the probability that a particular action will lead to the outcome. Expectancy is different from instrumentality input into valence. Expectancy differs from instrumentality in that it relates efforts to first – level outcomes whereas instrumentality relates first – and second – level outcomes to each other.

7. Porter-Lawler Model of Motivation:

Porter-Lawler has derived a substantially more complete model of motivation and has applied it in their study primarily of managers. They propose a multivariate model to explain the complex relationship that exists between job attitudes and job performance.

1. Effort:

Effort refers to the amount of energy exerted by an employee on a given task. Perceived reward probability refers to the individual's perception of the probability that differential rewards depend upon differential amounts of effort. These two factors – value of reward and perception of effort – reward probability – determine the amount of effort that the employee will put in.

2. Performance:

Effort leads to performance but both these may not be equal; rather, performance is determined by the amount of effort and the ability and role perception of the individual.

3. Rewards:

Performance is seen as leading to intrinsic rewards and extrinsic rewards. However, the intrinsic rewards are much more likely to produce attitudes about satisfaction that are related to performance.

4. Satisfaction:

Satisfaction is derived from the extent to which actual rewards fall short, meet or exceed the individual's perceived level of equitable rewards. If actual rewards meet or exceed perceived equitable rewards, the individual will feel satisfied; if these are less than equitable rewards, he will be dissatisfied.

Conclusion

Various theories of Motivation, discussed above, have various applications in management practices. In applying motivation theories, managers should take into consideration how an individual reacts to his work which is a function of fit among; 1.individual's personality characteristics, need patterns, values, and ability; 2.characteristics of job such as nature of challenge it offers, the autonomy in performing the job, and the use of skills in performing the job. Thus, in applying motivation theories at workplace, both intrinsic and extrinsic aspects of the job must be considered. Intrinsic factors are directly related to the contents of a job while extrinsic factors are related to the context or environment in which the job is performed. Thus, motivation theories help in designing reward system, empowering employees, improving quality of work life, and work design.

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