

# PROFESSIONAL ETHICS IN BUSINESS

## LECTURE EIGHT

### MOTIVATION

#### DEFINITION:

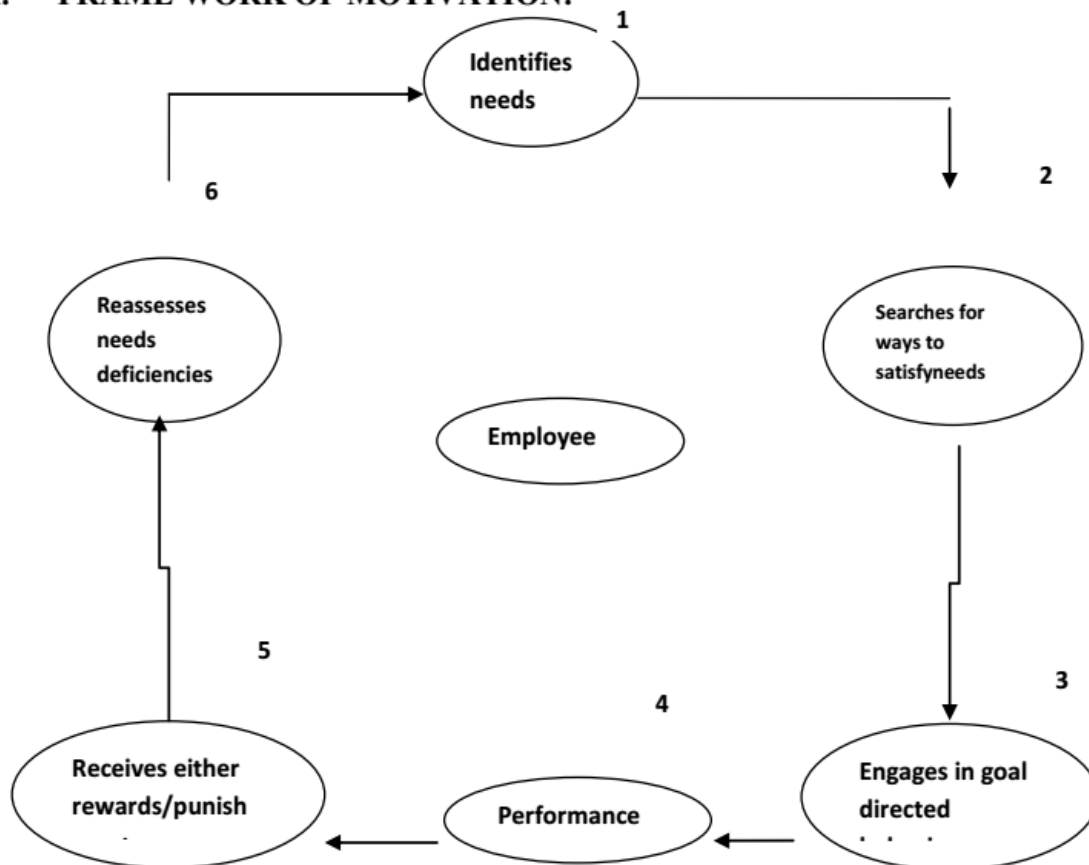
“Individual behavior directed towards achieving a desired goal or objectives. It is engaging in relieving an active tension for fulfilling a desire”.

A basic principle is that the performance of an individual depends on his or her ability backed by motivation.

$$\text{Performance} = F(\text{ability} * \text{Motivation}).$$

Ability refers to skill and competence of the person to complete a given task. Motivation may be understood as the set of forces that cause people to behave in certain ways.

#### I. FRAME WORK OF MOTIVATION:



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As defined, Motivation requires a need or in other words motive. Thus motive can be classified into:

### 1) PRIMARY MOTIVES:-

These motives are essential for an individual survival without these motives his existence would be meaningless. Eg: drinking water, food, sleep etc.

### 2) SECONDARY MOTIVES:-

These are also important for the satisfactory existence of an individual. They may not be as necessary as primary motives. They are required for a happy or comfortable life.

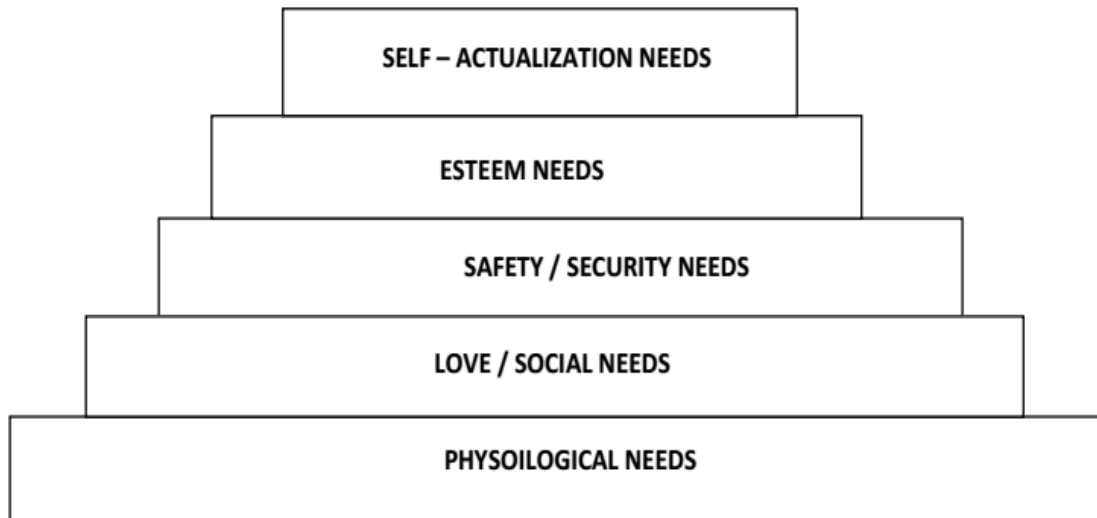
Eg: shelter, clothing, security, attention etc.

### 3) GENERAL MOTIVES:-

These tries to fulfill the achievement needs or self conscious need of individuals. Eg: power, authority, status etc.

## II. THEORIES OF MOTIVATION:-

These theories were the founding theories in organization behavior. Some of these theories formed a basis for further research on other theories. They are still being followed for assessing individual and group motivation factor among organization.



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### MASLOW'S HIERARCHY OF NEEDS:

Abraham Maslow theorized the hierarchy of needs. He concluded that the individual behavior is influenced by strongest needs. He gave a clear picture that when the lower needs are satisfied an individual tries to satisfy the higher needs. However if the lower needs are not met, efforts to satisfy the higher needs will be postponed.

#### a) PHYSIOLOGICAL NEEDS:-

- Lowest level of needs.
- The most strong or highly desired needs for efficient functioning of an individual. This level of needs have to be totally satisfied.
- Eg: Food, Drinking Water, Proper Sleep etc.

#### b) SAFETY NEEDS:-

- Also called as security needs.
- Individual inherent attitude to be safe and secure.
- It is also a considerable influence on individual's behavior.
- It is also one of the lower level of needs.
- Eg: Clothing, Shelter, Protection etc.

#### c) LOVE NEEDS OR SOCIAL NEEDS:-

- Individual belong to a society and cannot survive alone.

- It's influence is strong compared to other two lower level needs.
- Eg: Belongingness, Affection, Relationship, Friendship etc..

#### d) ESTEEM NEEDS:-

- Also called as self esteem needs.
- This is a higher level needs.
- It is the individual desire to seek something.
- At this level, all the lower level needs of an individual have been met.
- Eg: Self respect, authority, (internal esteem), status, recognition (external esteem factor).

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### e) SELF ACTUALIZATION NEEDS:-

- The need to become what one is capable of achieving to the maximum potential of an individual.
- Also called “self fulfillment”.
- This is the highest order of needs
- Eg: CEO, Owing a firm etc.

The need satisfaction hierarchy operates from bottom to top. When the lower level needs are satisfied the need for higher order arises.

### ADVANTAGES:-

- ❖ The individual need hierarchy has been quite clearly classified.
- ❖ The differentiation between lower level and higher level needs makes it clear for organizations to provide necessary benefits to satisfy these needs and motivate employees.
- ❖ It was identified very clearly that motivation is of temporary nature.

### LIMITATIONS:-

- ❖ The needs do not follow the same hierarchy sometimes, all the needs arrive at the same time.

Eg: Security may be important than shelter.

- ❖ This theory does not emphasize the individual difference in motivation factors. Some people give greater preference to lower needs, while few others will give greater preference to higher level needs

**HERZBERG'S TWO FACTOR THEORY:-** (This theory is based on 2 factors)

### HYGIENE FACTORS:-

These when provided bring in peace of mind to the worker, and does not in any way motivate them. But when they are not provided, it leads to dissatisfaction.

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### a. MOTIVATORS:-

When these are provided, they are motivated to perform better. However, when they are not provided, it does not affect them or they are not dissatisfied.

<b>HYGIENE FACTORS</b>	<b>MOTIVATORS</b>
Company policy and administration.	Work itself
Supervision	Recognition
Salary	Responsibility
Relationship with colleagues and Subordinates	Advancement
Working conditions	Development and growth
Personal life	
Job security	

### **ADVANTAGES:-**

- This theory is applicable to modern organization.
- It is practical and easy to understand.

### **DISADVANTAGE:-**

- This theory is most well applied in the context of job satisfaction than motivation.
- Salary and Supervisory are important for every individual. So it should be internal not external.
- When things go right people take internal credit, when it goes wrong they blame external factors.

## **DIFFERENCES BETWEEN MASLOW'S THEORY AND HERZBERG'S THEORY:-**

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MASLOWS THEORY	HERZBERG'S THEORY
<ol style="list-style-type: none"> <li>1. He has divided the theory or structure in to five different layers.</li> <li>2. Emphasis is on needs.</li> <li>3. Hierarchy of needs is followed.</li> <li>4. Pay is a motivator.</li> <li>5. It is a descriptive theory(based on What had happened)</li> <li>6. It is relevant to all the levels in an Organization.</li> </ol>	<ol style="list-style-type: none"> <li>1. He has divided the entire structure into two factors.</li> <li>2. Emphasis is on satisfaction.</li> <li>3. All the needs arrive at the same time.</li> <li>4. Pay is the hygiene factor.</li> <li>5. It is a prescriptive theory(gives suggestions on implementation)</li> <li>6. It is applicable to managerial levels only.</li> </ol>

### THEORY X AND THEORY Y--- BY Mc GREGOR:-

- ⇒ Based on a set of assumptions about human beings and their behavior.
- ⇒ There are basically 2 types of behavior, negative behavior or X behavior and positive behavior or Y behavior.
- ⇒ Similarly, every management has positive(y) and negative(x) opinions or assumptions about their employees.
- ⇒

THEORY X	THEORY Y
<ol style="list-style-type: none"> <li>1. Subordinates dislike work.</li> <li>2. Employees avoid responsibility.</li> <li>3. Employees cannot do any work by themselves, they have to be guided.</li> <li>4. Employees have to be forced and controlled to make them work.</li> <li>5. Management follows centralized system of work.</li> <li>6. Employees are selfish and self centered and are indifferent to the organization.</li> </ol>	<ol style="list-style-type: none"> <li>1. Employees accept work with natural linkage.</li> <li>2. Employees will see the responsibility which they can take up and accept them.</li> <li>3. Employees have very good skills and can do the work with minimum guidance.</li> <li>4. They have a natural tendency to work and Also have good self control.</li> </ol>

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<ol style="list-style-type: none"><li>7. Employees are selfish and self centered and are indifferent to the organization.</li><li>8. Management is suspicious about Employees.</li><li>9. The supervisor has directing or controlling style of leadership</li><li>10. They are task or job oriented only.</li><li>11. Employees feel a lack of ambition in Life</li></ol>	<ol style="list-style-type: none"><li>5. Management tends to keep the system Decentralized.</li><li>6. Employees are selfless, they are concerned about organizational goals.</li><li>7. Management trust their employees.</li><li>8. The supervisor has supportive style of leadership.</li><li>9. They are task and people oriented.</li><li>10. Employees are ambitious in fulfilling their dreams and goals.</li></ol>
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