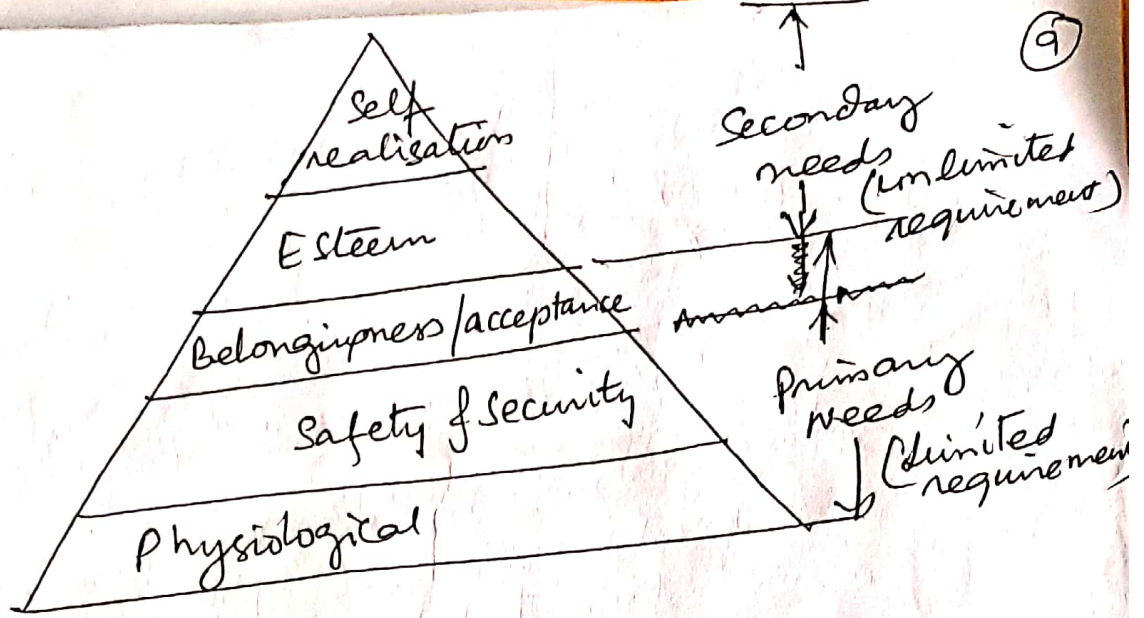


Motivation, Morale & Behavioural Sciences

Motivation, characteristics, kinds of motivation, thoughts of motivational philosophy, Human Needs, Incentives as motivators, Managing Dissatisfaction and Frustration, Morale, Absenteeism, Behavioural Science.

Social Environment Group dynamics in Industry,

Personality Psychology, Selection, Training, Placement, Promotion, Counselling, Job motivation, Job Satisfaction, Special study of problem of fatigue, boredom and Accidents.



Comparison of the three theories

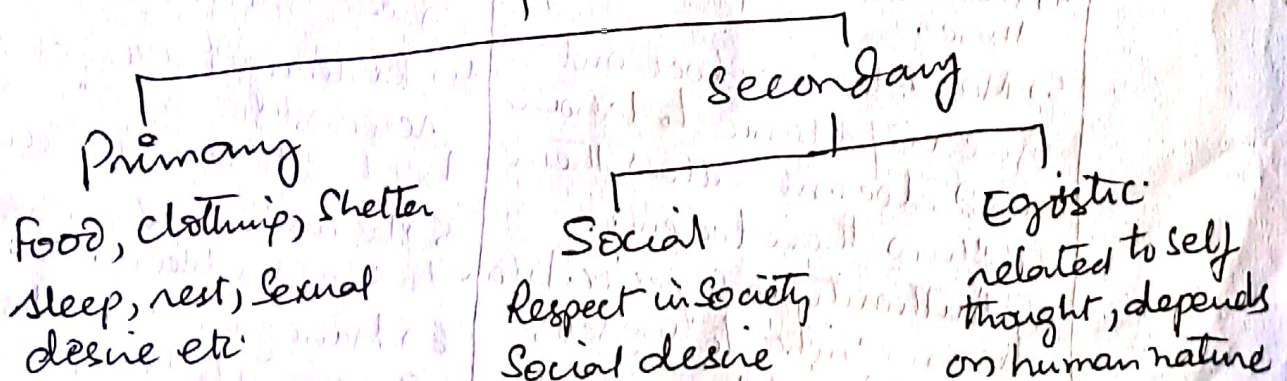
Mc.Gregor	Herzberg	Maslow
<u>Theory X</u> 1) Security is prime (ii) Direction needed (iii) Threat of punishment needed	<u>Hygiene factors</u> (i) Salary (ii) Security (iii) work conditions (iv) Supervision (v) Inter personal relations, (vi) Company policy of administration	<u>Low level needs</u> (i) Social (ii) Safety (iii) Physiological
<u>Theory Y</u> (i) Satisfaction of esteem (ii) Responsibility (iii) self-direction and self control	<u>Motivators</u> (i) Achievement (ii) Recognition (iii) Challenging work (iv) Advancement (v) Increased responsibility	<u>High level needs</u> (i) Self actualization (ii) Esteem

## 2.0 Herzberg's motivational-hygiene theory

- 1) This theory differentiates "job satisfaction", "job dissatisfaction", "no job satisfaction", "not job dissatisfaction".
  - 2) Factors which produce "job satisfaction" are quite different from "job dissatisfaction".
  - 3) Factors related to satisfaction or motivation are called motivators and those related to dissatisfaction as hygiene factors.
  - 4) Motivators are — Achievement, Recognition, Challenging work, Increased responsibility, and advancement.
- Hygiene factors are — Interpersonal relations, Security, Supervision, Company policies, Salary, Status, working conditions etc.

## 3.0 Maslow's hierarchy of needs

Needs are necessities of a human being, classified into Primary and Secondary needs.



# Theories on Motivation

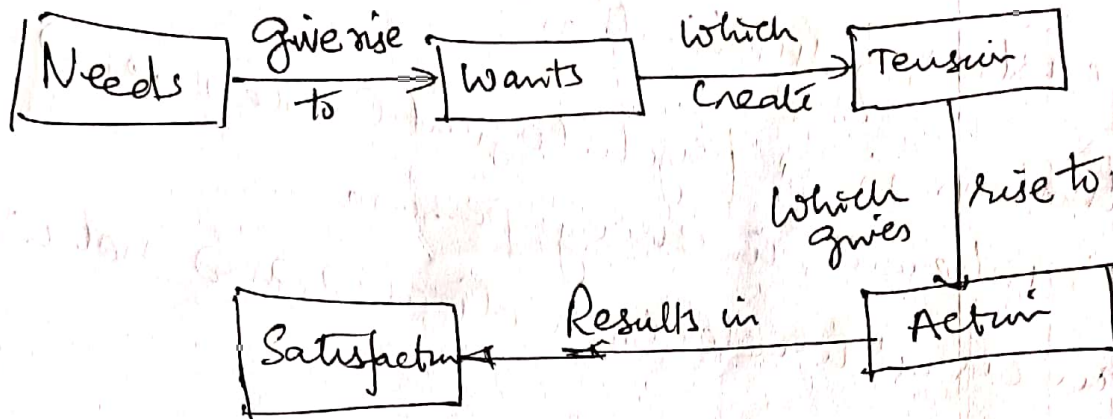
1. Douglas McGregor — "X" & "Y" theory

"X" theory is about Traditional theory where in "management or authority do not trust labour and use restraining policies". Work should be extracted through fear, strict discipline and strong rebuke.

"Y" theory is quite opposite to that of "X" theory here labour is assumed to be a partner in the management and every one is working with their cooperation.

## Assumptions

X	Y
<ol style="list-style-type: none"> <li>1) Person is disinclined to work</li> <li>2) To get work from him, he has to be rebuked, frightened as fear makes him work.</li> <li>3) workers are less ambitious.</li> <li>4) workers care for security more.</li> <li>5) Management does not give importance to labour and does not allow them to show their talents</li> <li>6) Authority is superior. labour has no right to suggest, modify etc.</li> </ol>	<ol style="list-style-type: none"> <li>1) work becomes satisfying by repeating again &amp; again.</li> <li>2) workers feel responsible for the work for which they are appointed. No need to coerce.</li> <li>3) Recognition of work is a great motivator for the worker.</li> <li>4) tendency to escape from responsibility is not natural but has to do with security.</li> <li>5) labour can also cooperate to solve problems.</li> <li>6) Management thinks personnel are equal to them, to get advice</li> </ol>



## Kinds of motivation

(i) Positive motivation :- Incentives to do work which could result in additional facilities or prize or less supervision. Prize can be monetary or nonmonetary.

(ii) Negative motivation : Imposing a punishment or a fine for doing less work, wrong work or not doing any work, reduction in facilities,

Good manager may use both the types of motivation depending on circumstances.



Motivation :-> Psychological act, which instigates workers to do more work. The instigation is positive when encouraged to do more or instigation is negative when a worker is punished for wrong doing.

Definition :->

Brech :- "a general inspiration process, which gets the members of the team to do their task effectively, to give their loyalty to the group, to carry out the task properly that they have accepted, to effectively play a part towards the job, the group has undertaken"

Dalton E McFarland :- The concept of motivation is mainly psychological. It relates to those forces operating within the individual employee or subordinate which impels him to act or not to act in certain ways.

Motivation → Desire or willingness to work.

People who contributed to theories of motivation:-  
Taylor, Mayo, Fayol, Maslow, McGregor,  
Herzberg, McClelland etc.

Motive → learned influences on our behaviour.

Motivation → Degree of our wants that drive us to engage in a certain behaviour.

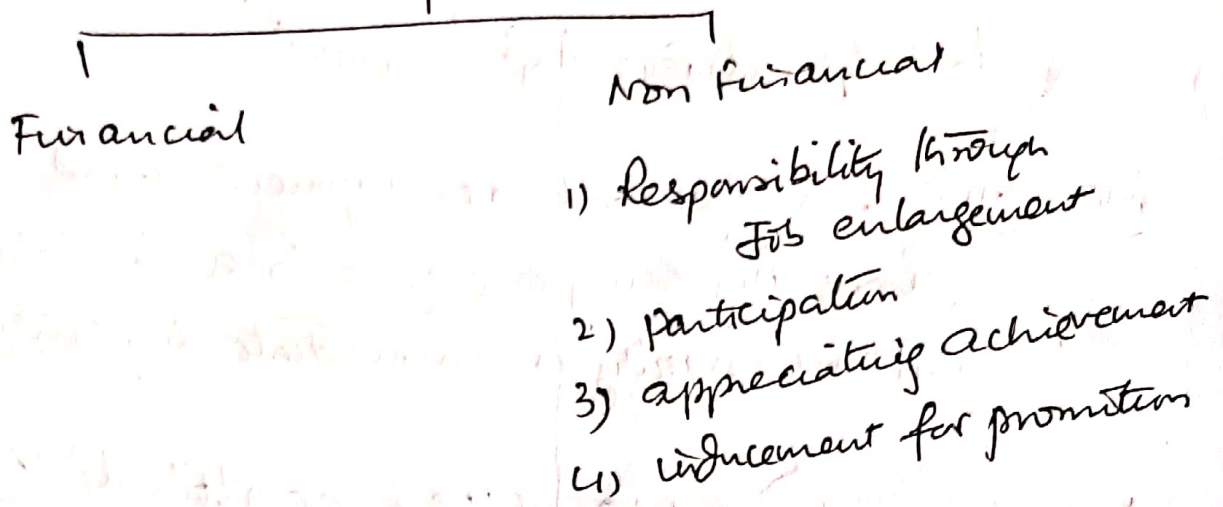
Individuals and organizations behave very differently towards motivation.

### Objectives of motivation

- (i) Productive use of resources
- (ii) Increased efficiency of employees/individuals
- (iii) Increase in Quality Consciousness.
- (iv) Promotes a friendly work culture.
- (v) Ensures stability in the organization.



## \* Incentive as motivators



## Promotion policy as motivator:

Factors affecting motivation → Job security, growth,  
Salary including fringe benefits  
interpersonal relationships  
Company policies, Status etc.

→ Motivational techniques → all actions which encourage above. — positive motivation  
Negative motivation.

## \*\* Managing Dissatisfaction & Frustration

- listen to feelings of staff
- help them to accept reality
- help to assess damage by frustration
- explore alternatives.

Counselling → by immediate supervisor who can build a trusted and supportive relationship to help achieve higher goals.

Mentorship → general development and can be done by anyone who is a senior, need not necessarily a immediate supervisor.

Morale mental condition or attitude of employees, individually or in a group which determines willingness to cooperate. This leads to feeling satisfied after needs are fulfilled.

High morale Results → loyalty to leadership/organization  
Causess → discipline ; No frustration

low morale Causes → improper selection / promotion  
→ Too many supervisors  
Results → higher rate of absenteeism  
Friction, Jealousy.

Absenteeism → absence of employees from work without prior notice.

$$\text{Rate of absenteeism} = \frac{\text{no. of manhours lost}}{\text{Total manhours}} \times 100$$

Effects → Quality & quantity of production  
Reasons → efficiency of workplace/ men, discipline

Causes → Sickness, disease, poor working conditions  
poor management, undesirable habits  
Inadequate transport facilities.

Steps to reduce

Proper conditions for work,  
Safety at work place.  
Enforcing discipline through  
rewards.

— \* —  
Behavioural Science → Psychology, Sociology,  
Social anthropology etc.

Group dynamics

Dealing with individuals and dealing groups  
are different

Behaviour of ~~and~~ and as an individual is  
different, when in a group.

Groups — Formal & informal.

Individual Variables

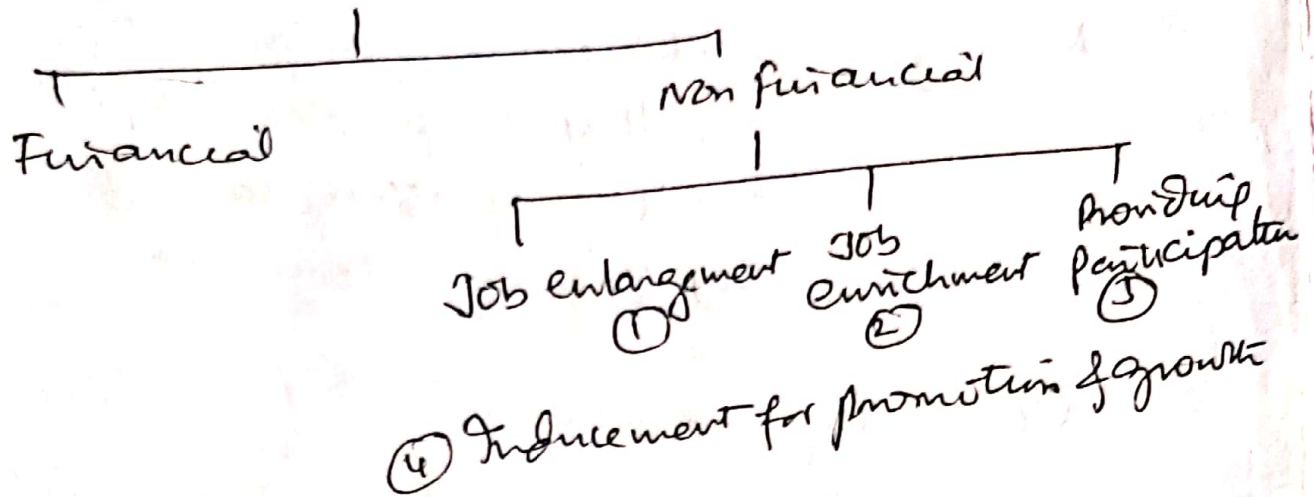
Physical Characteristics  
Intellectual  
Gender  
Personality

Group Variables

Physical environment  
Organization Set up  
Types of incentives

Selection / Training / Placement / Promotion / Job motivation  
Job satisfaction / Problem of boredom, fatigue, accidents

## Incentives as motivators



## Factors affecting motivation

- 1) Satisfaction through achievement
- 2) Recognition
- 3) Job Security
- 4) Fringe benefits
- 5) Interpersonal relationships
- 6) Responsibility and Authority
- 7) Status
- 8) Working Conditions
- 9) Co-policies

## Managing Dissatisfaction & Frustration

'When high expectations are not met, will lead to frustration'.

Dissatisfaction → leads to neglect of work, delays, prone to errors,

Frustrated employee — annoyed with self, continue to deteriorate gets isolated leading to fantasies, exaggeration, distorted perception.

## Managing Frustration

- Managers to
- 1) listen to feelings of staff
  - 2) Help employees accept reality
  - 3) Help to assess damage
  - 4) Develop alternatives

## Counselling & mentoring

↓  
Help provided by superior to a junior in analyzing their performance and behaviour on the job in order to improve.

Mentoring → A senior person, need not be the superior, whom he admires, has confidence in, to get advice & support.

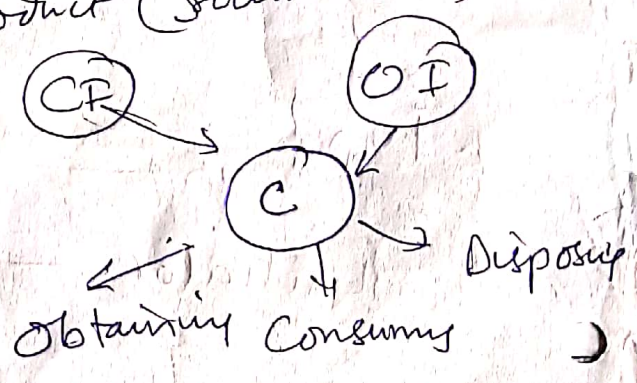
Morale — mental condition or attitude individually or collectively, which determines willingness to cooperate.

Understanding Consumer Behaviour

Consumer behaviour → the study of the processes involved, when individuals or groups, select, purchase, use or dispose of products, services, ideas or experiences to satisfy needs and desires (Solomon - 2006)

Who is a Consumer A person who identifies a need or desire, makes a purchase and then disposes of the product (Solomon 2006)

CI - Consumer Influences  
Culture, personality, age, Income, attitudes, Feelings, motivations, Ethnicity, Values, past experiences, Family values etc.



OI - Organizational influences  
Brand, Advertising, Promotion, price, service, Convenience, Packaging, product features, Retail displays, word of mouth, Quality, <sup>store</sup> ambience, loyalty programmes, product availability

2/3

Obtaininip → How you decide what to buy,  
→ other products you Consider to buy  
Where, when, why, what, how, to buy.

Consuminip → How to use the product,  
Who will use the product  
How much to use,  
How to evaluate the product

Disposinip → How to get rid of remaining  
How to recycle.  
How much to resell.

### Types of Consumer

Initiator → Individual who decides  
someone needs or wants are to be  
met. and initiates purchase

Influencer → intentionally or unintentionally  
influences the purchase decision

Buyer → Individual who makes the  
purchase

User → person directly involved in  
consumption after purchases



Demand → the quantity of a particular good or service, a customer is willing to purchase at a given price, indicating willingness to buy demonstrating his ability to is a demand

### Determinants of Demand

Income, Consumer preferences, NO. of buyers  
Availability of substitute goods.

### Demand function

$$D = f(P_x, P_r, Y, T, E)$$

$D$  = Demand  
 $P_x$  = price of commodity

$P_r$  = related goods price

$E$  = Expectation of change in price in future

$Y$  = Consumer's Income

$T$  = Tastes and preferences



# Advertising →

4  
3

An effective and efficient technique to promote goods, services, ideas.

It is a paid form of non personal communication, making available the business information to potential customers.

- Objectives →
- promote newly launched products
  - Create awareness among max. no. of people
  - Motivate new group of customers
  - enhance goodwill and credibility

## Stages of Advertisement

Beginning stage → Development stage

Post-execution ← Execution stage

Segments of advertising → Advertiser → Ad agency → Media → Consumer

## Nature of motive

Desire for money

Vanity

Fear

Fashion

Pride

Possession

Love & affection

## Purchase Decision $\frac{4}{3}$

Purchase when price falls

Getting costly items, to be admired by others

Purchase insurance policy to imitate others

Purchase premium products

Purchase antiques

Purchase gifts

## Steps in Decision making process

Need Recognition



Information Search



Evaluate alternatives



Purchase Decision



Post purchase behavior

# Consumer behaviour Models

9/3

## ① Economic or Marshallian model

└ Disposable personal income  
Size of family income  
Income expectation  
Tendency to spend / save.  
Liquidity

Price ↓ → Sales ↑

Substitute Product ↓ → Sales ↓

Real income ↑ → Sales ↑

Promotional expenses ↑ → Sales ↑

## ② Learning or Pavlovian model

③ Psychodynamical model → Id, Ego, Superego

④ Sociological model — influence of others