

**Q 1. Discuss the importance of Motivation in the success of an organization.****Answer:-****Importance of Motivation in an Organisation.**

The process of motivation plays a very important role in any organisation, profit or non-profit. The managerial process of direction is driven primarily by the process of motivation as it creates within the mind of an employee the desire to work in the direction determined by the manager. The following aspects may be considered under this head:

**Increases Productivity:** Motivation as a process leads to an increase in productivity of the employee. Motivation meets the needs of the employee and thereby creates the drive to work at the best of his abilities. A well-employee will be willing to put in more effort towards the betterment of the organisation than another disheartened employee.

**Ensures Organisational Efficiency:** Motivation plays an important role in changing the attitudes of the employees in the organisation. Indifferent attitude is extinguished most efficiently by motivation. The presence of such favorable attitude allows the organisation to thrive and be successful.

**Ensures Loyal Workforce:** A well-motivated workforce is a loyal workforce. Motivated employees have high levels of morale and commitment towards the organisation and its goals and objectives. Motivation thus reduces employee turnover and reduces the need for constant induction of new employees.

**Ensures a Reactive Workforce:** Adapting to changing business environments is an important feature of any successful business. In order to react to changes easily and to continue smooth functioning, an organisation requires extensive loyalty and commitment of its employees. This reduces resistance to the changes that the organisation intends to make. This in effect makes the organisation efficient in adapting to changing needs.

**Facilitates Direction:** Direction is an important managerial function and forms one of its core function. Motivation as already mentioned is a vital part of direction. Direction being a process that involves directing or initiating action according to a plan drawn up requires the employees to work wholeheartedly with commitment and loyalty. The process of direction is thus possible only when the employees proceed in the direction that the manager determines and this requires a motivated workforce.

**Conclusion:-**

The role of motivation cannot be understated in an organisation. It is a simple process that requires an understanding of human mind and behaviour. Such an understanding and proper action thereby stimulating the motives of an employee helps in initiating and maintaining action and helps extensively in satisfying organisational objectives.

**OR**

**The following points bring out the importance of motivation in modern organisations:**

**i. Productive Use of Resources:**

Motivation enables people to convert physical and financial resources into useful products. It helps management to get the best out of human as well as non-human resources.

**ii. Increased Efficiency and Output:**

Motivation enables people to work enthusiastically. Motivation bridges the gap between the ability to work and the willingness to perform wholeheartedly and thereby, increases the overall efficiency and output. This, ultimately, helps in reducing the cost of operations.

**iii. Achievement of Goals:**

Motivation causes goal-directed behaviour. It helps people to move in a desired direction and earn rewards.

**iv. Development of Friendly Relationships:**

Rewards, promotional opportunities, challenging work etc. are the inducements organisations offer to obtain good results from people. Employees love to work for companies that respect employee contributions. Their morale would be high. This helps in developing cordial relations between management and workers.

**v. Stability in Work Force:**

Attractive motivational schemes satisfy the need of employees. As a result, their commitment to organisational work increases. Employees do their tasks loyally and enthusiastically. They are not tempted to leave the organisation. This means reduced employee turnover.

Further, satisfaction on the job means reduced absenteeism. Employees attend to their work regularly and sincerely so as to earn rewards. The organisation benefits because it is able to maintain a stable workforce. The skill and competence of employees continue to be available to the organisation. This enhances the image of the firm and helps it to secure the services of competent people.

**Q 2. What is Intra-personal conflict ? Explain the need hierarchy theory of Abraham Maslow.**

**Answer:-**

Intrapersonal conflict is the conflict humans face within themselves, it is a conflict between should and want. Should is always driven by the values, religious beliefs, upbringing etc. wants on the other hand are driven by the environment which entices humans to indulge overlooking should.

Intrapersonal Conflict is the part of human life, at every points humans face intrapersonal conflicts between should and wants. Conflict arises when any kind of decision needs to be taken, be it important of unimportant. Simple decisions like buying a car or complex decisions like marriage or money. Every time a decision needs to be taken, should and want weigh on us, based on which we take decision.

One recent example of an intrapersonal conflict was between consuming alcohol or not, someone conservative Islamic upbringing tells him to abstain from alcohol, however his social surrounding entices him to consume alcohol. At times should wins and wants lose else wants win and should lose. Whenever should loses it leaves behind a sense of guilt, having consumed against the religious decree.

Similarly certain communities accept consuming alcohol as a part of their culture, where the criterion can be entirely different, however no community willingly accepts alcoholics.

Individuals who develop unhealthy habits are also prone to conflict within, every individual understands smoking an unhealthy habit and most wish to quit, however the body which is used to want of nicotine often wins the conflict between should and want.

It is not only habit such as alcohol and smoking a source of conflict within, most who visit a shopping mall end up by buying more than their requirement, things they may never use else which have no immediate use. All shopping malls make profit on the shopping behaviour of humans.

To illustrate an example, the fastest moving items and daily necessities are always placed at the end of the store, when people take a walk from the entrance to the exit they come across several items which entice them and

finally end up buying more than their budgets. The shopping malls use the conflict within humans to make booty for themselves.

Intrapersonal conflicts can sometimes have a devastating effect on the mental makeup, some individuals irrespective of should are completely driven by want, they believe in going with the flow hence are saved of the intrapersonal conflict, others who understand the importance of should often become indecisive and confused or start depending on others to take decisions for them. Decision making is tough at times, every action has consequences, positive or negative, however it is important to accept ones decision and live by them.

**To overcome conflict humans need a very strong will power**, as told by Anthony Robbins in his book 'Awaken the giant within', will and power are two words, the first step is to have the will and the leverage enough power to take a decision to battle the wants. Will power is like sitting in the car with an intention to drive and not stepping on the accelerator, no matter how much will you have the car will not move unless accelerated.

## **Maslow's Hierarchy of Needs:**

In order to better understand what motivates human beings, Maslow proposed that human needs can be organized into a hierarchy. This hierarchy ranges from more concrete needs such as food and water to abstract concepts such as self-fulfilment. According to Maslow, when a lower need is met, the next need on the hierarchy becomes our focus of attention.

**These are the five categories of needs according to Maslow:**

### **1. Physiological**

These refer to basic physical needs like drinking when thirsty or eating when hungry. According to Maslow, some of these needs involve our efforts to meet the body's need for homeostasis; that is, maintaining consistent levels in different bodily systems (for example, maintaining a body temperature of 98.6°)

Maslow considered physiological needs to be the most essential of our needs. If someone is lacking in more than one need, they're likely to try to meet these physiological needs first. For example, if someone is extremely hungry, it's hard to focus on anything else besides food. Another example of a physiological need would be the need for adequate sleep.

## **2. Safety**

Once people's physiological requirements are met, the next need that arises is a safe environment. Our safety needs are apparent even early in childhood, as children have a need for safe and predictable environments and typically react with fear or anxiety when these are not met. Maslow pointed out that in adults living in developed nations, safety needs are more apparent in emergency situations (e.g. war and disasters), but this need can also explain why we tend to prefer the familiar or why we do things like purchase insurance and contribute to a savings account.

## **3. Love and Belonging**

According to Maslow, the next need in the hierarchy involves feeling loved and accepted. This need includes both romantic relationships as well as ties to friends and family members. It also includes our need to feel that we belong to a social group. Importantly, this need encompasses both feeling loved and feeling love towards others.

Since Maslow's time, researchers have continued to explore how love and belonging needs impact well-being. For example, having social connections is related to better physical health and, conversely, feeling isolated (i.e. having unmet belonging needs) has negative consequences for health and well-being.<sup>2</sup>

## **4. Esteem**

Our esteem needs involve the desire to feel good about ourselves. According to Maslow, esteem needs include two components. The first involves feeling self-confidence and feeling good about oneself. The second component involves feeling valued by others; that is, feeling that our achievements and contributions have been recognized by other people. When people's esteem needs are met, they feel confident and see their contributions and achievements as valuable and important. However, when their esteem needs are not met, they may experience what psychologist Alfred Adler called "feelings of inferiority."

## 5. Self-Actualization

Self-actualization refers to feeling fulfilled, or feeling that we are living up to our potential. One unique feature of self-actualization is that it looks different for everyone. For one person, self-actualization might involve helping others; for another person, it might involve achievements in an artistic or creative field. Essentially, self-actualization means feeling that we are doing what we believe we are meant to do. According to Maslow, achieving self-actualization is relatively rare, and his examples of famous self-actualized individuals include Abraham Lincoln, Albert Einstein, and Mother Teresa.

### Testing Maslow's Theory

In the time since Maslow published his original paper, his idea that we go through five specific stages hasn't always been supported by research. In a 2011 study of human needs across cultures, researchers Louis Tay and Ed Diener looked at data from over 60,000 participants in over 120 different countries. They assessed six needs similar to Maslow's: basic needs (similar to physiological needs), safety, love, pride and respect (similar to esteem needs), mastery, and autonomy. They found that meeting these needs was indeed linked to well-being. In particular, having basic needs met was linked to people's overall assessment of their lives, and feeling positive emotions was linked to meeting the needs of feeling loved and respected.

However, although Tay and Diener found support for some of Maslow's basic needs, the order that people go through these steps seems to be more of a rough guide than a strict rule. For example, people living in poverty might have had trouble meeting their needs for food and safety, but these individuals still sometimes reported feeling loved and supported by the people around them. Meeting the previous needs in the hierarchy wasn't always a prerequisite for people to meet their love and belonging needs.