



Aspects of Motivation in Public Administration

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Abstract:

Every work in the world has specific motive. There is no work without motive. To achieve the motive motivation is needed for personnel working in public administrative sector. There are specific goals which can be achieved by motivation. Due to organized and motivated work the cost price of administration will come down. There is a difference between motivation and morale. Motivation is a process by which human beings are motivated to work whereas morale is the desire to do work itself which is more effective by motivation. Motivation boosts the morale of the employee and motivates him to do more work. Motivation is the connecting ability and desire. Every person has both the ability and the will power to work, yet he is not able to do the work, acting as a bridge between the motivation ability and desire, providing new power. Motivation is the real energy source for government officers and employees.

Key words: motivation, motive, public administration, will power, Abraham Maslow, government employees, psychology, reward, target, goal.

Introduction:

Motivation is basically a psychological process. In any area, whether it is in the business sector or in the government sector, motivation and motivator are of special importance to maintain the will and power of the employees. That makes a person functional. Motivator motivates him to perform the task and the person works only after being inspired by him. No matter how capable, experienced and ability a person may be, if there is no motivation, then he will not be able to use it effectively. The great success of human beings is due to motivation, renowned thinkers opined that motivation is "the heart of management".

Motivation Definition: The word 'motivation' is derived from the Latin word *motivus* which means to be dynamic. From this Motive is formed, which literally means inspiration, that is, to awaken the will power.

Abraham Maslow coined and used the motivation theory scientifically. According to B.F. Skinner, "Motivation in school learning involves arousing, persisting, sustaining and directing desirable behavior."¹ According to Woodworth, "Motivation is the state of the individual which disposes him to certain behavior for seeking goal."² According to Koontz and O' Donnell "Motivation is a general term



applying to the entire class of drives, needs, wishes and similar forces.”³ Mr. Brech, “Motivation is a general inspiration process which gets the members of the team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks they have accepted and generally to play an effective part in the job that the group has undertaken,”⁴ A classic textbook definition of motivation is given by Mullins (2002), who says that motivation is a ‘driving force’ through which people strive to achieve their goals and fulfil a need or uphold a value. The important words here are ‘needs’, ‘values’ and ‘goals’ and these are the building blocks of motivation that lead to actions”⁵

Features of Motivation:

1. Motivation is a psychological concept: According to McFarland, "Motivation is primarily 'psychological' because it develops the mental powers of a person in such a way that he takes more interest in his work and feels novelty about the work.

2. Motivation has internal nodes: motivation has internal nodes in human mind which needs to be activated by words and appreciation. Motivation is within the individual, desires and basic human needs are the powerful motivators of human behavior which continue to act unconsciously though internal motivation rather than any external influence has a great influence on human behavior.

3. Human being can be motivated: every individual can be motivated. This is basic characteristics of human being. This is nothing to do with cast, creed, religion or gender. This is weird within the human being.

4. Motivation is a continuous process: the act of motivation goes on continuously. Motivation is a process by which a person becomes action oriented. Leaving indifference towards work, he thinks of doing more work continuously. The person has to be constantly motivated to do the work. Motivation is to create a good environment for work and to motivate them to work in favorable conditions.

5. Motivation can be financial or non-financial: basically motivation is work recognition and inspiration for the work. Financial motivation may include wages or salary increase, bonus, rewards, promotion, pension etc., while non-financial motivation includes letters of appreciation, work recognition, goodwill, work safety, humane behavior, and good working conditions.

6) Motivation can be positive or negative: motivation is tow dimensional. It may be positive or negative. It is depend on goal and the persons who are motivating the individual. There are negative peoples in the worlds that have negative attitude about their fellow citizen. They spread negative narrations among the society. This attitude is dangerous for the public servant. This brings down the society. Positive attitude is beneficial for the officers.

7) Motivation is target oriented: motivation is target oriented thing. There are specific targets in the society. Government servants are working for target set by the government. Officers and their support team need the target oriented motivation.

8) Motivation is different from job satisfaction: motivation and satisfaction is different thing. Motivation is needed for work to complete and satisfaction gets after work completion. Motivation should be given by someone where as satisfaction is



inner feeling. Both these are essential for government servant and important in public administration.

Objectives of Motivation:

The main objectives of providing motivation are as follows:

1. To boost morale, sense of responsibility and belongingness among the government servants. These are essential elements.
2. To encourage the personnel to work voluntarily as efficiently and economically as possible.
3. To develop the economic, social, ideological, psychological and physical atmosphere of the country.
4. To obtain voluntary cooperation from the government servants.
5. To establish good human relations in the institution.
6. To increase the work efficiency of the personnel more and more.
7. To support the attitude of self control in the employees instead of external control.
8. To support the spirit of mutual cooperation and co-operation among the employees.
9. To make improve use of available human resources.
10. Achieving institutional goals.

Importance of Motivation:

In government sector work is monotonous for government employees. Motivation makes it easy to achieve the goals set by the organization. Motivation plays an important role in building and increasing the morale of the government servant. This enables maximum utilization of human, physical and financial resources available in the organization. Providing necessary motivation to the employees helps in establishing the best administrative relations. The best means of getting voluntary cooperation from the employees. Motivation increases the level of satisfaction among government employees. As a result, they are eager to provide permanent service in the organization. Motivation leads to the development of healthy human relationships in the government system.

Types of Motivation: motivation is divided in to different types depend on situation and target and source of motivation. Following are the some types of motivation.

1. Recognition or punishment: Motivation is to motivate an employee or personnel personally to motivate them more towards work, for example, certificates of appreciation, respect, opportunities for growth, job security, etc. It can be given in both negative and positive form. Collective motivation, as the name suggests, refers to belonging to a group. That is, this motivation is not given to a single person but is given to a group of employees, for example, giving rewards to the entire department, asking for suggestions from the group, profit sharing, determination of committees, etc. Collective motivation reduces the possibility of mutual differences and conflicts among the employees and develops group spirit. Methods or Techniques of Motivation:



2. Monetary and Non-monetary Motivation: When government employees are motivated in the form of money so that their needs can be met, it is called monetary motivation. It is a common belief that workers should be paid more wages and dividends to get more output. This satisfies the basic economic needs of the employees. Monetary incentives include salary, bonus, wages, cash reward, dividend etc. Non-monetary Motivation: Non-monetary motivation is concerned with the satisfaction of the psychological and social needs of the employees. Non-monetary motivation is not given to the employees in the form of money but is given in any other form, its main form is respect, respect, lack of fear, job security, recognition, cooperation in management, opportunities for promotion, respect for personal status, social prestige.

3. Positive and Negative Motivation: motivation can be positive or negative. Positive Motivation refers to a process by which workers are motivated to take action as per their wish by inducing possible benefits or remuneration. There can be many forms of positive motivation such as cash remuneration, rewarding for the best work, motivational wages and other allowances, praise of good work, giving respect, dissemination of information to skilled and qualified personnel, listening to and solving their problems, Involvement in decisions etc. Negative Motivation: In negative motivation, fear is influenced by fear, pressure or negative environment. There can be many types of negative motivation such as reduction in salary, allowances, scolding, criticizing, not getting respect from colleagues, not cooperating in work by other colleagues, keeping strict control and supervision, forced leave, no problem of personnel. Listening, withholding promotion etc. Negative motivation should be used as the last option, because for some time the employees may be compelled to work but they are not able to do satisfactory work for a long time and due to dissatisfaction among the employees, various types of organizational disputes and Rebellion begins. Only satisfied workers can work in the interest of the organization.

Needs of the Motivation:

Abraham Maslow introduced theory of hierarchy which is also called theory of motivation. As a humanist, Maslow believed that people have an inborn desire to be self-actualized, that is, to be all they can be. To achieve this ultimate goal, however, a number of more basic needs must be met. This includes the need for food, safety, love, and self-esteem.⁶ several scholars and source of knowledge acknowledged motivational theory. "Physiological needs are the base of the hierarchy. These needs are the biological component for human survival. According to Maslow's hierarchy of needs, physiological needs are factored into internal motivation. According to Maslow's theory, humans are compelled to satisfy physiological needs first to pursue higher levels of intrinsic satisfaction."⁷

1. Substantial Needs: Maslow describes the human needs, he identifies physiological needs as the first and basic needs of individuals. He considers bodily needs as the basic necessity of subsistence. In this, food, water, clothes, housing, physical health etc. are important. These needs motivate the person the most to work. If these needs are not met, the person remains completely dissatisfied. It also becomes difficult for him to live his life. Other needs arise only when the needs of the first level are satisfied.



2 . Protective Needs: when basic needs are satisfied, the individual tries to satisfy the needs of security, stability and certainty. If a person is satisfied enough with the needs of the first level, then those needs of the second level attain the highest position. An individual seeks the security of his employment and tries to find stability and certainty in it. If the appointment of an employee is temporary, then he will try to make his job permanent, for this he will try to go to such a job where there is security of salary, tenure etc.

3. Social Needs: As great ancient philosopher Aristotle identified that man is a social animal and in order to live in society, he needs to fulfill many social needs. Therefore, that person wants to interact with other people of the society and tries that the society accepts them. There is a apprehension in his mind that he may not be socially boycotted. When the needs of the first two levels are satisfied, social needs become supreme and man strives for belongingness, cooperation, affection, friendship etc. So these requirements are helpful in motivating them.

4. Needs for respect and self-respect: self respect is the greatest sign of well cultural human society. After satisfying the social needs, the person wants to fulfill the needs related to respect and self-respect. The person wants that he should get prestige in the society, respect and recognition in the organization in which he is working, satisfaction of his ego etc. Everyone wants maximum satisfaction of these needs. But all the needs are often not satisfied. Some needs are satisfied and some are not even fulfilled till the end of life. The higher a person is in office, the higher his needs for respect and self-respect will be. Many a time organizations do not provide adequate opportunities to the employees working at low level to satisfy these needs nor do they give much importance to their satisfaction. When a person's needs for respect remain unfulfilled, he starts feeling himself weak, helpless and subordinate. Hence the need for respect is the main driving force of the individual.

5. Needs related to self-development: The last place in the order of needs belongs to the needs of self-development or self-fulfillment, that is, the satisfaction of these needs is the last thing the person pays attention to. Every person wants that whatever he has the ability to become, he should become worthy of it - that is, he aspires to fulfill the ability of self-development. Individuals derive pleasure, inspiration and strength from the experience of life.

Critical Evaluation:

Public administration is complex job today. Government employees are facing tough job. Officers and executives are always facing conflict of interest of public and politician. Sometimes blame game are played by politician. In today's life media is very aggressive against government servants as employees are soft targets and can easily blamed for any others mistakes. So in today's administration motivation is very important aspect in public administration

Theory of motivation was criticized by different thinkers. Man is a social animal. He wants to work in a group. If he is made a participant in organizational decisions or tasks, then he becomes motivated and starts providing cooperation in all the tasks. Because participation satisfies his psychological need. Government employees can be motivated by promoting healthy competition among various individuals, units and



departments in the organization, and at the same time the politician, public and senior officers can motivate the employees in the organization by keeping the goal as a challenge. An immediate reward should be given on successful completion of the challenge.

Conclusion: motivation is very crucial factor in government sector and so in public administration. Employees can be motivated recognition of work, appreciation, by providing security of work, by providing welfare facilities, through training, by providing good working conditions. Motivation is very important source of energy for government employees and so important subject of study in public administration.

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