Inspirational Motivation

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Abstract

Motivating employees to work, to retain in the job, has been concern of corporate world. Many theories have been developed but none is able to give cent percent result. Gone are the days when, when you can simply order people around and expect them to do what you want. They may follow your directions, if you are watching, but once they're left on their own they'll go back to doing what they think is important. Leaders today, more than ever before, have to win people's cooperation. All this is obviously not possible with the western motivation theories; on the contrary Indian management is amply enriched with vantage of Inspirational motivation. Success of Indian managers & Indian companies is evidence of the fact that we usually are inspired than simply motivated.

This research work focuses on how inspirational motivation is more effective than any other motivational techniques. The research is primarily based on mantras given in Indian ethos, advocated by Indian spiritual and modern leaders & Indian management scholars.

Key-words: Indian Management, Indian Ethos, Indian spiritual and modern leaders, Indian management scholars.

Introduction

"Man works with various motives. There cannot be work without motive."
-Swami Vivekananda

Ravaging but Interesting truth is that whether it is for work or no work, it all due to motivation. The term motivation was originally derived from the word "movere" which means to move. People are undoubtedly most critical resources and no matter what the degree of sophistication we rise to in our technology, we have to still depend on the human factor.

Assuming that employees are given opportunity for good performance and have the necessary skills, then effectiveness depends on their motivation. Motivation is vital in any job if people are to give their best to it.

Motivation is what makes people do things. In another sense it is what makes them put real effort and energy into what they do. Obviously it varies in nature and intensity from individual to individual, depending on the particular mixture of influences at any given moment.

Managers generally deplore employee's lack of motivation and interest in the company and in their work. Many men and women turn their excess energies and talents to hobbies

and merely tolerate their jobs as a way of earning their living so they can afford to meet the challenge of life in leisure time activities. Many repetitive, monotonous and uninteresting jobs could be more palatable if managers recognize the rights of individuals. Countless people have the elements of challenge and interest in them destroyed by managers' failure to recognize human needs and motivation.

A brief selection of representative definitions indicates how the term has been used:
……… the contemporary influence on the direction, vigor and persistence of action *(Atkinson, 1964)*
……… how behavior get started is energized, is sustained, is directed, is stopped and what kind of subjective reaction is presenting the organism while all this is going on *(Jones, 1955)*
……… a process governing choice made by persons or lower organisms among alternative forms of voluntary activity *(Vroom, 1964)*
………. Motivation has to do with a set of independent/dependent variable relationships that explain the direction, amplitude, and persistence of an individual's behavior, holding constant the effects of aptitude, skill, and understanding of the task, and the constraints operating in the environment *(Campbell and Pritchard, 1976)*

The above western theories have one common discrete philosophy of motivation but none of them addresses inspiration. Although sometimes the two words are often used interchangeably, they actually mean quite different things – depending on what you want to achieve. Motivation is about moving people to act in a way that achieves a specific and immediate goal. When you're motivating people to do something they may not necessarily want to do, you have to offer them something they want in return. Inspiration, on the other hand, involves changing the way people think and feel about themselves so that they want to take positive actions. It also taps into people's values and desires. In many instances inspirational motivation is referred to be as next level of motivation.

Importance of Inspirational Motivation

"To work properly, therefore, you have first to give up the idea of attachment. Secondly, do not mix in the fray; hold yourself as a witness and go on working."
- Swami Vivekananda

In today's turbulent chaotic environment, success depends on the full use of employees capability, which is possible only if they are motivated. It is surprising that heaps of theories have been floated and studied but none comes to rescue the modern day manager as far as attrition is concerned. Attrition is no longer a phenomenon limited to sun-rise sectors like BPOs and IT organizations as unlimited choices are pampering employees like never before. At the same time it has been observed that motivational factors differs from country to country and culture and culture, but that to those factors are effective only some extend.

It becomes a wonderful study that why employees drawing fat salaries and the best of perks, remain unmotivated and at the same time, there are many examples from social movements wherein leaders have created many new movements and institutions by sacrificing their lives. Many positive analogies can be drawn from our leaders like Mahatama who sacrificed all their life for the love of country and countrymen – millions of whom he would have never met or known.

How to recruit, retain, reward, and motivate staff, currently tops the interest list of managers. Doing these well is the most important strategic role of manger. Despite of best efforts high turnover, discontent among employees is common. In spite of plentiful theories still motivation is a mystery. Beyond a point all traditional motivation theories fail. Hence need for fresh thinking originating from social movements models. Learning from many social movements suggests that while orientations are as diverse as cheese and chalk, the core, the propelling force of inspiration remains the same leading us towards the idea of inspirational motivation. These concepts can be applied to any culture and one, thus helpful for boundary-less organization, as Inspirational Motivation is the answer for any situation.

Prof. Subhash Sharma in his book, "Management in New Age: Western Windows Eastern Doors" (1996 & 2006) suggests new age models of Inspirational Motivation. In contemporary context of chaos and complexity, his "inverted model for hierarchy of needs", wherein self-realization in conjunction with actualization with social interest, provides us with a better answer in comparison to self-actualization concept. This model presented in Fig. 1, provides us a foundational premise for the concept of inspirational motivation.
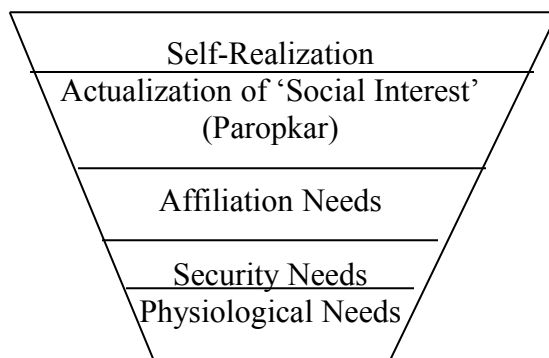

Fig 1: An "Inverted Model of Hierarchy of Needs"

(Source: Management in New Age: Western Windows Eastern Doors, Subhash Sharma, New Age International Publishers, New Delhi)

Prof. Subhash Sharma's model stresses more on Self-Realization, which is powerful solution for many confusing situations. This theory stresses, that powerful way of

motivation is Self-Motivation. Physiological needs can trigger individuals for sometime, however, Self-Realization is a deeper spring well for motivation. It suggests that all work irrespective of its nature should be directed towards a single purpose that is the manifestation of essential divinity in man by working for the good of all beings -*lokasangraha*.

Globalization is propelling us to some serious discussion on the present management theories. These theories are having crucial importance but not enough to meet the changing requirement. During recent years, management gurus are advocating on the "spiritual management". According to Prof. Subhash Sharma, for a balanced life one requires market values, social values as well as spiritual values. This concept aims at achieving a balance in one's life through a spiritual vision. The concept of Spiritual Quotient (SQ) also captures the essence of management by consciousness. In consonance with balancing market values, social values and spiritual values, he   further suggests a holistic approach to achieve a new integration of three styles of management viz. managing through competition, managing through conscience and managing through consciousness.

Employees want to like what they do and have fun. They want to feel they are fairly compensated. Increasingly, they seek a balance between life and work and family.

" God calls on us to be his partners to work for a new kind of society where people count; where people matter more than things, more than possessions; where human life is not just respected but positively revered; where people will be secure and not suffer from the fear of hunger, from ignorance, from disease where there will be more gentleness, more caring, more sharing, more compassion, more laughter, where there is peace and not war.[2]"

-Deshmond Tutu (2004), God has a Dream , p. 42

Without 'Spiritual' aspect one can't dream of a balanced life. Inspirational Motivation belongs to the category 'Managing through Consciousness'. It is deep and has strong influence on performance unlike other motivation theories, which are successful only in specific situations. The very thought of 'Free-India' motivated Gandhiji to fight the Britishers. In fact his 'Swaraj' movement inspired others to join him. Inspirational-Motivation is not a new to us, Indian Ethos give provide ample examples.

The table given below has the motivation mantras given in Indian ethos, Spiritual leaders & Indian Management scholars:

Source	Motivation *Mantras*
Ramayana	*1) Self motivation of Rama to follow his father* *2) Self motivation of Bharata to refuse kingdom and then took care of kingdom by keeping Ram padukas on the throne.*
Mahabharata	Motivation through: *Self-Motivation: no fear of attachment, prosperity or adversity* (Udyogparva, Section 33-19,20)
Bhagvad-Gita	Aspects of Motivation are: *1) We have right to perform but not entitled to its fruits.*(verse 2.47) *2) Detachment from result*(verse 3.19) *3) Never consider yourself to be the cause of results.*(verse 3.25) *4) Knowledge, the object of knowledge and the knower are the three factors, which motivate action; the senses, the work and the doer comprise the threefold basis of action.* (verse 17.17) *5) Practice Nishkam Karma Yoga—Yoga of selfless-action* (verse 17.26)
Vidurniti	*Who strives, having commenced anything, till it is completed, who never wastes his time, and who hath his soul under control, is regarded wise.* (udyogparva, section 33-24)
Kautilya Arthashastra	*Kautilya advise his swamy to rule through Utsah Sahkti (inspiration).* (Verse no. 9.1.04-05)
Vivekananda	*1) "If man works without any selfish motive in view, does he not gain anything? Yet he gains the highest. Unselfishness is more paying,…………"* (Complete works of Vivekananda, Volume 1, pg, 32*)* *2) ".... You should work like a master and not a slave…".*

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	(Complete works of Vivekananda, Volume 1, pg, 55) 3)*" He works best who works without any motive, neither for money, nor for fame, nor for anything else, and when a man can do that, he will be a Buddha, and out of him will come the power to work in such a manner as will transform the world. This man represents the very highest ideal of Karma Yoga."* (Complete works of Vivekananda, Volume 1, pg, 118)
Gandhiji	1)*"...service can have no meaning unless one takes pleasure in it. When it is done for show or for fear of public opinion, it shunts the man crushes his spirit. Service, which is rendered without joy, helps neither the servant nor the served. But all other pleasures and possessions pale into nothingness before service which is rendered in a spirit of joy"* (Story of My Experiments with Truth, Pg 161) 2) *"...........we should not cherish any attachment to our actions. Action should be undertaken for its own sake, without an eye on the fruit. In short, everything should be dedicated to God".* (Hindu Dharma, pg 37)
Auribindo	1) *Strong will is basic requirement for success.* (The secret of Veda, pg 412) 2) *Detachment with results as work itself should be source of motivation* (Synthesis of Yoga, pg 95) 3) *Be self-motivated by making your work as means of spiritual rebirth.* (Right attitude in work, pg 4)
Prof.S.K. Chakraborty	1) *'Giving' is more motivating than 'Grabbing'.* (Ethics in Management: Vedantic Perspectives, pg 121) 2)*'Nishkama Karma' should be basis of work .*(Ethics in Management: Vedantic Perspectives , pg 221)
Prof.	1).***Basket of Needs:*** N : Necessities E : Entitlements E :Empowerment D : Desires S : Spirituality, Self-realization (Western Windows Eastern Doors, pg96)

| Subhash Sharma | *2) The five modes of thinking as driving force of motivation:*
a) Power Acquisition
b) Calculative and acquisitive.
c) Knowledge acquisition
d) Liberation from Oppression (LIFO)
e) Concern for Others. (Western Windows Eastern Doors, pg 15)

3) Life is inspiration, Life is motivation,
Life is driven by inspirational motivation.
(Western Windows Eastern Doors, pg112)

3) Inverted model for Hierarchy of needs(Western Windows Eastern Doors, pg100)

4) Model of inspirational motivation can be referred to as the 'AUM' model. The expression AUM stands for 'All Unmanifest and Manifest' energy. (Western Windows Eastern Doors, pg116)

5) MAP model suggests how motivation can change the intensity of three elements manas (intense desire to be one with inspiration), anna (material conditions) and prana (Energy) (Western Windows Eastern Doors, pg117) |
| Prof. M.B. Athreya | Motivational factors are:

1) Trees bear fruits for others. Rivers flow. Cows yield milk. (similarly) the human frame is intended for service. "Nara seva naaraayana seva": Service to man is service to God. , (paper presented at 6th national conference on "Shastraa and Management, organized in collaboration with Sri Sringeri Sharada Institute of Management, the Shankara Vidya Kendra and Meenakshi College for Woman, Chennai, December 2003)

4). Self Motivation (paper presented at 4th national conference on HRM in darsans, Ahmedabad, 10th – 11th September 1992) |

The above table points out at the fact that the theories or models given by Indian spiritual leaders & Indian management scholars have their roots in Indian ethos. To summarize the above theories it would be wise to consider mantras given in Indian Ethos.

Given below is the discussion in detail the conceptual foundations of Inspirational Motivation from the well known ancient Indian sources.

Bhagavad-Gita

Self-Motivation leads to 'detachment from fruits':

Bhagavad-Gita emphasizes on **inspirational motivation**. Managers who are self-motivated are neither disturbed by any constraint nor do they expect any specific outcome of their actions. They are driven to achieve beyond expectation. Work incessantly, but it shouldn't affect our mind. Work as worship, this way we will be free from all material bondages and tensions. If we think about results then we are deviated from main path and it may even be a hindrance to achieve the results.

A popular verse of the Gita advises '*detachment*' from the fruits or results of actions performed in the course of one's duty. Being dedicated to work has to mean 'working for the sake of work, generating excellence for its own sake'.

> You have a right to perform your prescribed duty, but you are not entitled to the fruits of action. Never consider yourself to be the cause of the results of your activities, and never be attached to not doing your duty.
> (Gita: Ch. 2, 47)

We need not merely a theory of motivation but a combined theory of inspiration and motivation. It is certain that with great success comes great humility. The reasons are simple. Great men never work to attain glory or to be talked about. They do it as a part of their "karma". They have configured their senses so that they think about nothing but their duties and therefore are never intoxicated by their success.

> Therefore, without being attached to the fruits of activities, one should act as a matter of duty; for by working without attachment, one attains the Supreme.
> (Gita: Ch. 3, 19)

Mahabharata

No work can be done without self-sacrifice. When you choose something, you reject everything else:

Without the ability of Self-Motivation one can't expect to always accomplish success. True motivation comes from deep inside our selves. When it comes from the core of our being, we are fully involved in setting goals and achieving them.

He whose proposed actions are never obstructed by heat or cold, fear of attachment, prosperity or adversity, is considered wise. He whose judgment dissociated from desire, follow both virtue and profit, and who disregarding pleasure choose such ends as are serviceable in both worlds, is considered wise.

<div align="center">(Udyogparva, section 33, verse 19 & 20)</div>

Optimists achieve more in life, as they are not moved by any problems. Actually, negative events in their life motivate them to work more hard and achieve their goal. The power to face anything and everything is within us, nothing else can motivate us to the highest level. Self-motivation is the best motivation; it lasts long and is powerful than any other form of motivation. It drives us towards the goals and leaves everything behind. If we lack self-motivation and depend entirely on materialistic forces for motivation then surely at one point of time it will make us feel a sense of coercion or force, which also inhibits the freedom, and joy of work. When we "work for work sake" (Vivekananda) we are enthusiastic about it and everything else takes a back seat and we achieve the impossible goals.

Vidurniti

Basic rule of success is Self-control with focus on the goal.

He who striveth, having commenced anything, till it is completed, who never wasteth his time, and who hath his soul under control, is regarded wise.

<div align="center">(Udyog Parva, section 33, vesrse 24)</div>

Self-motivation is the real miracle out of which other miracles grow. Most people are unaware of the giant within i.e. immense capacity, which we command when we focus all our resources on our goal. By focusing one can reach the goals without much stress, if the mind is under control then the body will have better control over its realm. Self-Motivation is calling of internal energy and employing it to reach the destination.

A good manager is one who is focused towards his goals and that itself is the motivation for him. Till it is achieved one should be totally devoted to it. A self-controlled manager will be able to concentrate more as he will not deviate from his path till he achieves whatever he strives for. The secret of success is learning how to use emotions instead being used by emotions. It becomes an easy accomplishment of goals for a self-motivated and self-controlled manager.

Ramayana

Self-Management empowers the 'self' after which nothing is desired:

The best example of self-motivation is given in Ramayana. Sri Ram left luxurious life and went to jungle without desire, expectation from anyone and no resent towards anyone. Prof. M. B. Athreya (1992) in his article, 'Ramayana Insights into Motivation' observes:

*"..........sustained motivation comes from within. What can motivate a crown prince to go to exile for 14 years? Only his mission in life-to exemplify perfection (**pratyaksha mahapurush**). What can motivate Bharata to refuse to rule, and only rule with Rama's **padukas** on the throne? An ideal of ayounger brother's love? A commitment to establish dharma and a deep belief that Rama was the leader who could and would do it. And so on…"*

Concluding Observation

(The observation also includes theories which deals with only motivation, so that it becomes easy to understand why inspirational motivation is having a upper hand on traditional motivational theories)
Motivation is a complex area. It's different for each person. Motivational receptiveness and potential in everyone changes from day to day, from situation to situation. Motivational and inspirational experiences improve employees' attitudes, confidence and performance. Good leadership demands good people-motivation skills and the use of inspirational techniques. Successful organizations have staff that initiate, create, innovate, and find new ways to do things better, without being told.

Many motivation theories have been given by western scholars like: Scientific Management theory by Frederick W. Taylor in early of the twentieth century, The Hawthorne Studies-- between 1927 and 1932, The concept of a hierarchy of needs was advanced by Abraham Maslow, a psychologist, in 1954, Herzberg's Motivation-Hygiene Theory in the later 1950s, Theory X and Theory Y by Douglas McGregor in 1960; Theory Z in 1970s, by William Ouchi.
But Kautilya long back in 350 B.C gave these popular fundas for motivation. They are as follows:
Saama – counseling
Daana – offering gifts
Danda – punishment
Bheda - separation

Counseling should be the top priority of managers; most of the problems start due to lack of communication. Many times it is observed that if issues are discussed straight many issues are resolved. Counseling is a process through which one person helps another by

purposeful conversation in an understanding atmosphere. It seeks to establish a helping relationship in which the one counseled can express their thoughts and feelings in such a way as to clarify their own situation, come to terms with some new experience, see their difficulty more objectively, and so face their problem with less anxiety and tension. Its basic purpose is to motivate the employees to achieve organizational goals.

In today's high paced work environment it is reported that employees consider recognition of their work. There are two kinds of rewards, extrinsic and intrinsic. Extrinsic rewards are external to, or outside of, the individual; for example, praise or money. Intrinsic rewards are internal to, or within, the individual; for example, satisfaction or accomplishment. For most of the employees, rewards still occupy a major place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism.

The other way of motivating is by saying thanks and giving praise but they are the most commonly overlooked and under-estimated ways of motivating people. And it's so easy. Saying thanks is best said naturally and from the heart, so if your intentions are right you will not go far wrong. When you look someone in the eye and thank them sincerely it means a lot. In front of other people even more so. Money is effective when it is directly tied to an employee's ideas or accomplishments. On the other hand if there is delay in bread and wages it has negative impact on employees motivation(Ramayana).

Sometimes counseling and rewarding fails and option left is motivation by punishment. Motivation by *daanda* is also known as 'fear motivation. If employees have fear of losing incentives, recognition, benefits etc. then surely they will try their best to achieve the targets. But motivation by *daanda* should be considered at last as it brings of other problems with it.
The best option is to have combination of rewards and punishment. If *Indra* (the rewarder) and *Yama* (the punisher) are blended, and he is a visible dispenser of punishments and rewards (*heda-prasáda*) (Athreya)

But it is well known fact that all the above theories have their own limits, i.e. reward or incentive motivation is based on a want or need of the employee. The problem is, if they don't want what organization is rewarding them, then what? At the same time no additional incentives would improve performance of the employee, who is satisfied with his or her current compensation levels. So offering them bonuses or nicer drapes in their office just didn't work to get them to work harder or to sell more so they could earn more. Further, monetary incentives can prove counterproductive if not made available to all members of the organization.

Counseling also is ineffective if either of the party is not authentic about it, or not open for discussion. It may also lead to an unending argument.

Motivation by punishment may promote motivation and proper behavior, but often produces highly undesirable side effects of fear, dislike, and desire for revenge. Nevertheless, these motivating effects are short-lived.
Sharma (1996) beyond Upper *Trishanku* limit rewards lose value and Below *Trishanku* limit punishment losses its relevance.

The answer to the above chaotic situation is 'inspirational-motivation'. (Sharma 1996) The, 'inspirational motivation' can be defined as motivation arising from an inspirational vision or source. A touch of inspiration can pierce through various sheaths, and thus release the flow of *atmik* power within.

Pande and Naidu (1992) reported empirical evidence to show that people having strong orientation to *nishkam karma*(working sincerely without being preoccupied with outcome) experience less of work related stress.

The basic required of self-motivation is to be detached from the outcome of one's action. Chakraborty (1995) advocated, "the theory of *nishkam karma* (unselfish work, detached involvement) as against the ruling credo of *sakam karma* (selfish, greed-driven, attachment involvement) is the original phrase for egoless work. Strength, freedom, and peace in work cannot come to the anxious, calculating, comparing, deficit-driven *sakam*-ego".

Inspirational motivation gives power to *Sankalpa* (will or intention) for higher cause. Once we are inspired then it will tend us to give up the basic needs also to reach our goals. Vivekananda said, " The motive is the measure of your work. What motive can be higher than that you are God and that the lowest man is also God". When we are inspired by the work itself then surely nothing else is required.

Vivekananda (1953) said, " If you have no eye to the fruits of work , and you have a passionate longing to go beyond all selfish desires, then there good works will help to break your bonds, I tell you."

Nishkama karma (Gita) uproots the bestiality in man and confers divinity on him. Selfless service is a more exalted means of spiritual progress than such other ways as meditation, *yoga* and *pooja* . Managers should consider *Nishkama karma* as their very purpose of existence. They should regard every work as *ichchaa* (wish) of God and leave the results to *Paduka* (feet) of God. *Karmanyeva adhikaraste* —we must concern ourselves only with the action to be performed by us; the Lord will bestow on us the fruits thereof when the need squeeze arises.

India is the country, which has rightly understood the secret of *karma* and has thereby come to be called *Karmakshetra, the* land of action. Work done in cognition of the *Atman* gives protection to life. Such *karma* broadens the heart and illumines the individual. It annihilates the ego and confers the bliss of the Self on man. To recognize this sanctity of *karma, we* should purify our hearts.

Worship Model of by Chatterjee (1998) also considers, 'work as worship'. It signifies that, "when work is done in the spirit of worship, the quality of work undergoes a metamorphosis. As a result, even ordinary work is transformed from a mere chore to an extraordinarily reality".

Other powerful theory of motivation is 'giving model'. Chakraborty (1994) stated, "it is deep psychology to experience that true 'giving' is more empowering and energizing than 'grabbing'…If we look at Nature, it will emerge as a serene revelation that she is ceaselessly and ungrudgingly 'giving' and 'gifting' herself, through air and light, water and soil, sun and moon, and so on".
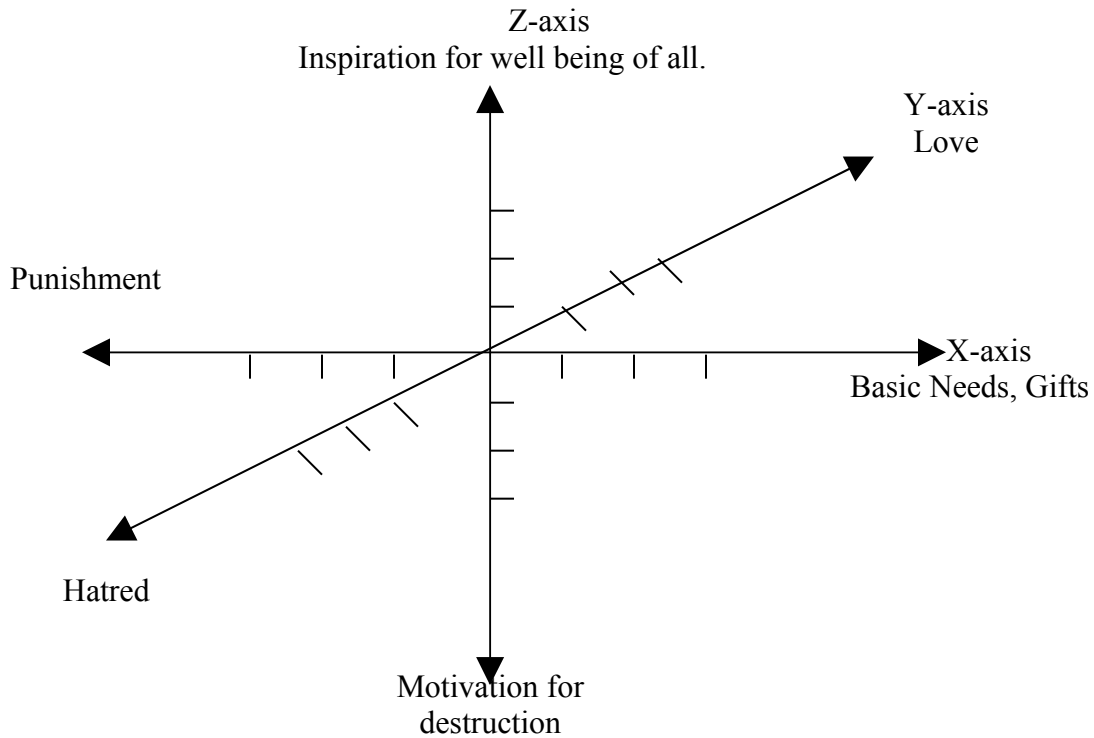
To be sure of renunciation we should do *yajna*—sacrifice and *dana*—charity. Our whole survival is based on *danam* by others e.g. *danam* of life by mother, *danam* of knowledge by *Guru* etc. These *dana* should be enough inspiring for us to follow our dreams. The other aspect is that we have ?N:-dept of god and whatever we do should be one step more to clear our dept (Athreya).

As mentioned above , the key to effective motivation lies in recognizing the tools to be used. There are no rules of thumb and what may work for someone in a particular situation may not work for same person in different situation or different person in same situation.

Leaders in the past, such as Mahatama Gandhi, have been able to "talk" to the entire nation and motivate thousands across the country to walk with him in his struggle of independence.

Conclusive Model: It has been observed that each individual has a separate "Basket of Needs". The impulse of each need is different for different people.

The 3-D diagram attempts to address the above said problem. On a 3-D diagram each person's motivation forces is presented by three coordinates.

Z-axis
Inspiration for well being of all.

Y-axis
Love

Punishment

X-axis
Basic Needs, Gifts

Hatred

Motivation for destruction

Fig 2: 3-D Model of Motivation

Managers should try to minimize their co-ordinates on X, Y-axis and maximize on + Z-axis. Ideal will be (0,0, c), where c is some constant value.

"Action for one's own self binds, action for the sake of others delivers from bondage".

This quote from Mahatama Gandhi sums up the idea of inspirational motivation. Visionary leaders like him are the role models for inspirational motivation. Corporates can learn some new lessons in motivation theories, from many social movements and revolutions that have time and again proved that inspirational motivation is more powerful than merely traditional need based motivation theories.

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