

## MICRO AND MACRO INSPIRED ORGANIZATIONAL PROCESSES AND EFFECTS

Debjoyoti Mohanty\*

Vijaya Lakshmi Mohanty\*\*

Around five thousand years ago, Lord *Krishna* did to *Arjuna* what the modern day Human Resource managers fail to do at times. He aroused *Arjuna* out of a state of slumber and depression to win the battle of Mahabharata. In that sense we may safely assume that *Krishna* was the first HR manager the world knows, who used inspirational tools to achieve a social goal. One is compelled to ask, looking at the present scenario, whether one can manage Human Resource without a Human touch! Are the existing motivational tools useful enough to bring about sustainability of performances! How does one bridge the gap of empirical substantiation in the Law of Hierarchy of needs! In fact one believes that the very presence of a Human Resource vertical in an organization is to address all that one considers as Human. So what are the aspects one must pay attention to! Mental health, Physical health, Communication (both intrinsic and extrinsic), the degree of inspiration or motivation that employees can hold on to and enhancement of their capacity to undertake new task. *Krishna* did all this, if we may analyse, he first warned *Arjuna* that people will blame him. Then he incited *Arjuna's* ego and tried to shake him up. Then he offered *Arjuna* various incentives. Then at last he gave *Arjuna* a vision, wholesome which offered the highest knowledge to his disciple and gave him a pleasant and peaceful mind. This sharpened *Arjuna's* intellect and he roused from despair to become victorious.

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\*Faculty, Sri Sri University

\*\*Associate Director (PR & CSO), Champion Faculty- Good Governance and Public Policy, Sri Sri University

The techniques or tools used to motivate people in organizations/work place are team work, commitment in people, work-life balance, participation are all fine and might be bringing in results but unless one moves from the instinct of grabbing of joy to sharing of joy; to that of being just employees to the custodians, one might never achieve larger Organizational Goals. Here there arises a compelling need to understand the difference between motivation and inspiration. What we can do for motivation-offer the employees a raise in the pay, give them some bonus. This might work for some time, but then what! On the contrary if people are inspired from within to take up a mission, to see a job through to a successful completion, they will put their heart and soul into it and their efforts will bring success. That is what is needed then, the shift from motivation to inspiration. We see social activists and revolutionists going all out for a cause. We see them going to irrational extremes, to fight for their beliefs. Can the same principles be applied in the work environment and people are inspired to take up a mission and achieve their goals! Just thinking of it as to why do entrepreneur do a better job than an employee. It is not only about making more money or position in the society. There is more to it. A desire, a drive, a vision and all that can be only intrinsic. And when one talks of intrinsic factors one cannot but mention the energy realms of Human being. Delving into the realm of energy we may discover a route to be up in the ‘real’ Happiness Index. In which these aforementioned aspects might be factored in.

#### **MOTIVATION AND INSPIRATION:**

‘Difference between motivation and inspiration - Motivation is external and short lived. Inspiration is internal and lifelong’.

– Sri Sri Ravi Shankar

The term Motivation is derived from the Latin word *movere* meaning ‘to move’. In Organizational context, motivation implies a basic psychological process. Likert views motivation as ‘the core of management’. Fred Luthans said to define it as ‘Motivation is a process that starts with a physiological and psychological deficiency or need that activates behaviour or a drive that is aimed as a goal or incentive.’

Whenever people interact in organizations, many factors come into play. The subject of Organizational Studies attempts to understand and model these factors. Motivation and Inspiration play a pivotal role in any Organization. This subject is becoming more important as people with diverse backgrounds and cultural values have to work together effectively and efficiently. Organization seeks to emphasize the understanding of behavior in organizations so as to develop competencies in foreseeing how people are likely to behave. This knowledge may then help in controlling those behaviors that are not befitting the objectives of the organizations.

From the time immemorial, the thinkers of this planet have been challenged by the thought of human mind, its stimuli, sources of motivation and inspiration. Though there are different theories over the ages, there is a vast scope for further innovation with passing time, changing value system, language, and cross cultural setting. Motivation is better than being apathetic, but it requires a lot of pushing and prodding. Inspiration on the other hand involves more of a person's inner drive. When you're focused on inspiration you're activating an employee's desire to act, which is less labour intensive and longer-lasting.

Dwight D. Eisenhower defined motivation by saying, 'Motivation is the art of getting people to do what you want them to do because they want to do it'. Motivation is associated with a question, what I can do! However, Inspiration starts with a question, what I can make myself do? There is a huge difference in these two inherent questions. Inspiration is intrinsic, when the motivation can be both intrinsic and extrinsic. In order for a company to improve its inspiration factor, it must first clearly establish a benchmark of the current level of inspiration. Higher levels of inspiration within an organization are also associated with higher levels of employee trust, satisfaction, engagement, productivity and organizational commitment. The faculties of Human body and consciousness can be great tools for inspiration. The inspiration for a player in very good form is his 'body'. However, the inspiration for enlightened persons of yore like *Ashtavakra* came from his 'mind'. Similarly, the inspiration for *Valmiki* is from the level of 'ego', where he challenged himself to transform from robber *Ratnakarto* sage *Valmikithrough* his penance and patience.

In modern time, the inspiration of business leaders and visionary Larry Page and Sergey Brin tapped the concept of ocean of consciousness for crowd sourcing and made Google, the biggest

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search engine of the world. And Mark Elliot Zuckerberg utilized the social deprivation as his inspiration to launch the biggest social networking site 'Facebook' from Harvard's dormitory rooms. Since 2010, *Time* magazine has named Zuckerberg among the 100 wealthiest and most influential people in the world as a part of its person of the year distinction.

Sources of motivation and inspiration have caught the imagination of psychologists of all the ages. The theories of motivation by Abraham Maslow popularly known as 'Maslow's hierarchy of needs' and Herzberg's Motivation-Hygiene theory were implemented by many organizations for decades with assured results. However, the searches for higher motivational sources are still continuing. The Art of Living Organization is run across the 151 countries by the volunteers. It is often amazed, why joy wells up in presence of the spiritual master Sri Sri Ravi Shankar who is the inspiration behind many service projects aimed to make a crime free world. Few tools of Inspiration by Sri Sri Ravi Shankar (Sri Sri, 2013) are as follows:

**Take Time for Yourself-** Often, people become so engrossed in their day-to-day activities. A few quiet moments everyday are the source of creativity. Silence heals and rejuvenates and gives you depth and stability. Taking some time for yourself improves the quality of your life.

**Know the Impermanence of Life-** See the impermanence in this life. Millions of years have passed and millions more will come. Nothing is permanent. In this broad, universal context, life is not even a drop in the ocean.

**Perform Random Acts of Kindness-** Do some acts of kindness without expecting anything in return. Service alone can bring contentment in life.

**Make Your Smile Cheaper-** Every day, every morning, look at the mirror and give a good smile to yourself. Make your smile cheaper and anger expensive!

**Make Meditation a Part of Life-** When one has higher goals in life it leads to stress and restlessness, which can be released through a few minutes of meditation and introspection. Meditation gives deep rest.

**Be a Seeker Always-** He says you are a student forever. Do not underestimate anybody. Knowledge may come to you from any corner.

**Feel Grateful-** Our love, faith and belief should be deep-rooted, and then everything else moves on its own. The feeling that 'I am blessed' can help you overcome any failure.

The human mind is complex and difficult to fathom by even the greatest of the researchers. Living a life that is useful for others should be the aim of the human being. A value based life is worth emulating by contemporaries and future citizens. An inspired individual is like a river, wherever it flows cleans the area and brings freshness. An uninspired life is meaningless. Inspired individuals meet challenges, but that makes life interesting and meaningful and keeps the enthusiasm going.

#### **MOTIVATION AND INSPIRATION AT THE WORK PLACE:**

The ambience at work place affects motivation. All aspects of the organization culture influence and define the motivation at work in a company. No matter what climate and work culture the organization provides to support motivation, you can, within the perimeters of your areas of responsibility, and even beyond, if you choose to extend your reach, create an environment that fosters and calls forth motivation. Employee motivation is a continuing challenge at work. Particularly in work environments that don't emphasize employee satisfaction as part of an embraced and supported overall business strategy, supervisors and managers walk a tough road (Heathfield,2014).

There are several theories from time to time developed to assess the human motivation. However, it's a perennial search as human motivation is a subject of constant innovation. There are several theories of organization as well for increased productivity. The Scientific Management theory emphasised on an economic man and considers workers as a cog in the wheel. The Human relations theory stressed more on informal organization, as it sets the behaviour and productivity of an individual. There are also several other theories like bureaucratic and classical theories on organization and its processes. However, there is no theory which is universally acclaimed as the ultimate theory of organization. It is construed that human

behaviour, food, culture, language can change in every 200 km. So, it's but natural that universalization of anything relating human behaviour and psychology is a herculean task. Moreover, technological innovations and consumerist life style have changed many age old definitions. Motivation is also one of the subjects of debate. However, there are certain things which are appreciated in all tradition and one can count on three principles to get through any situation. Love/respect, courtesy, and common sense are such factors.

Motivation is based on growth needs. It is like fuel to an engine, and its benefits are observed over a long period of time. The ultimate reward in motivation is personal growth. The only way to motivate an employee is to give him challenging work for which he can assume responsibility. Human motivation is so complex and so important, successful management development for the next century must include theoretical and practical education about the types of motivation, their sources, their effects on performance, and their susceptibility to various influences. Employees are the best assets of any organization. If employees are not as motivated, it will have a tremendous effect on productivity. The organization's overall efficiency will decline by unmotivated employees. Managers may even need to hire additional employees to complete tasks that could be done by the existing force (Valentia, 2014).

A successful manager must be a people mover, who motivates employees to increased productivity. A good manager understands his people well and the employees repose confidence in him. Emotional Quotient and Spiritual Quotient are also contributing factor in a Human motivation and inspiration. Understanding the back ground of team members and subordinates take a long way to the managerial ability of a person in terms of his/her acceptance. People have various motives. If employers do not recognize soon what are their employees' motives they will be destined to lose some of their best people. Motivation is the most critical factor in productivity. Motivation is the driving force in any organization and pivotal to its growth.

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