

Motivation

Motivation can be defined as the **desires, needs, and interests** that arouse or activate an organism and direct it towards a goal. It is a dynamic of behaviour, the process of initiating, sustaining and directing activities of the organism.

Motivation can arise from either internal or external sources.

Motivation as the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal.

Key Elements of Motivation

The three key elements in the process of motivation are **intensity, direction and persistence.**

- **Intensity** describes **hard** a person tries. This is the element most of us focus on when we talk about motivation. High intensity is unlikely to lead to favorable job performance outcomes unless the effort is **channeled in a direction** that benefits the organization. Therefore, we consider the quality of effort as well as its intensity.
- **Effort directed toward**, and consistent with , the **organization's goals** is the kind of effort we should be seeking .
- Finally motivation has a **persistence dimension**. This measures **how long a person can maintain effort**. Motivated individuals stay with a task long enough to achieve their goal.

Theories of Motivation

Drive Theories/Push Theories of Motivation

Behaviour pushed somebody toward goals by driving states within the person or animal.

When an **internal driving state** is aroused, the individual is pushed to engage in behaviour which will lead to a goal that **reduces the density** of the **driving state**. In human beings, at least, reaching the appropriate goal which reduces the driving state is **pleasurable and satisfying**.

Thus motivation is said to consist of –

- A driving state
- The goal directed behaviour initiated by the driving state.
- The attainment of an appropriate goal
- The reduction of driving state and subjective satisfaction and relief when the goal is reached.

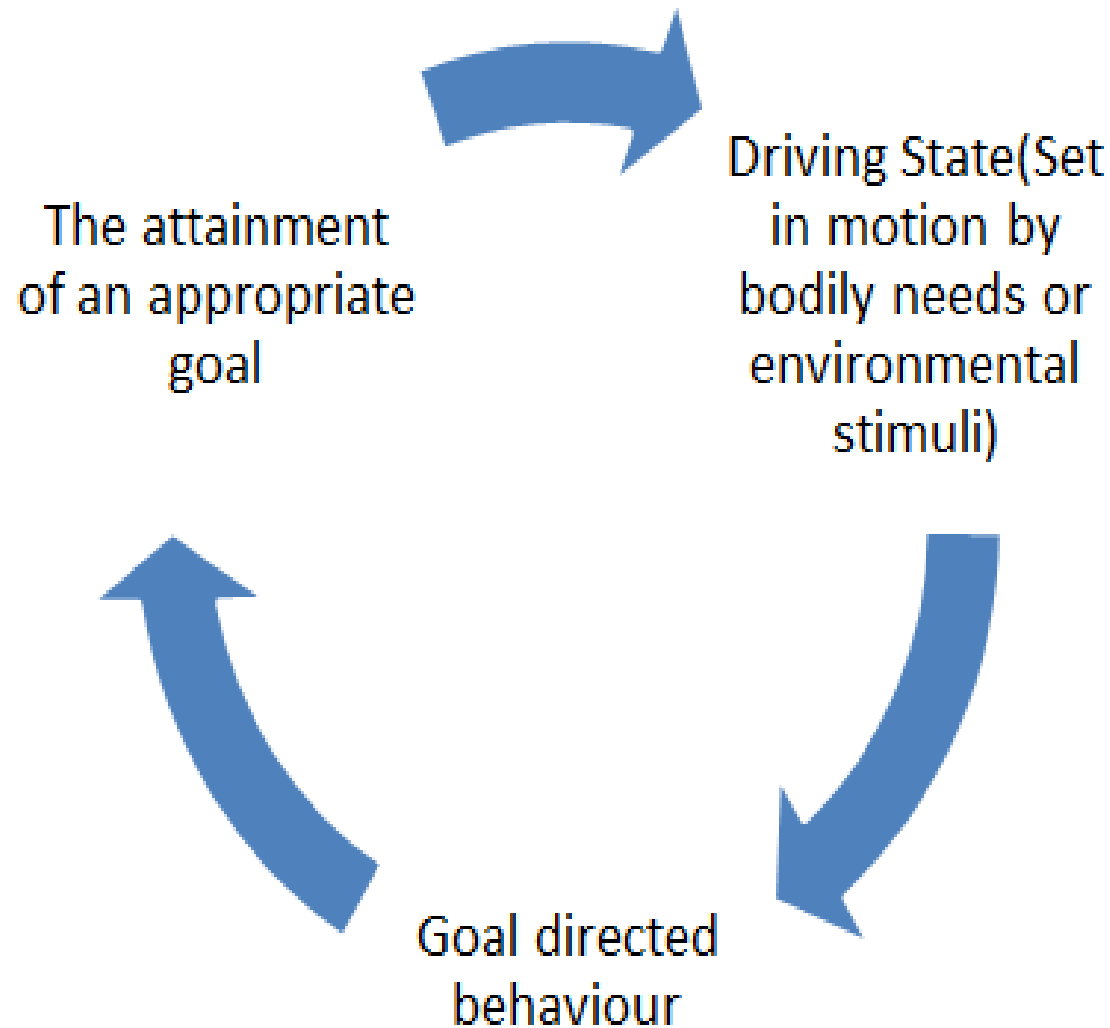
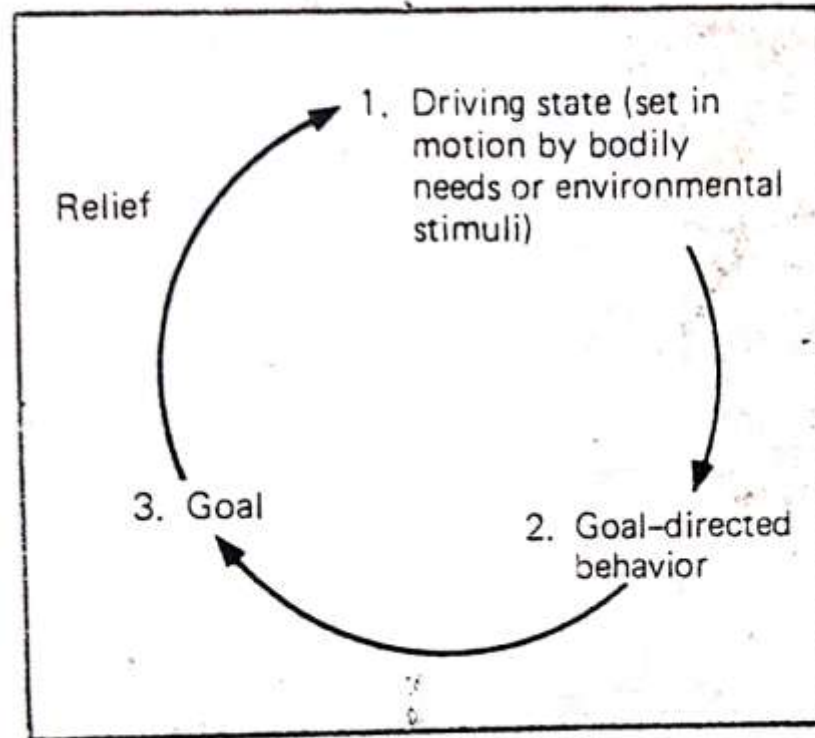


Figure 7.1

The motivational cycle.



Incentive Theories/Pull Theories

- The drive theories of motivation perhaps apply best to some of the **biological motives**-hunger, thirst, and sex.
- Certain characteristics of objects pull behaviour toward them. The goal of objects motivate behaviour are known as incentives.
- An important part of the incentive theories is that **individuals expect pleasure from the attainment** of what are called positive incentives and from the avoidance of what are known as negative incentives.

Opponent-Process Theory

Richard Solomon (1980) has developed a theory of motivation/emotion that views emotions as **pairs of opposites**. For example, fear-relief, pleasure-pain.

The opponent-process theory states that **when one emotion is experienced, the other is suppressed**. For example, if you are frightened by a mean dog, the emotion of fear is expressed and relief is suppressed.

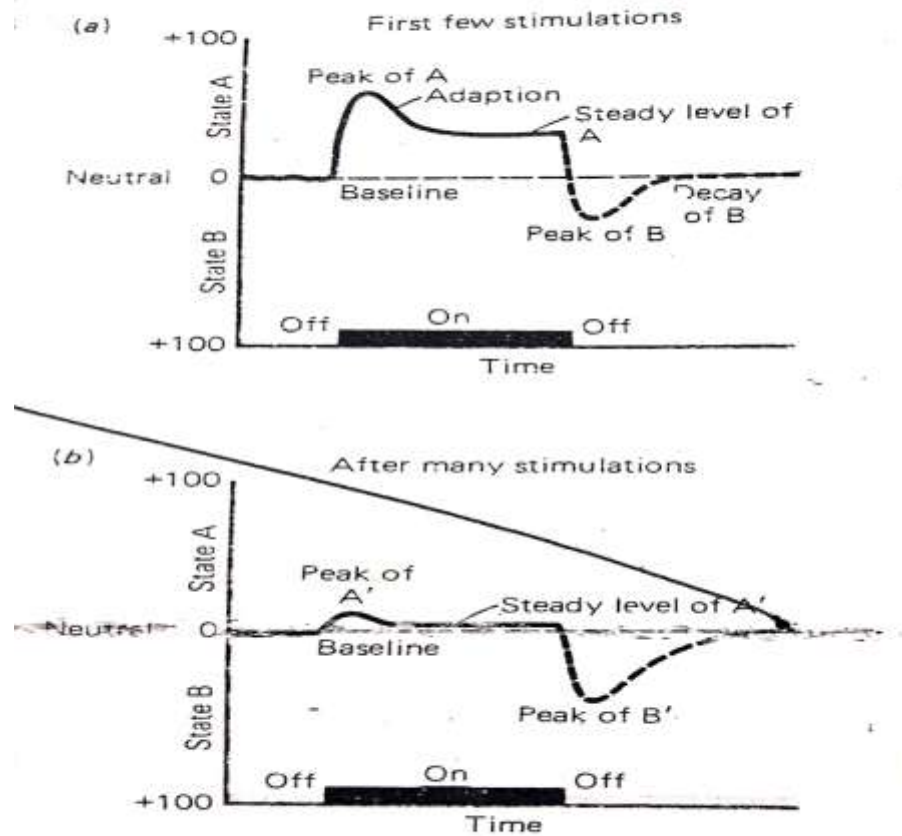
If the fear-causing stimulus continues to be present, after a while the fear decreases and the relief intensifies. For example, if the dog didn't move, your fear would decrease and relief that the dog didn't attack would increase. If the stimulus is no longer present, then the first emotion disappears and is replaced totally with the second emotion. If the dog turns and runs, you are no longer afraid, but rather feel very relieved.

Solomon and Corbit (1974) analyzed the emotions present when **sky divers** jump from planes. Beginners experience extreme fear as they jump, which is replaced by great relief when they land. **With repeated jumps**, the fear decreases and the **post-jump** pleasure increases. This process may explain a variety of thrill-seeking behaviors. It has also been proposed as a model of drug addiction. The drug initially **produces pleasurable feelings**, but then a negative emotional experience occurs. Eventually, the drug user takes drugs not for their pleasurable effects, but **to avoid withdrawal symptoms**. The opponent-process theory is an attempt to **link emotional states with motivation**.

Although it is an intriguing idea, some researchers have not found support for the opponent-process theory. For example, Sanduik and colleagues (1985) did not find a reaction to withdrawal, as predicted by the theory. Additional research is needed to test the usefulness of the opponent-process theory.

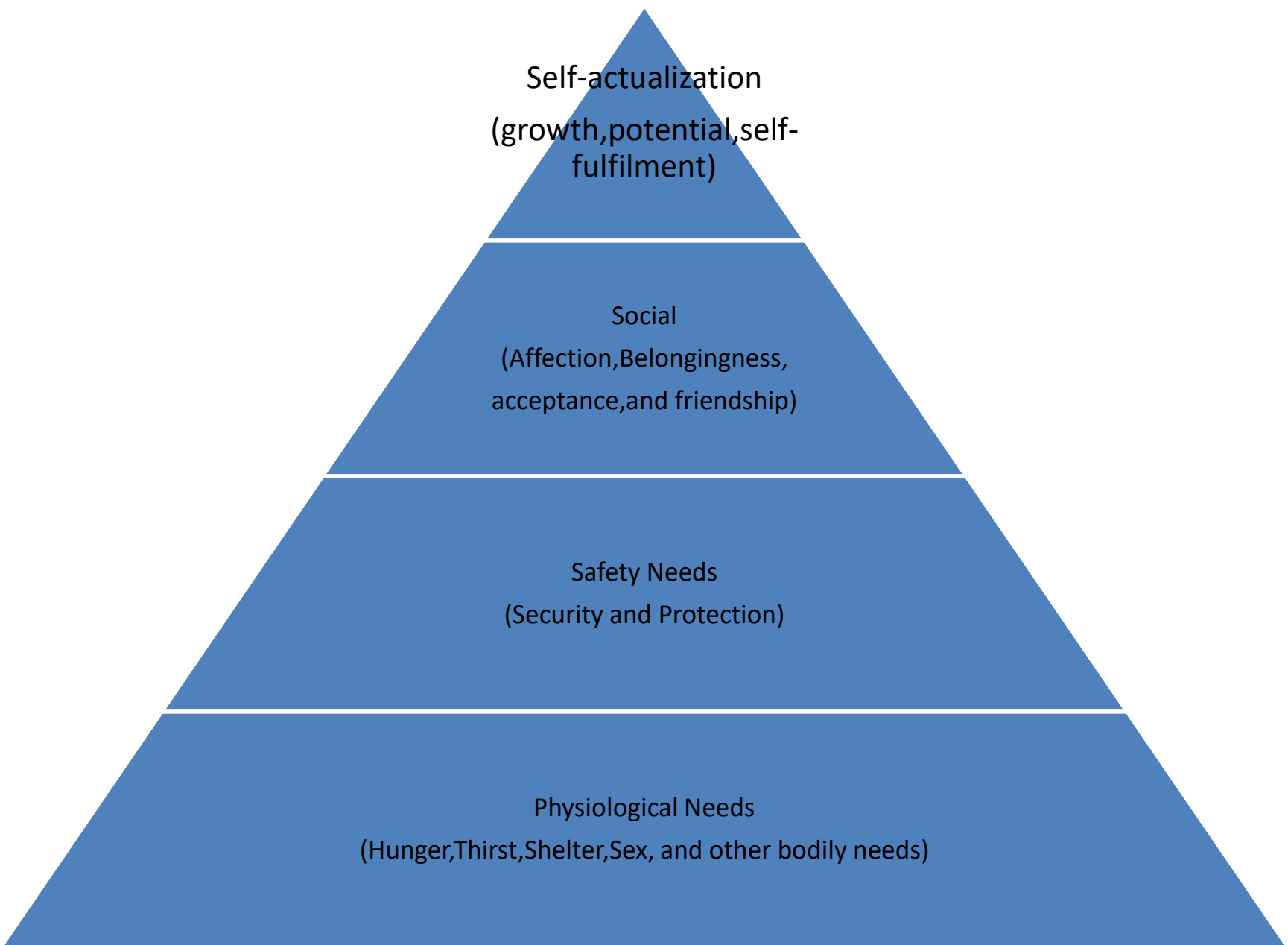
Figure 7.2

Opponent processes in motivation. The duration of an emotion-provoking situation is shown by the black bars. See text. (From Solomon, 1980.)



Self-Actualization Motivation

- Self-actualization refers to an individual's need **to develop** his or her **potentialities** ; in other words, to do what he or she is capable of doing. Self-actualizers are people who make the **fullest use of their capabilities**.
- Self-actualization is thought to be the top need in a **hierarchy of needs**, or motives. Going from the highest need to self-actualization down, the needs in the hierarchy are-



Self-actualization
(growth,potential,self-
fulfilment)

Social
(Affection,Belongingness,
acceptance,and friendship)

Safety Needs
(Security and Protection)

Physiological Needs
(Hunger,Thirst,Shelter,Sex, and other bodily needs)

Two-Factor Theory

- It involves two kind of factors, **Intrinsic factors** such as **advancement, responsibility, and achievement** seem related to job satisfaction. Respondents who felt good about their work tended **to attribute these factors** to themselves, while dissatisfied respondents tended to cite **extrinsic factors** , such as **supervision, pay , company policies, and working conditions** which is also called motivation hygiene theory.
- **The opposite of satisfaction is not dissatisfaction**, as was traditionally believed. Removing dissatisfaction characteristics from a job does not necessarily make job satisfying. Herzberg proposed a dual continuum: The opposite of “satisfaction” is “no satisfaction” , and the opposite of “dissatisfaction” is “no dissatisfaction”.

Contrasting View of Satisfaction and Dissatisfaction

Contrasting View of Satisfaction and Dissatisfaction

Traditional View

Satisfaction	Dissatisfaction
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Hertzberg View

Satisfaction	No Satisfaction
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Hygiene Factors

No Dissatisfaction	Dis satisfaction
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According to **Hertzberg**, the factors that lead to job satisfaction are separate and distinct from those that lead to job dissatisfaction. Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about **peace** , but not necessarily motivation. As a result, Hertzberg characterized conditions such as **quality of supervision, pay, company policies, physical working conditions , relationships with others , and job security** as hygiene factors. **When they are adequate, people will not be dissatisfied; neither will they be satisfied.**

If we want **to motivate** people on their jobs, Hertzberg suggested emphasizing factors associated with the work itself or with outcomes directly derived from it, such as promotional opportunities, personal growth opportunities, recognition, responsibility, and achievement. These are characteristics people find intrinsically rewarding.

Motivating by Job Design: The Job Characteristics Model

Job Characteristics Model (JCM) says we can describe any job in terms of five core job dimensions.

Skill Variety

It is the degree to which a job requires **a variety of different activities** so the worker can use a number of different skills and talent. The work of a garage owner-operator who does electrical repairs, rebuilds engines, does bodywork, and interacts with customers scores high on skill variety. The job of body shop worker who sprays paint 8 hours a day scores low on this dimension.

Task Identity

It is the degree to which a job requires **completion of a whole** and identifiable piece of work. A cabinet maker who designs a piece of furniture, selects the wood, builds the objects, and finishes it to perfection has a job that scores high on task identity. A job scoring low on this dimension is operating a factory lathe solely to make table legs.

Task Significance

It is the degree to which a job **affects the lives or work of other people**. The job of a nurse handling the diverse needs of patients in a hospital intensive care unit scores high on task significance; sweeping floors in a hospital scores low.

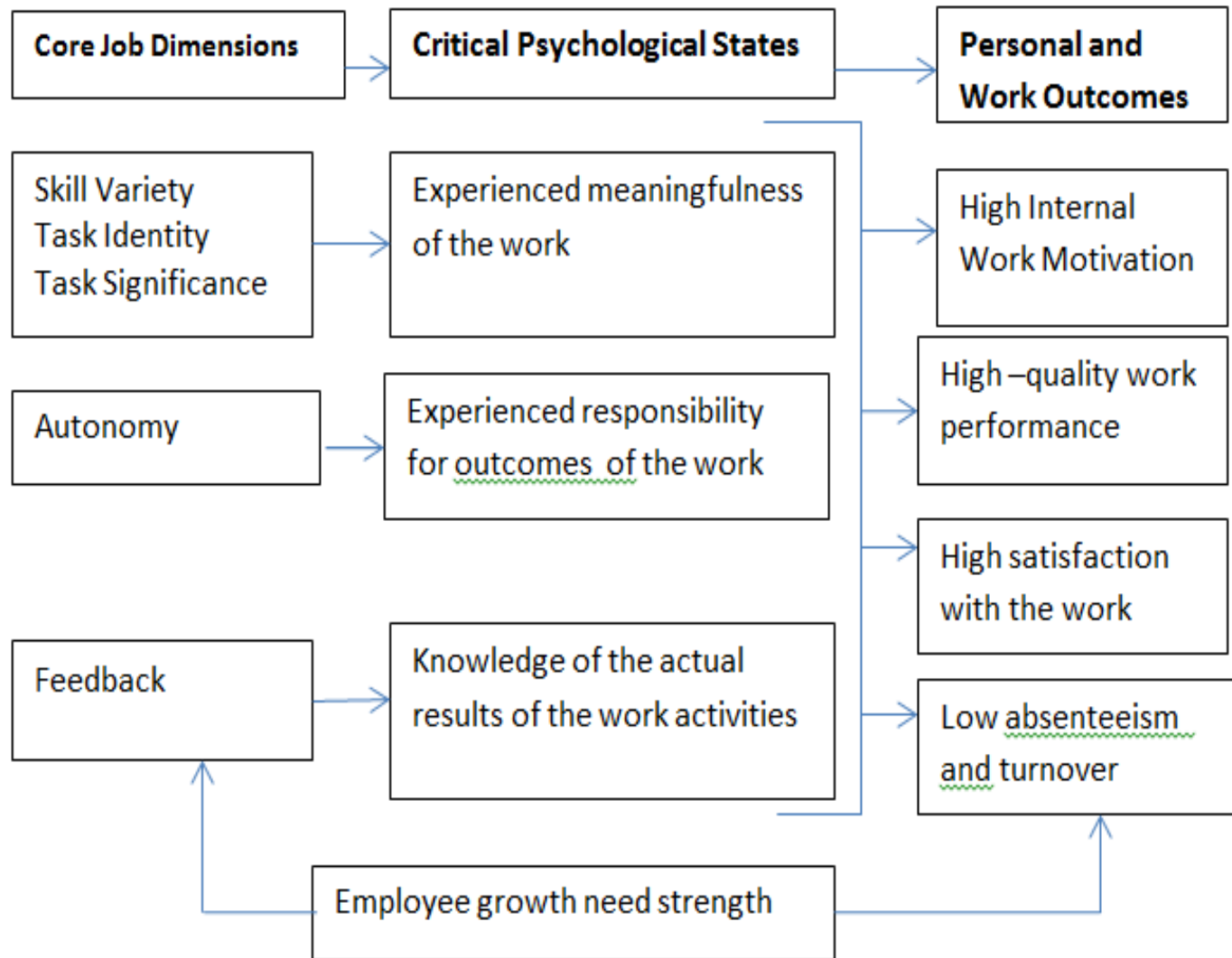
Autonomy

It is the degree to which a job provides the **worker freedom**, independence, and discretion in scheduling work and determining the procedures in carrying it out. A sales person who schedules his or her own work each day and decides on the most effective sales approach for each customer without supervision has a **highly autonomous job**. A salesperson who is given a set of leads each day and is required to follow a standardized sales script with each potential customer has a job low on autonomy.

Feedback

It is the degree to which carrying out work activities generates **direct and clear information about your own performance**. A job with high feedback is assembling iPads and testing them to see whether they operate properly. A factory worker who assembles iPads but then routes them to a quality control inspector for testing and adjustments receives flow feedback from his or her activities.

The Job Characteristics Model



We can combine the core dimensions into a single predictive index , called the Motivating Potential Score(MPS) , and calculated as follows:

- $$MPS = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} * \textit{Autonomy} * \textit{Feedback}$$