

Motivation

Driving force behind human actions

It is an important factor which encourages persons to give their best performance and help in reaching enterprise goals.

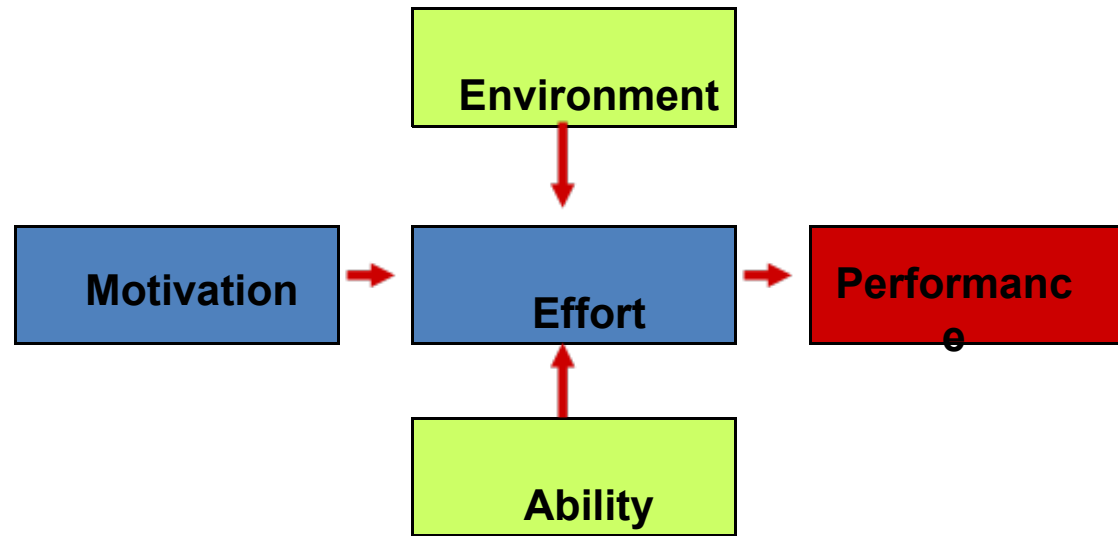
Key Elements

1. **Intensity:** how hard a person tries
2. **Direction:** toward beneficial goal
3. **Persistence:** how long a person tries

Importance of Motivation

- High Performance
- Low Employee Turnover
- Low Absenteeism
- Better Organisational Image
- Better Industrial Relations
- Acceptability to Change

Motivation and Performance



MAJOR THEORIES OF MOTIVATION

I. Need Approaches:

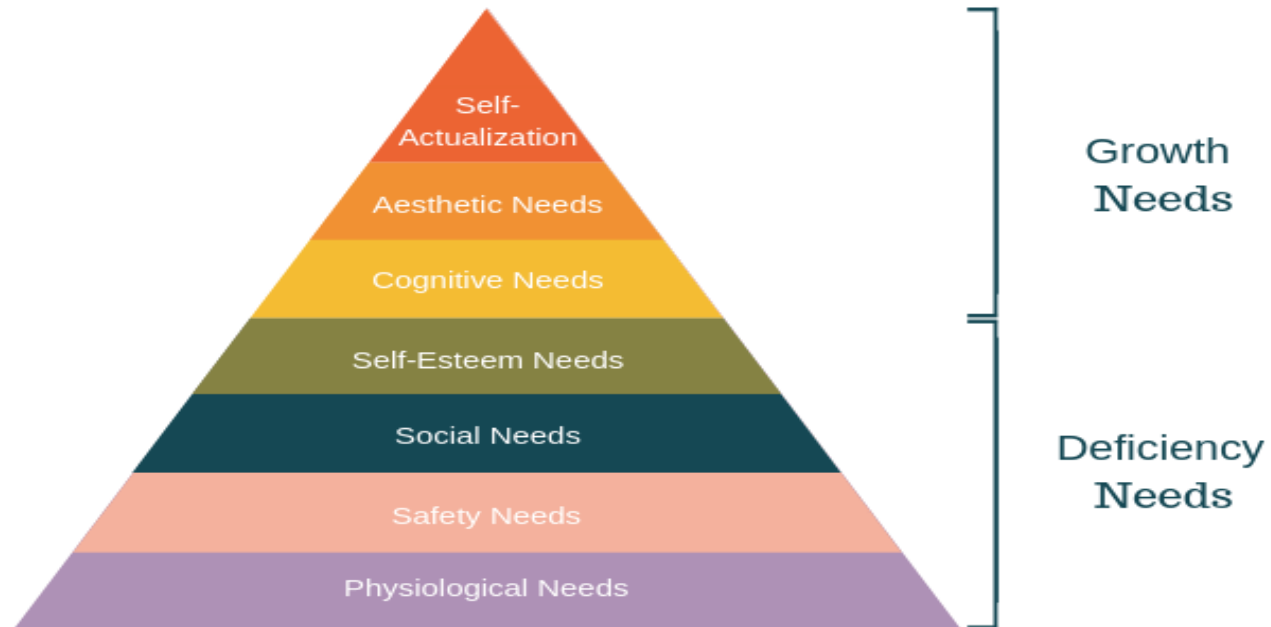
- Maslow's Hierarchy of Needs**
- Alderfer's ERG Theory**
- Herzberg's Two Factor Theory**

II. Cognitive Approaches:

- Goal Setting Theory**
- Equity Theory/ Social Comparison**

III. REINFORCEMENT THEORY OR OPERANT CONDITIONING : *How Rewards & Reinforcements Sustain Motivation Over Time* (Behavior Modification)

Maslow's 7 Stage Hierarchy of Needs



Assumptions of Maslow's Hierarchy

Movement up the Pyramid

- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied.
- Individuals therefore must move up the hierarchy in an order

Maslow Application:

**A homeless person
will not be motivated to
meditate!**

PHYSIOLOGICAL-necessities of life

- Food
- Water
- Oxygen
- Sleep
- Protection from extreme temperatures
- Sensory needs



SAFETY/SECURITY NEEDS

- The need to be free from anxiety and fear
- The need to be secure in the environment (Safe Working Conditions)
- Job Security
- Compensation and benefits



SOCIAL NEEDS

(BELONGINGNESS & LOVE

- Social acceptance, friendship, to be loved
- Need to belong, to relate to others





ESTEEM NEEDS



- Feeling important and worthwhile – includes respect, approval, appreciation
- Includes: Promotion to higher status job
Praise and Recognition from Boss

Cognitive needs

- Knowledge
- Meaning
- Investigation
- Innovation
- Self- awareness



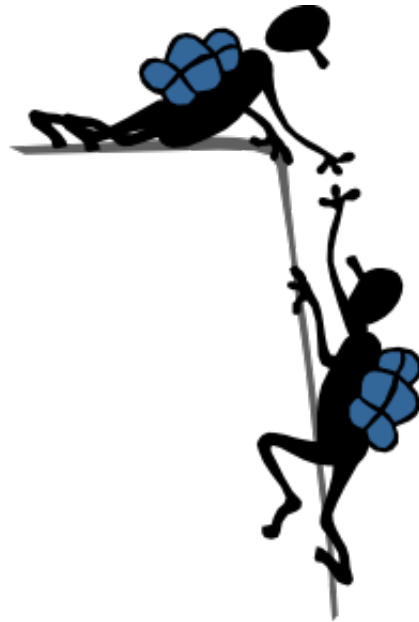
Aesthetic needs

- Beauty, appreciation, looks, love for nature.
- Enjoying small joys of life.



SELF-ACTUALIZATION

- Self-realization; obtaining our full potential; becoming confident, eager to express our beliefs, and willing to reach out to others to help them



Existence Relatedness Growth.
↖ ↑ →

ERG THEORY

- **Existence** needs – Physiological needs and Safety Needs
- **Relatedness** needs- Social Needs
- **Growth** needs- Esteem needs & Self-Actualization
- Frustration-regression principle.
An already satisfied lower-level need becomes reactivated when a higher-level need is frustrated.

Alderfer's ERG Theory



Herzberg's Motivation-Hygiene Theory

- Also called Two-Factor theory.
- The research was conducted on 200 individuals.
- He concluded that there are some factors which are related to job satisfaction and some are related to job dissatisfaction.
- The factors are:
 - i) Motivational Factors
 - ii) Hygiene Factors

Contrasting Views of Satisfaction-Dissatisfaction

Traditional View

Satisfied	Dissatisfied
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Herzberg's View

Motivators

Satisfaction	No Satisfaction
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Hygiene Factors

No Dissatisfaction	Dissatisfaction
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Job *Dissatisfaction*



Influenced by
Hygiene
Factors

- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage, salary

Herzberg's
Two-Factor
Principles

Improving the
motivator factors
increases
job satisfaction

Improving the
hygiene factors
decreases
job *dissatisfaction*

Job Satisfaction



Influenced by
Motivator
Factors

- Achievement
- Recognition
- Responsibility
- Work itself
- Advancement
- Personal growth

Goal Setting Theory

Locke and Latham's Goal Setting Theory

5 Principles



Clarity

Goals should be clear and specific



Challenge

Goals should be challenging enough to be motivating



Commitment

Everybody must be committed to the Goal happening.



Feedback

Feedback on the Goals should be considered



Complexity

Goals must be achievable

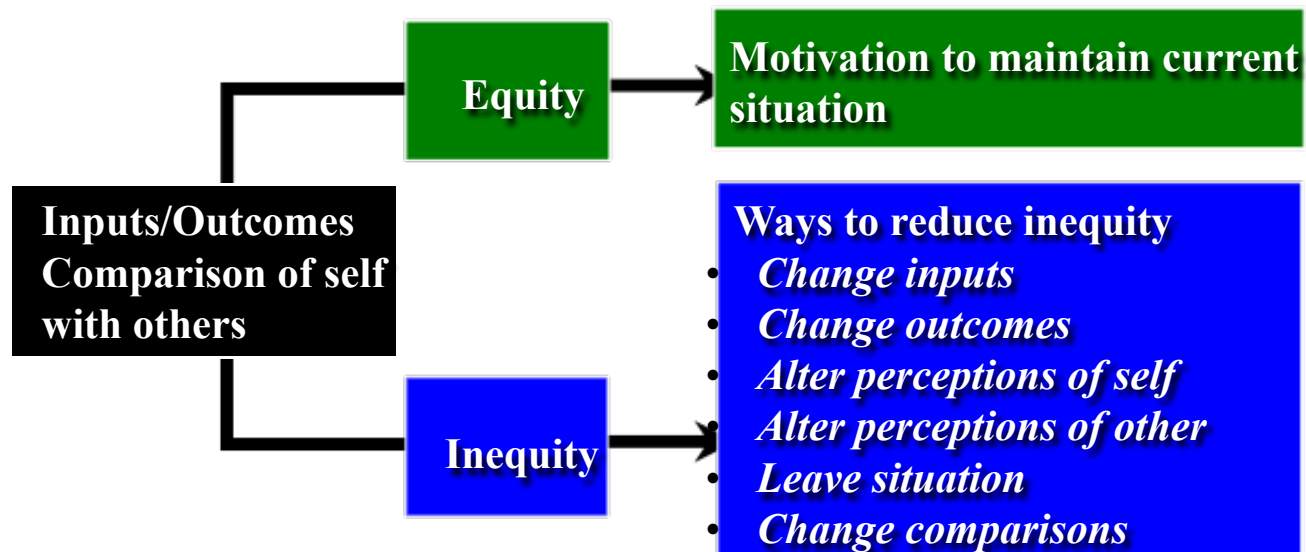
Equity Theory

- **Equity theory** suggests that employee motivation is driven largely by their sense of fairness.



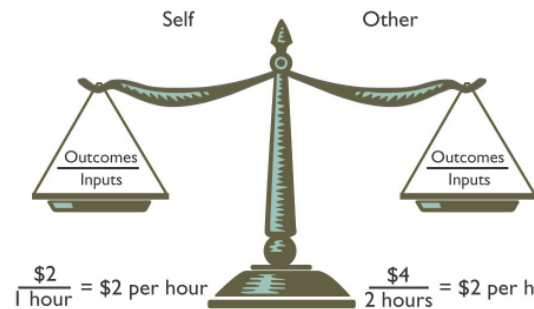
- Employees create a mental ledger of the inputs and outcomes of their job and then use this ledger to compare the ratio of their inputs and outputs to others.
- Individuals equate value of rewards to effort and compare it to other people.

$$\frac{\text{outcomes(self)}}{\text{inputs (self)}} = \frac{\text{outcomes (other)}}{\text{inputs (other)}}$$

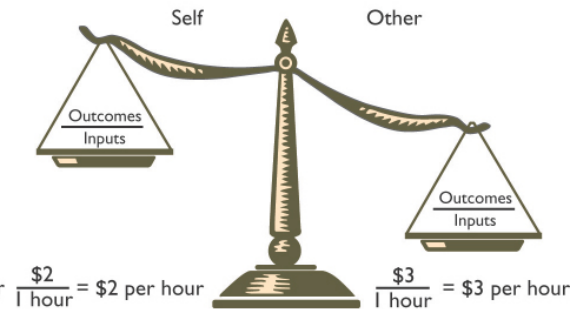


Negative and Positive Inequity

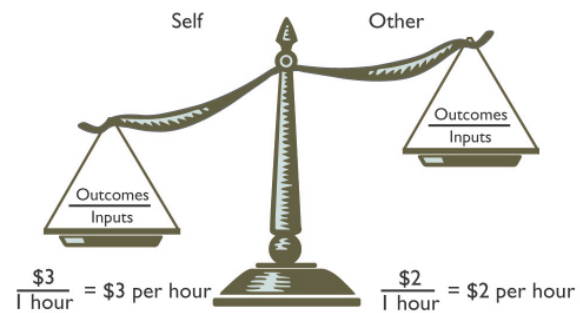
A. An Equitable Situation



B. Negative Inequity



C. Positive Inequity



Reinforcement Theory

Argues that behavior is a function of its consequences.

Assumptions:

- Behavior is environmentally caused.
- Behavior can be modified (reinforced) by providing (controlling) consequences.
- Reinforced behavior tends to be repeated.

The theory generally states that people seek out and remember information that provides cognitive support for their pre-existing attitudes and beliefs. The main assumption that guides this theory is that people do not like to be wrong and often feel uncomfortable when their beliefs are challenged.)