



Motivation



- **Motivation**
- **“A great man is one who can make a small man feel great, and perform great.”**

MEANING OF MOTIVATION :

Motivation is derived from the Latin word 'movere' which means 'to move' or 'to energize' or 'to activate'.

DEFINITIONS OF MOTIVATION:

Motivation is the process of arousing the action, sustaining the activity in process and regulating the pattern of activity.

- YOUNG

Motivation refers to the states within a person or animal that drives behavior toward some goals.

- MORGAN AND KING

NATURE OF MOTIVATION:

- ❖ Based on motives
- ❖ Affected by motivating
- ❖ Goal directed behavior
- ❖ Related to satisfaction
- ❖ Person is motivated in totality
- ❖ Complex process

MOTIVATIONAL CONCEPTS:

- INTRINSIC AND
- EXTRINSIC MOTIVATION

TYPES OF MOTIVATION

❑ Intrinsic Motivation:

- It refers to the motivation that arises from inside of an individual rather than from any external rewards, like monetary incentives or promotion.
- For example, an intrinsically motivated individual may work towards finding solutions to operate in a difficult situation because the challenge of finding the way out develops a sense of achievement within that individual.

❑ Extrinsic Motivation:

- It refers to the incentives that are external to the individuals like monetary benefits, promotions, and so on. It basically talks about the motivation that develops from external rewards (praise, award, and so on) or reinforcers (like policies and procedures, disciplinary actions, and so on).
- For example, a word of appreciation or a hike in salary encourages a person to perform better.

❑ Financial Motivation:

- It means encouraging the employees to perform better, by offering the monetary incentives. Monetary incentives increase the purchasing power of an individual and lead to satisfaction since people can satisfy their material needs. For example, bonus, increment in salary, profit sharing, and so on.

TYPES OF MOTIVATION

❑ Non-financial Motivation:

- Apart from the monetary incentives there are several non-monetary incentives that can help in motivating the employees. For example, job security, recognition, job enrichment, delegation of authority, promotions, and participation in decision making.

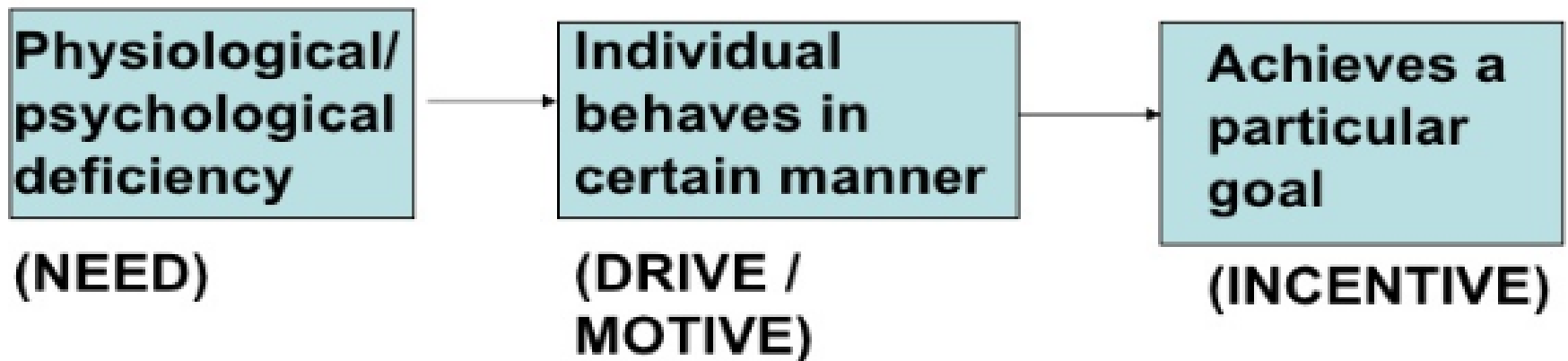
❑ Positive Motivation:

- Positive motivation is the process of attempting to influence the psychological needs of the employees. Positive motivation is based on an optimistic approach.
- For example, salary hike, perks, promotions, recognition, and praise.

❑ Negative Motivation:

- Negative motivation is the process of attempting to influence others to do at your will through the possibility of punishment. It involves using negative incentives in threatening the employees to complete the given task.
- For example, demotion, dismissal, transfer, fine, and penalties.

MOTIVATION PROCESS



- **NEED**:-- a physiological or psychological imbalance leads to creation of need.
- **DRIVES (MOTIVES)**:-- propel individuals to attain their goals or satisfy their need
- **INCENTIVES**:-- anything that can mitigate a need and decrease the intensity of a drive

CLASSIFICATION OF MOTIVES

1. Primary Motives :--

- Not learned
- Physiological based.

2. General Motives (Stimulus motives):--

- Neither purely primary nor secondary.
- Not learned and not physiologically based.
- Stimulate tension within a person
- Curiosity, manipulation & activity motives
- Affection motives (love)

3. Secondary motives:--

- Are learned or acquired over time.

- **Power Motive**
- **Achievement Motive (TAT)**
- **Affiliation Motive**
- **Security Motive**
- **Status Motive**

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- ```
graph LR; A[Achievement Motive (TAT)] --- B[Moderate degree of risk taking]; A --- C[Need for prompt and precise feedback]; A --- D[Satisfaction with achievement than rewards]; A --- E[Dedication towards the task];
```
- Moderate degree of risk taking
  - Need for prompt and precise feedback
  - Satisfaction with achievement than rewards
  - Dedication towards the task

NOTE: STATUS – rank a person holds relative to others within a group, organization or society

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# CONTENT THEORY

## ("what")

### 1. **Maslow's Need Hierarchy:--**

- Needs were categorized as five levels of lower- to higher-order needs.
  - Individuals must satisfy lower-order needs before they can satisfy higher order needs.
  - Satisfied needs will no longer motivate.
  - Motivating a person depends on knowing at what level that person is on the hierarchy.
- Hierarchy of needs
  - Lower-order (external): physiological, safety
  - Higher-order (internal): social, esteem, self-actualization

# Maslow's Hierarchy of Needs

**MOST NEEDS HAVE TO DO WITH  
SURVIVAL PHYSICALLY AND  
PSYCHOLOGICALLY**



**PHYSIOLOGICAL OR SURVIVAL NEEDS**

**Food, drink, shelter, sex, warmth, physical comfort**

# Maslow's Hierarchy of Needs



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# Maslow's Hierarchy of Needs





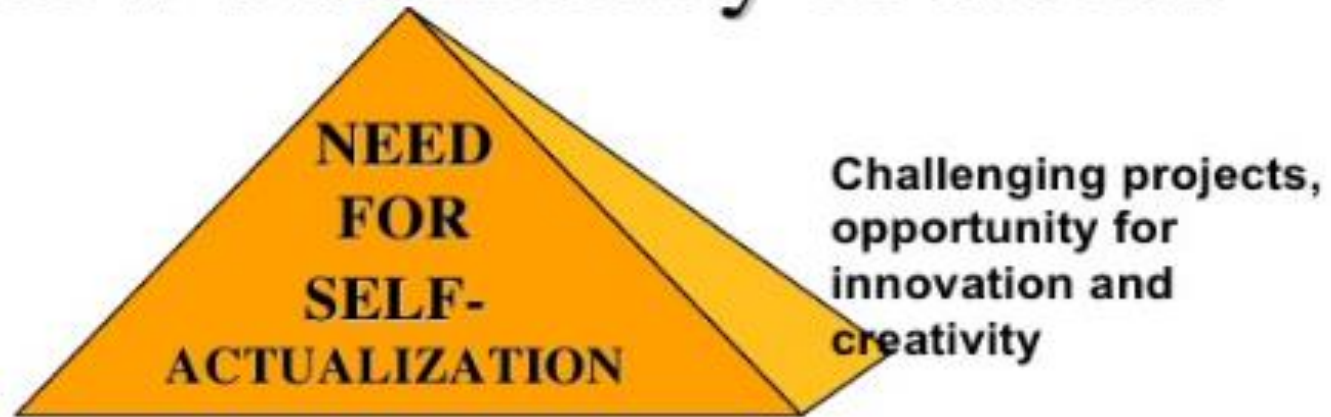
# Maslow's Hierarchy of Needs



**MASLOW EMPHASIZES NEED FOR SELF  
ACTUALIZATION IS A HEALTHY  
INDIVIDUAL'S PRIME MOTIVATION**

**It explains why people write poetry, plays, book and  
music, play music, act in films, take up hobbies, climb  
mountains, take part in charity activities, etc.**

# Maslow's Hierarchy of Needs



**MASLOW EMPHASIZES NEED FOR SELF  
ACTUALIZATION IS  
A HEALTHY INDIVIDUAL'S PRIME  
MOTIVATION**

**SELF-ACTUALIZATION MEANS  
ACTUALIZING  
ONE'S POTENTIAL BECOMING ALL ONE IS  
CAPABLE OF BECOMING**

- HERZBERG'S TWO FACTOR THEORY

-- Job satisfaction and job dissatisfaction are created by different factors.

- » **Hygiene factors (job context factors):** extrinsic (job environment) factors that create job dissatisfaction.
- » **Motivators (job content):** intrinsic (psychological factors/job content) factors that create job satisfaction.

– Attempted to explain why job satisfaction does not result in increased performance.

- The opposite of satisfaction is not dissatisfaction, but rather no satisfaction.

# Satisfaction vs. Dissatisfaction

## Motivators

*Achievement*

*Growth*

*Recognition*

*Responsibility*



## Hygiene

*Compensation*

*Fringes*

*Supervision*

*Work*

*Conditions*





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## Exhibit 16–3      Contrasting Views of Satisfaction-Dissatisfaction

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### Traditional View

Satisfied

Dissatisfied

### Herzberg's View

#### Motivators

Satisfaction

No Satisfaction

#### Hygiene Factors

No Dissatisfaction

Dissatisfaction

### 3. Alderfer's ERG Theory



## Maslow's

|                                             |
|---------------------------------------------|
| <b>Self</b><br>actualisation                |
| <b>esteem and<br/>status</b>                |
| <b>belonginess<br/>and social<br/>needs</b> |
| <b>safety and<br/>security</b>              |
| <b>physiological<br/>needs</b>              |

## Herzberg's

|                                                                  |
|------------------------------------------------------------------|
| <b>Work itself<br/>Achievement<br/>Growth<br/>responsibility</b> |
| <b>Advancement<br/>Recognition<br/><br/>status</b>               |
| <b>relationships</b>                                             |
| <b>Company policy<br/>Job security</b>                           |
| <b>Working condition<br/>pay</b>                                 |

motivational

hygiene

## Alderfer's

|                    |
|--------------------|
| <b>Growth</b>      |
| <b>Relatedness</b> |
| <b>existence</b>   |

# 1. Vroom's Expectancy Theory

- VIE theory
- **Valence:** strength of individual's preference for expected outcome
- **Instrumentality:** degree to which a first-level outcome would help in attaining the desired second level.
- **Expectancy:** probability that performing a specific action would produce a particular first level outcome.

- Effort-performance relationship
- Performance-reward relationship
- Rewards-personal goals relationship



# MC GREGOR'S THEORY X AND Y OF MOTIVATION

## ❑ Assumptions: Theory X

- On an average employee resist work and will try avoiding it whenever possible.
- Employees emphasize on job security being less ambitious.
- For the dislike of employee towards his work, he must be mandated with protocols and warned with punishment so as to achieve desired goals and targets. The managers adopt a more dictatorial style.
- Employees do not easily accept change and usually dislike responsibilities.
- An average employee always expects a formal guidance.

## ❑ Assumptions: Theory Y

- Employees can perceive work normal and may not always need to be threatened by external control.
- Rewards at job are motivating, leading to more loyal employees.
- An employee can learn to identify and uphold the responsibility and sometimes to obtain the same and may explore their skills and competencies.

# EQUITY THEORY

- ❑ According to equity theory, an individual who perceives himself as either under valued or over valued will experience distress, and that this distress leads to efforts to restore equity within the relationship.
- ❑ Equity is measured by comparing the ratios of contributions & benefits of each person within the relationship. It is not necessary that the partners get equal benefits or make equal contributions provided the ratio between these benefits and contributions is equal.
- ❑ Example: Suppose there are two employees—Rahul and Vijay. Rahul was given hike in salary and Vijay received a higher hike for the same amount of work. Rahul would assess this change, notice an inequality, and be unhappy. However, if Rahul considers that Vijay was given more responsibility hence more work, and had hence received a higher hike in salary, then Rahul may assess the change and conclude that there was no loss in equality status, and hence would not resist the change.

# **No end to Jet Airways' free fall: Will the airline go Kingfisher's way?**

- With its second-quarter loss expected to exceed Rs 20 billion and the total outstanding payment to vendors and suppliers estimated in the range of Rs 120 billion to Rs 80 billion sitting on its books, Jet Airways' present situation looks grimmer than ever.
- In fact, the Centre for Asia Pacific Aviation's (CAPA's) September 2018 report on the Indian aviation scenario estimates that Jet will end this financial year with a loss of around of \$500 million (Rs 31.5 billion).