

MOTIVATION

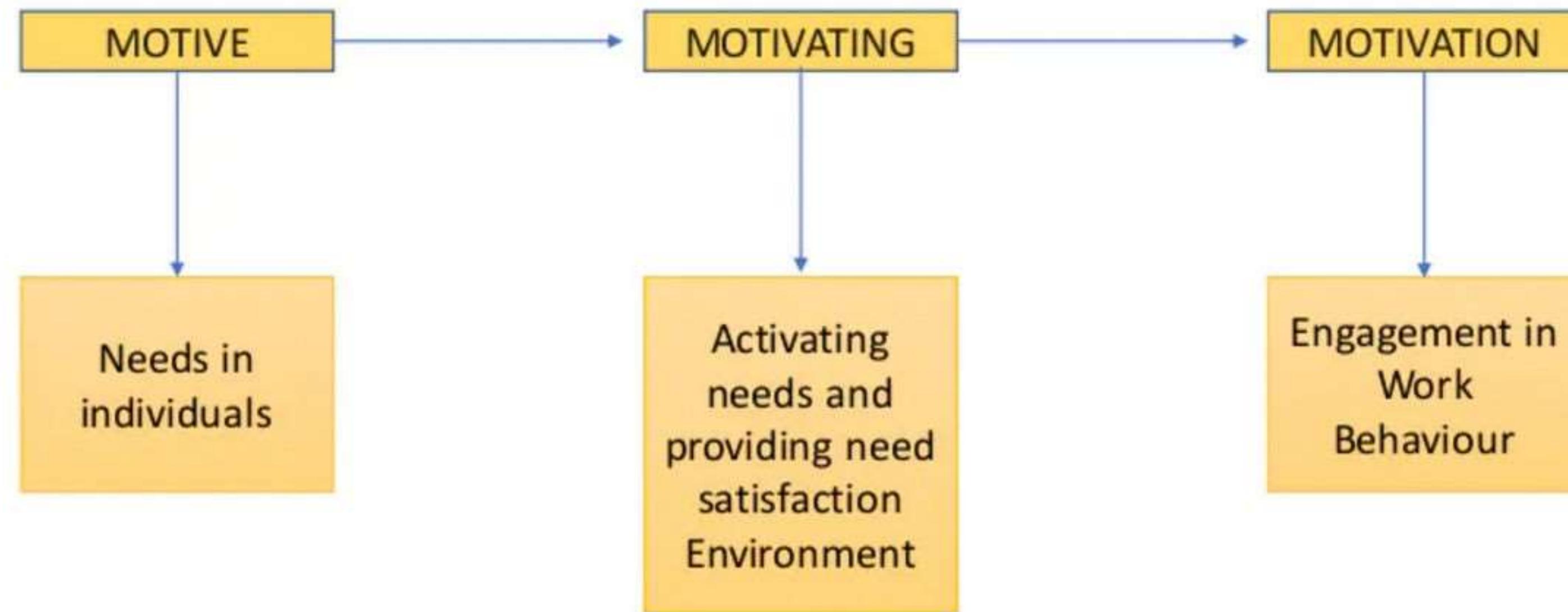
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Introduction

- You would have observed that some people show greater interest to their work and some others do not, some are frequently absent.
- Some superiors find it easy to manage their subordinates while some others do not. Some students attend classes regularly while others do not.
- What do you observe from the above cases? All result out of good or bad motivation

What Is Motivation?

- Motivation is the process that initiates, guides, and maintains goal-oriented behaviors. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge.
- In everyday usage, the term "motivation" is frequently used to describe *why* a person does something.
- It is the driving force behind human actions.
- Motivation is an internal process. Whether we define it as a drive or a need, motivation is a condition inside us that desires a change, either in the self or the environment.



Motive –

- 1- “A motive is an inner state that energizes, activates, or moves and that direct behaviour towards goal ”
- 2- A motive is restlessness, a lack or inner force

Motivating –

Motivating is a term which implies that one person induce another to engage in action to satisfy the motive.

Motivation –

Motivation depends upon motives and motivating.

Types of Motivation

- When a manager wants to get more work from his subordinates then he will have to motivate them for improving their performance.
- They will either be offered incentive for more work, or may be in the space of rewards, better reports, recognition etc., or he may instill fear in them or use force for getting desired work.

Positive Motivation

- Positive motivation or incentive motivation is based on reward.
- The workers are offered incentives for achieving the desired goals.
- The incentives may be in the shape of more pay, promotion, recognition of work, etc.
- The employees are offered the incentives and try to improve their performance willingly.
- Positive motivation is achieved by the co-operation of employees and they have a feeling of happiness.

Negative Motivation

- Negative or fear motivation is based on force or fear. Fear causes employees to act in a certain way.
- In case, they do not act accordingly then they may be punished with demotions or lay-offs.
- The fear acts as a push mechanism. The employees do not willingly co-operate, rather they want to avoid the punishment.
- Though employees work up-to a level where punishment is avoided but this type of motivation causes anger and frustration

Characteristics of Motivation:

Motivation is internal to person: Motivation is an internal feeling. It is psychologically generated behaviour, which forces a person to action.

Motivation is an ongoing process: Motivation is a continuous activity. It goes on endlessly because needs and desires are many. One need may give rise to the other; they are numerous and motivate persons for their satisfaction.

Motivation varies from person to person and time to time:

Motivation is different for different persons and it also varied according to time and place because wants are different for different people, according to time and places.

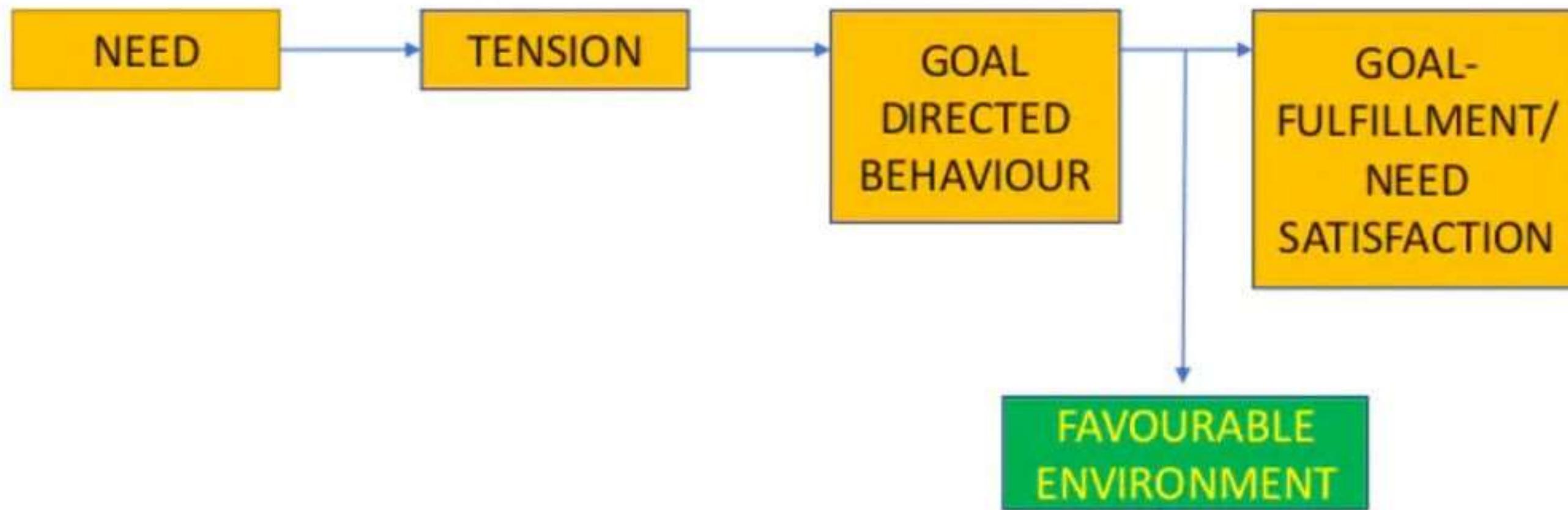
Motivation may be positive or negative

Types of Needs

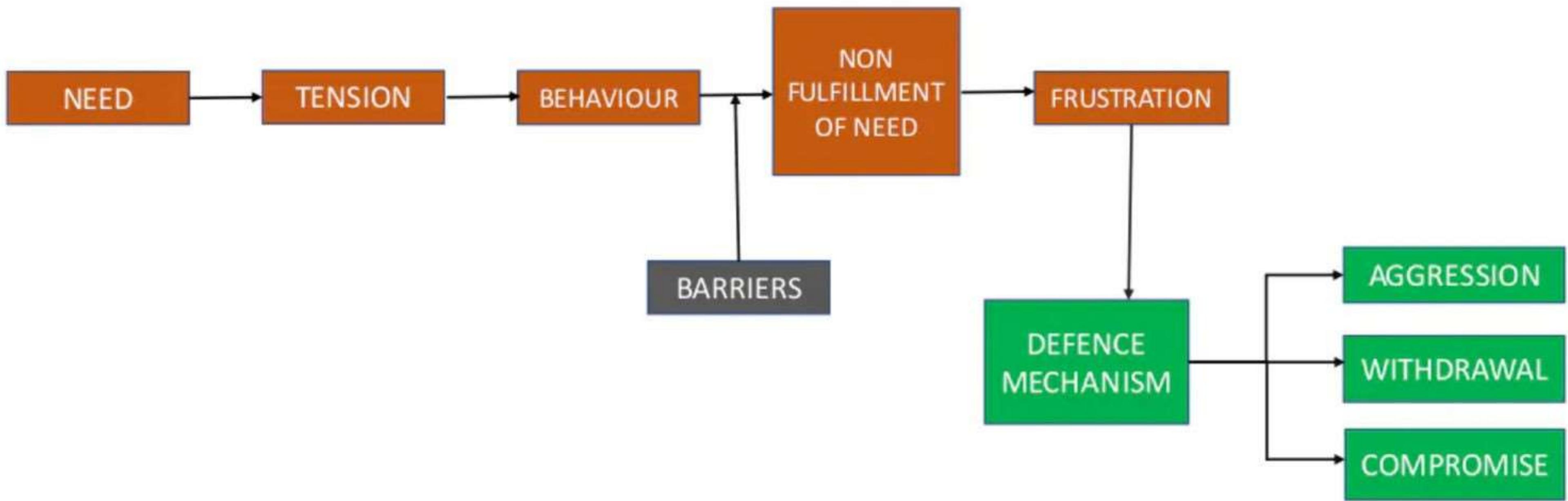
1. **Primary needs**-: these are also known as physiological, biological, basic or unlearned needs. These needs are essential for survival.
2. **Secondary needs**-: these are not natural but learned by individuals through his experience and interaction. Therefore, also called derived or learned needs.
3. **General needs**-: there are many needs which in between primary and secondary needs, like these needs should not be learned at the same time it should not be physiological in nature. E.g.-: *need for competence, curiosity, manipulation, affection, etc.*

Motivation and Behaviour

- Motivation causes goal-directed behaviour
- Because of need fulfillment and individuals' success and failure in his satisfaction of needs, his behaviour keeps on changing.
- Two possible things can happen in this process either he will succeed and there will be goal directed behaviour or there will be non fulfillment of satisfaction and then defence mechanism applies.



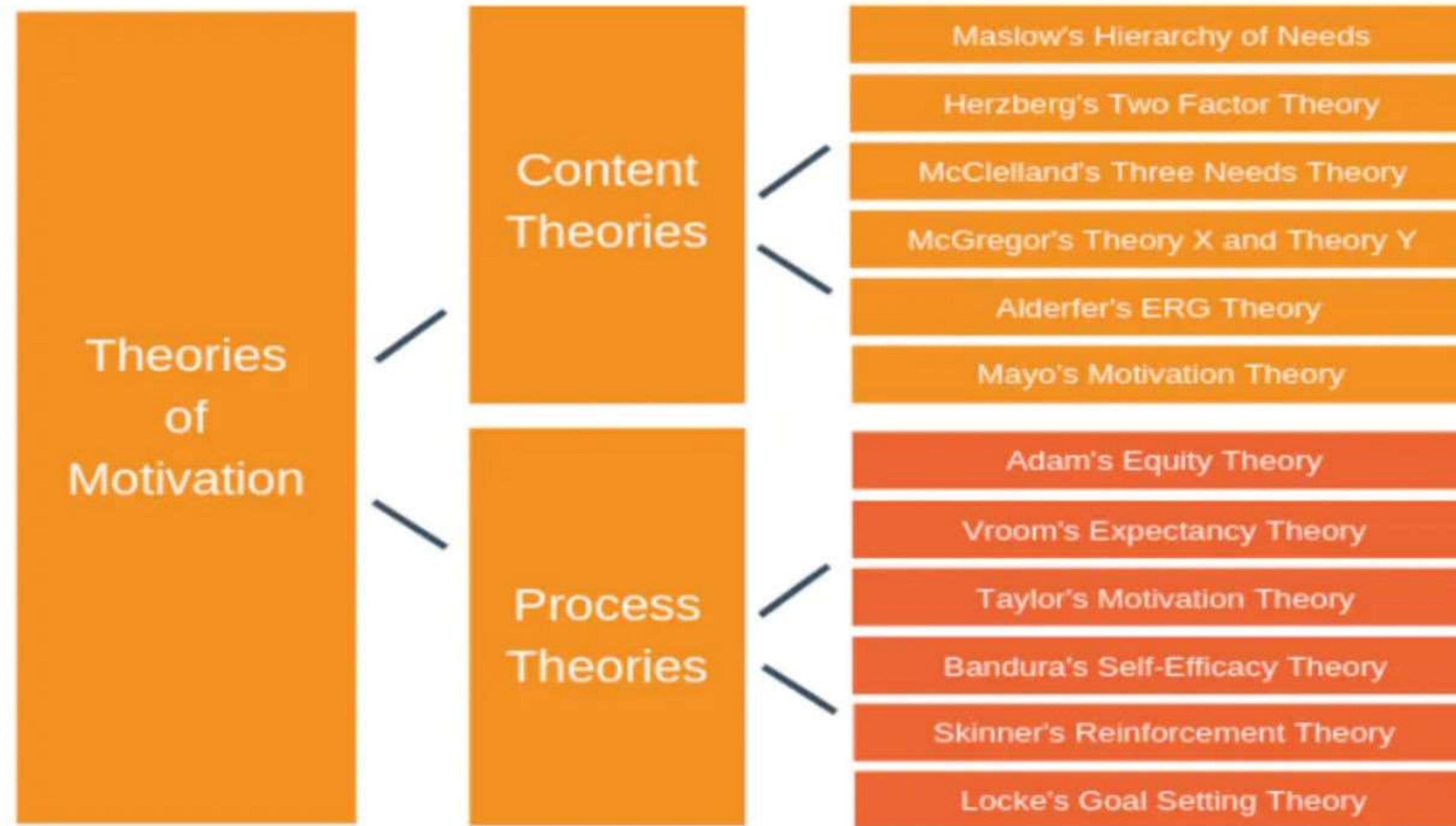
F: GOAL DIRECTED BEHAVIOUR



F: Need non-fulfillment and Need Mechanism

Theories of Motivation

Theories of Motivation



Content theories

- We can distinguish between content and process motivation theories. Content theories focus on **WHAT**, while process theories focus on **HOW** human behavior is motivated.
- Content theories are the earliest theories of motivation. Within the work environment they have had the greatest impact on management practice and policy .
- **Content theories are also called needs theories:** they try to identify what our needs are and relate motivation to the fulfilling of these needs. The content theories cannot entirely explain what motivate or demotivate us.

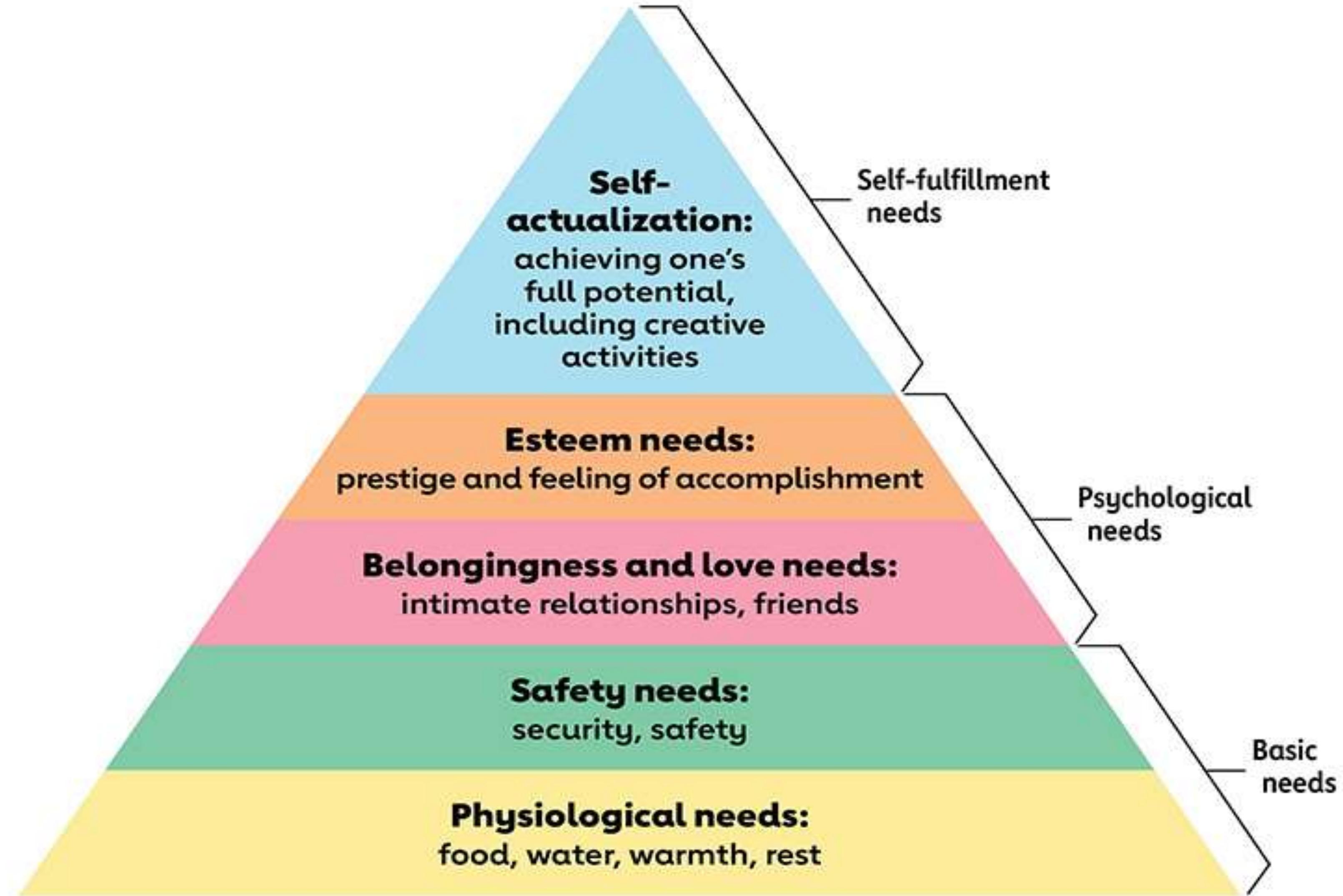
Process theories

- Process theories are concerned with “*how*” motivation occurs, and what kind of process can influence our motivation.

Maslow's Need Hierarchy

- Abraham Maslow was an American psychologist and he developed the his famous theory of individual development and motivation in the paper "A theory of Human Motivation" in year **1943** which gave birth to Maslow's Hierarchy Of Needs
- He suggested that human beings have a hierarchy of needs therefore, he represented his theory as "hierarchal Triangle"

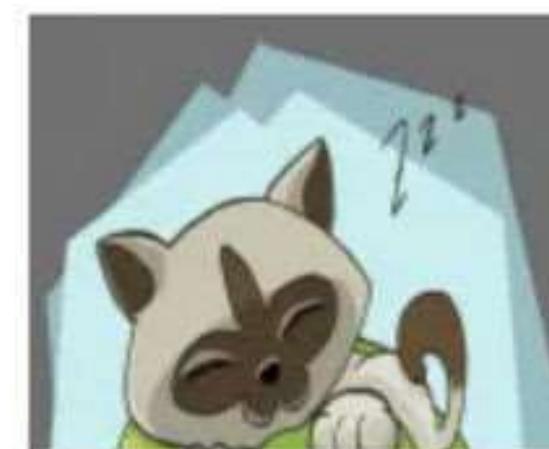
- Maslow claimed that needs have certain priority, as basic needs are satisfied individuals seeks to satisfy higher order needs.
- If basic needs are not satisfied then higher order needs are postponed till basic needs are not satisfied.



Needs of Maslow Motivation theory

- **Physiological Needs:**

- ✓ All the basic needs are put in this category.
- ✓ This need tends to have stronger place than any other because they are life needs also.
- ✓ Until these needs are satisfied to the degree needed for the efficient operation of the body the majority of the person's activities will probably be at this level and other levels will provide him little motivation.



- **Safety Needs:**

- ✓ Once your Physiological need is satisfied to a reasonable level- it doesn't mean that he is now fully satisfied then there might develop other degrees of needs which will be higher than above needs
- ✓ Therefore next need which humans go for is safety needs i.e., need for being free from physical danger or self-preservation
- ✓ Such needs can be security needs (job, remuneration, life), protection from danger and freedom from pain



- **Social needs:**

- ✓ After when above two needs are fulfilled social needs become important.
- ✓ Since, “man is a social man, he need to belong and to be accepted by various groups.”
- ✓ These needs are also known as **love needs**, such as friendship, giving and receiving love, engaging in social activities and group membership.



- **Esteem needs:**

- ✓ These needs are concerned with self respect, self-confidence, a feeling of personal worth, feeling of being unique, recognition and appreciation in society.
- ✓ Achievements of these needs produces feeling of self confidence, power and control.
- ✓ The satisfaction of this need is not always obtained through mature and adaptive behaviour.



• Self-Actualisation Need:

- ✓ It is to maximize one's potential, whatever it may be.
- ✓ Development of intrinsic capabilities which lead people to seek situations that can utilize their potential
- ✓ **A self-actualizer is a person who has reached the apex of human existence.**
- ✓ A man with a high intensity of achievement needs will be restless until they fulfill what they supposed to do
- ✓ Maslow put it like "**this need might be phrased as the desire to become more and more what one is, to be become everything that one is capable of becoming.**"

Criticism

- Maslow's need hierarchy presents a paradox in as much as while the theory is widely accepted, there is little research evidence available to support the theory.
- It is said that beyond structuring needs in a certain fashion.
- Maslow does not give concrete guidance to the manager as to how he should motivate his employees.
- The need hierarchy as postulated by Maslow does not appear in practice.

- It is likely that over fulfillment of anyone particular need may result in fixation for the need.
- In that case even when a particular need is satisfied a person may still engage in the fulfillment of the same need.
- Furthermore, in a normal human being, all the needs cannot always be satisfied entirely.
- There remains an unsatisfied corner of every need inspite of which the person seeks fulfillment of the higher need.
- A person may move on to the next need in spite of the lower need being unfulfilled or being partly fulfilled.

Herzberg's Motivation-Hygiene Theory

- Also known as “**two factor theory**”, “**Dual factor theory**” or “**Motivation Hygiene theory**”
- Given by **Fredrick Herzberg** in the year 1959
- What variables perceived to be desirable to achieve goal and conversely the undesirable conditions to avoid.
- Thus, a research study was conducted by **F. Herzberg** on 200 engineers and accountant in 9 different companies in Pittsburgh area, USA

- His findings are that there are some job conditions which operate “*primarily to dissatisfy employees when conditions are absent, but their presence does not motivate them in a strong way*”
- Another set of job operates “*primarily to build strong motivation and high job satisfaction, but their absence rarely proves strongly dissatisfying*”
- The 1st set of job condition has been referred to as **maintenance or hygiene** factor and 2nd set of job conditions as **motivational factors**

JOB DISSATISFACTION

Influence by Hygiene/ maintenance factor

- ✓ Working Condition
- ✓ Technical supervision
- ✓ Interpersonal relationship with supervisor, peers and subordinates
- ✓ Co-worker relation
- ✓ Company policy, rules and administration
- ✓ Supervision quality
- ✓ Basic wage and salary
- ✓ Fringe benefits
- ✓ Job security
- ✓ Personal life

JOB SATISFACTION

Influence by Motivation Factor

- ✓ Achievement
- ✓ Recognition
- ✓ Responsibility
- ✓ Work itself
- ✓ Advancement
- ✓ Personal Growth
- ✓ Possibility of Growth

Job dissatisfaction

Influenced by hygiene factors

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

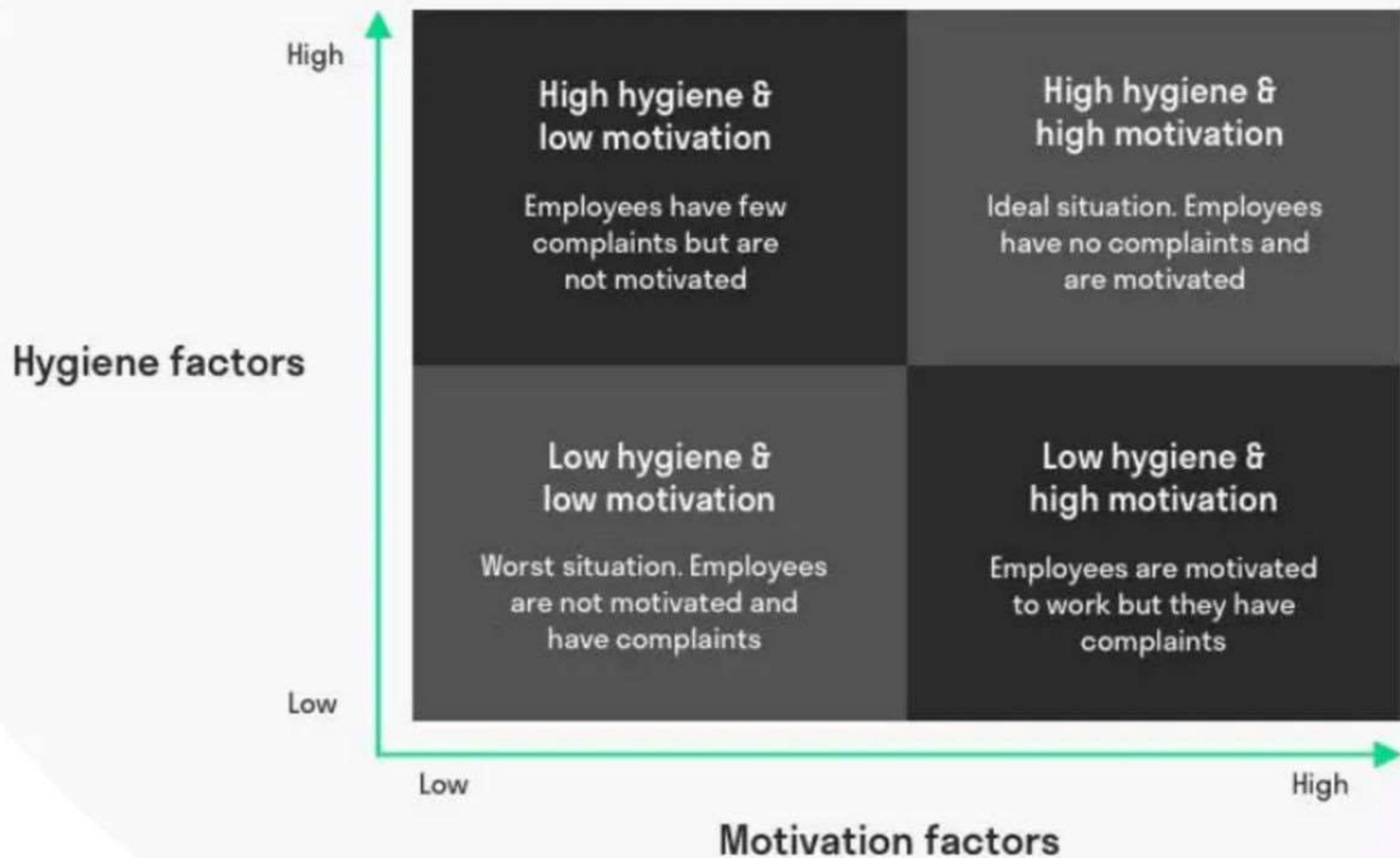
Improving the motivation factors to increase job satisfaction

Improving the hygiene factors to decrease job dissatisfaction

Job satisfaction

Influenced by motivation factors

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





VROOM'S EXPECTANCY THEORY

The strength of a tendency to act in a certain way depends upon the strength of the expectation that the act will be followed with a given outcome and attractiveness of that outcome to the individual.

I will work hard

As that will lead to performance appraisal

Performance appraisal will lead to bonus, promotion.

WHY PEOPLE ARE NOT MOTIVATED

These are certain questions that answers it all-

Q1. if I work hard and put my maximum efforts. Will it be considered in the performance appraisal?

Q2. if I get good performance appraisal. Will it lead to organisational benefits.

Q3. Even I get rewards. Will those rewards be personally attractive to me?

The theory has three elements

Expectancy

is the belief that increased effort will lead to increased performance i.e. if I work harder my performance will rise.

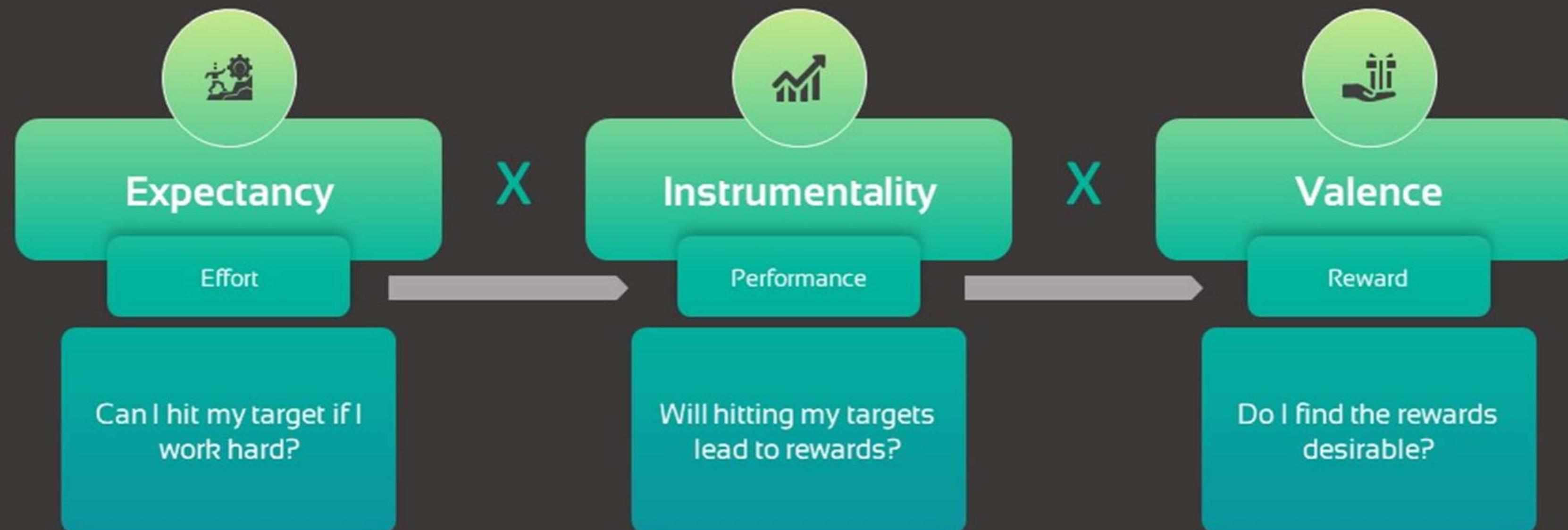
• Instrumentality

is the belief that if you perform well that a valued outcome will be received. i.e. if I do a good job, I will get challenging jobs

• Valence

is the importance that the individual places upon the expected outcome. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off

Vroom's Expectancy Theory



Criticism of expectancy theory

- The theory is too idealistic in nature.
- It is based on situation which keep on varying
- Different studies have supported and opposed this theory in different context which creates a lot of confusion?
- There are lot of variables not considered in this theory like skills, jobdifficulty, seniority or experience

Equity Theory

- Equity theory was first developed in 1963 by Jane Stacy Adams.
- Adams' theory says that individuals want a fair relationship between inputs and outputs.

Equity Theory

- What this means is that they want the benefits (rewards) they receive from work to seem fair in relation to the inputs (contribution) that they provide.
- Similarly, they want the rewards that others receive for their work to be similar to the rewards that they themselves would receive for the same level of contribution.

Equity Theory

- The higher an individual's perception of equity, the more motivated they will be.
- If someone perceives an unfair environment, they will be demotivated.

Equity Theory

If people feel fairly or advantageously treated



Motivated

Equity Theory

If people feel unfairly treated



Disaffection and demotivated

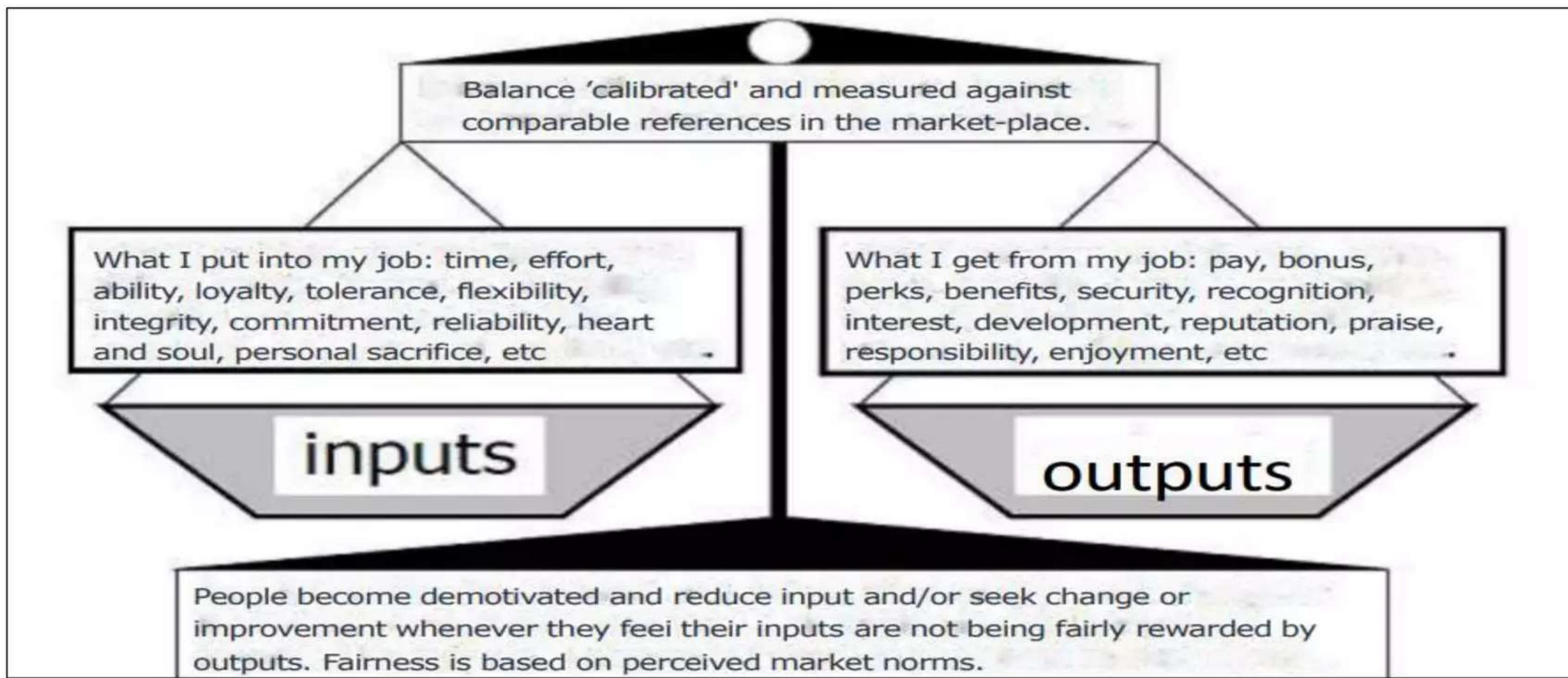
Inputs (Contributions)

- This can be thought of as the things that an individual does to help an organization achieve a goal. These are the things that the individual contributes to the organization.
- These include time, education, prior experience, effort, loyalty, hard work, adaptability, resilience, flexibility, determination, enthusiasm, adaptability, tolerance, support of others and trust and the willingness to follow leaders.

Outputs (Rewards/ Benefit)

- Benefits are the things that an individual receives as a result of helping an organization achieve a goal. These are the things that the individual receives from the organization, or agents of the organization.
- These include: salary, benefits, job security, structure and routine, recognition, responsibility, a sense of community, praise, thanks and recognition, stimulating work, education and development, pride, the opportunity to progress and purpose.

Adam's Equity Theory Diagram





Three Types Of Exchange Relationships

1) Overpaid Inequity

When an individual perceives that his outcomes are more as compared to his inputs, in relation to others. The overpaid inequity can be expressed as:

$$\frac{\text{Person's Outcome}}{\text{Person's Inputs}} > \frac{\text{Other's Outcome}}{\text{Other's Inputs}}$$

2) Underpaid Inequity

When an individual perceives that his outcomes are less as compared to his inputs, in relation to others. The Underpaid Equity can be expressed as:

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

3) Equity

An individual perceives that his outcomes in relation to his inputs are equal to those of others. The equity can be expressed as:

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

In this theory Individuals compare themselves with a comparison person (Known as **referent**) someone in a comparable organization situation.



Referent means:

Example:-if a sales person compares themselves to rest of the sales staff, the referent group is sale staff.

Ratio Comparisons	Perception	Situation of Employee
$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$	Inequity	Anger
$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$	Equity	Satisfied
$\frac{\text{Person's Outcome}}{\text{Person's Inputs}} > \frac{\text{Other's Outcome}}{\text{Other's Inputs}}$	Inequity	Pride, Over confidence and Guilt

There are four basic referent groups that people use:

- Self Inside** :Your own experience within current organization (when working for other supervisor things were better)
- Self outside** :Your own experience with an other organization (previous Co. paid me less for same job)
- Other inside** : other person within current organization (my colleague just sit whole day and get paid way too much)
- Other outside** : other people outside current organization(employees of other Co.gets less benefit)

CONTD..

When employees experience inequality..... Then

- Change the input
- Change the output
- Choose a different referent
- Quit the job
- Change the self perception
- Change perception of others