



What is Motivation?

Motivation is a psychological feature that induces an individual to act towards a desired goal.

It is the processes that account for an individual's intensity, direction, and persistence of effort towards attaining a goal.



Key Elements

1. **Intensity:** how hard a person tries
2. **Direction:** toward beneficial/avoidance goal

3. **Persistence:** how long a person tries

Theories of Motivation.

•Content Theories of Motivation:

1. Mc Gregor's Theory X & Theory Y (1960)
2. Maslow's Hierarchy of Needs (1943, 1954)
3. Herzberg's Motivator-Hygiene Theory (1968)
4. Alderfer's ERG Theory (1972)

•Process Theories of Motivation.

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What is Motivation?

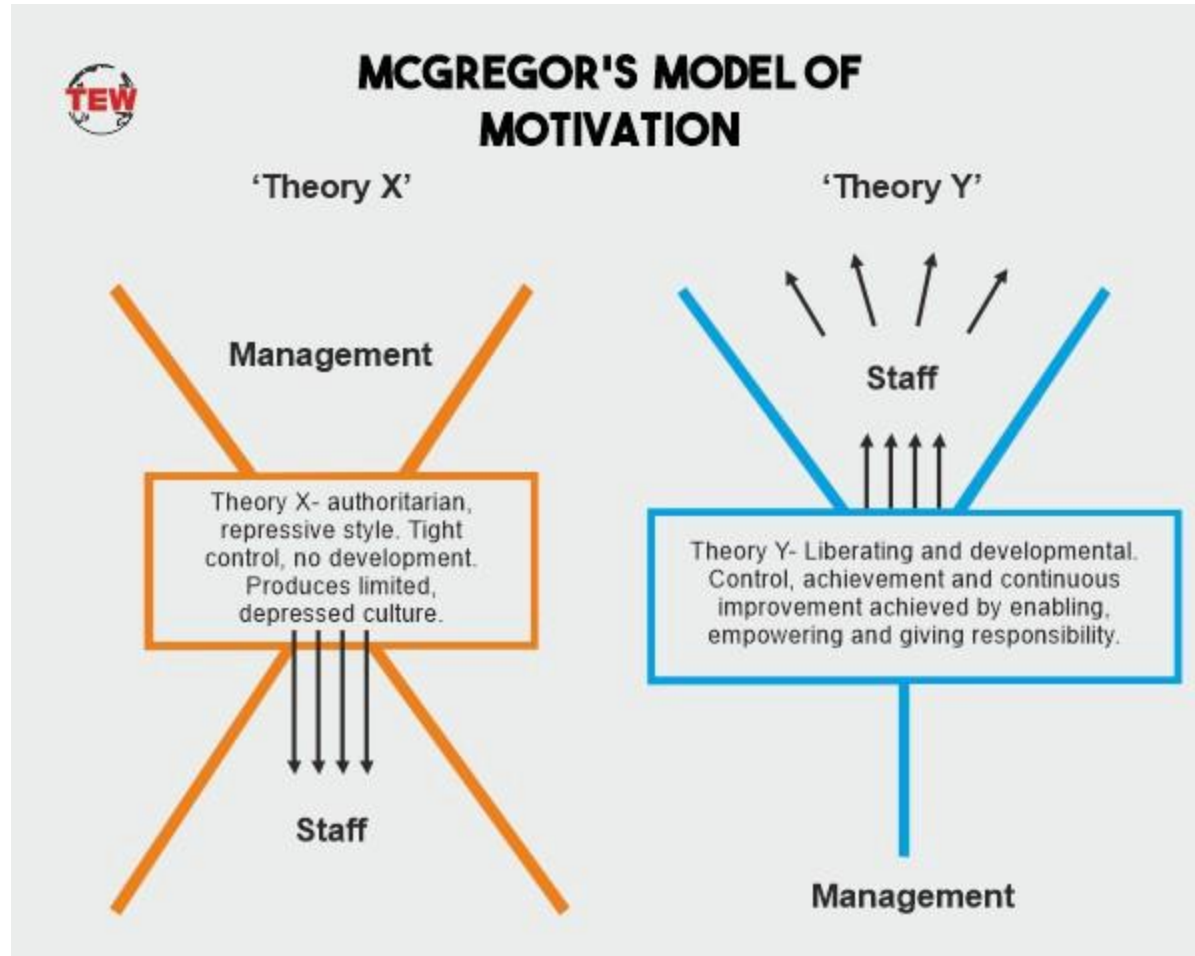


De motivated!

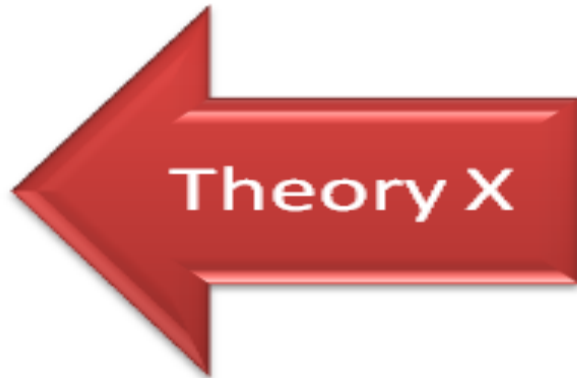


**Why do People leave
Organizations?**

Theory X and Theory Y of Motivation



Theory X and Theory Y of Motivation



Attitude

We dislike work, find it boring, and will avoid it if we can.

We need to work and want to take an interest in it. Under the right conditions, we can enjoy it

Direction

We must be forced or coerced to make the right effort.

We will direct ourselves towards a target that we accept.

Responsibility

We would rather be directed than accept responsibility, which we avoid.

We will seek and accept responsibility, under the right conditions

Motivation

We are motivated mainly by money and fears about their job security.

Under the right conditions, we are motivated by the desire to realize our own potential.

Creativity

Most of us have little creativity – except when it comes to getting around rules.

We are highly creative creatures – but are rarely recognized as such or given the opportunity to be.

Types of Motivation.

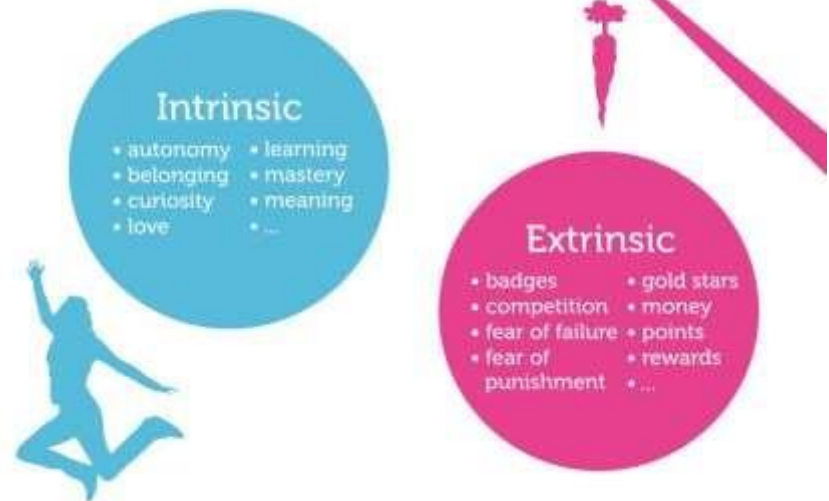
•Extrinsic Motivation.

1. Salary.
2. Bonuses/Perks.
3. Organized activities.
4. Promotion/Grades.
5. Punishment/Layoffs

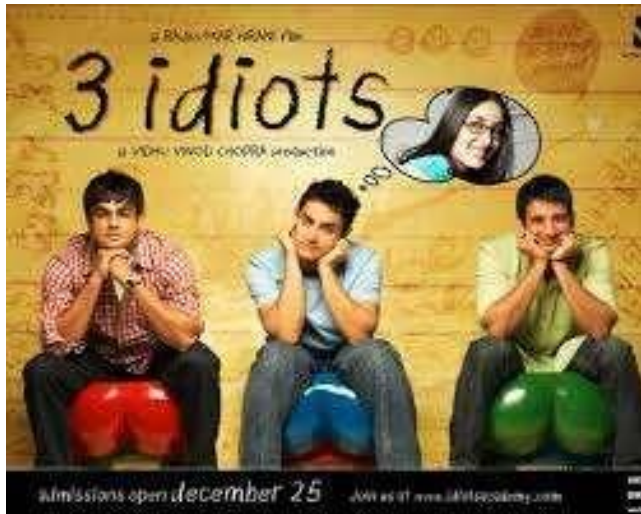
•Intrinsic Motivation:

1. Learning and Growth opportunity.
2. Social contact and status.
3. Curiosity
4. Respect and Honour.

Types of Motivators



Types of Motivation.



**Intrinsically
Motivated.**



**Extrinsically
Motivated.**

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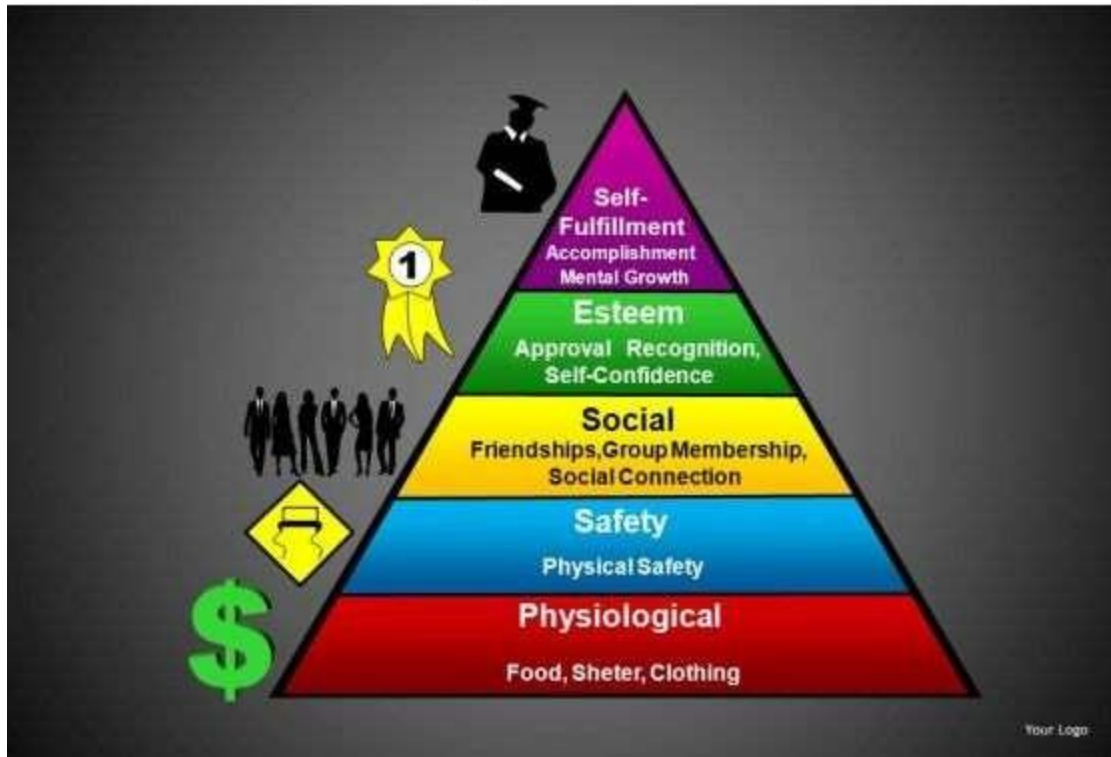
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Abraham Maslow (1908-1970)

Maslow's Hierarchy of needs



Maslow's Hierarchy of Needs

- Maslow's approach was radically different from earlier theories by Freud and Skinner.
- He studied finest human beings to prescribe his theory of motivation: Albert Einstein; Abraham Lincoln, Eleanor Roosevelt etc. Maslow's theory was bullish on the human race.
- Accordingly to Maslow's Theory there are four types of need that must be satisfied before an individual can act unselfishly.
- Maslow referred the lower needs as "deficiency needs" because their lack causes tension.
- We are driven to satisfy the lower needs but are drawn to meet the higher ones.
- **A satisfied need ceases to motivate.**

Physiological Needs

Physiological needs are those required to sustain life, such as:

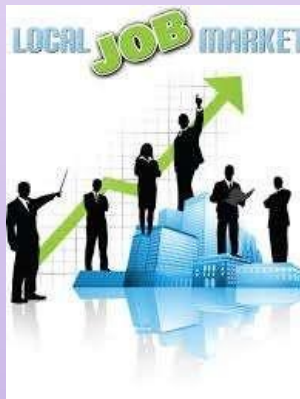
- *Air*
- *Water*
- *Food*
- *Sleep*



Safety Needs

Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs might be fulfilled by:

- *Living in a safe area*
- *Medical Facilities*
- *Job security*
- *Law and Order*



Social Needs

Once a person has met the lower level physiological and safety needs, higher level needs awaken. The first level of higher level needs are social needs.

Social needs are those related to interaction with others and may include:

- *Friendship*
- *Belonging to a group*
- *Giving and receiving love*



Esteem Needs

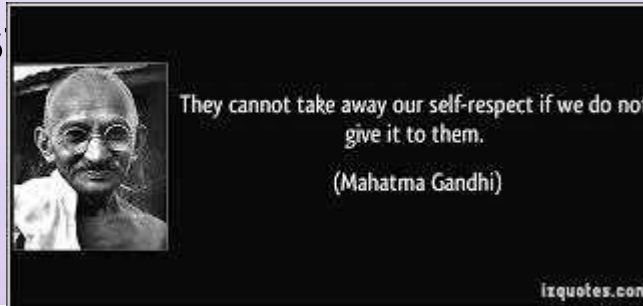
Esteem needs may be classified as internal or external.

Internal esteem needs are those related to self-esteem such as self

respect and achievement

External esteem needs are those such as social status and recognition. Some es

- *Self-respect*
- *Achievement*
- *Attention*
- *Recognition*
- *Reputation*



Self-Actualization

Self-actualization is the summit of Maslow's hierarchy of needs. It is the quest of reaching one's full potential as a person.

Self-actualized people tend to have needs such as:

- Peace
- Truth & Justice
- Knowledge
- Meaning of life



“
*The meaning of life is to
find your gift. The
purpose of life is to give it
away.*
”

— Pablo Picasso —



Limitations of Maslow's Theory

- Research have established the motivational forces for physiological, safety, love and esteem needs but have failed to discover a hierarchical arrangement. For example, even if safety need is not satisfied, the social need may emerge.
- Self less component of human behaviour has been ignored by Maslow.
- The need priority model may not apply at all times in all places.
- The level of motivation may be permanently lower for some people. For example, a person suffering from chronic unemployment may remain satisfied for the rest of his life if only he gets enough food.

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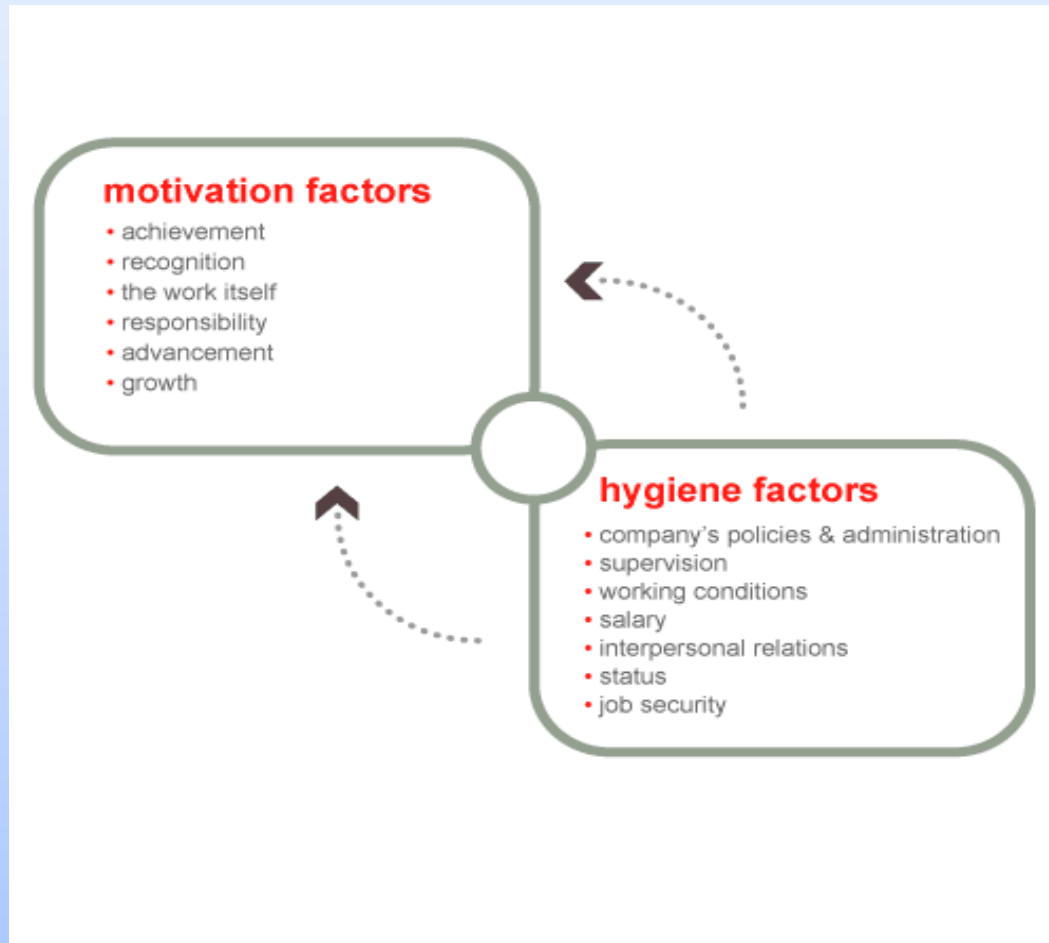
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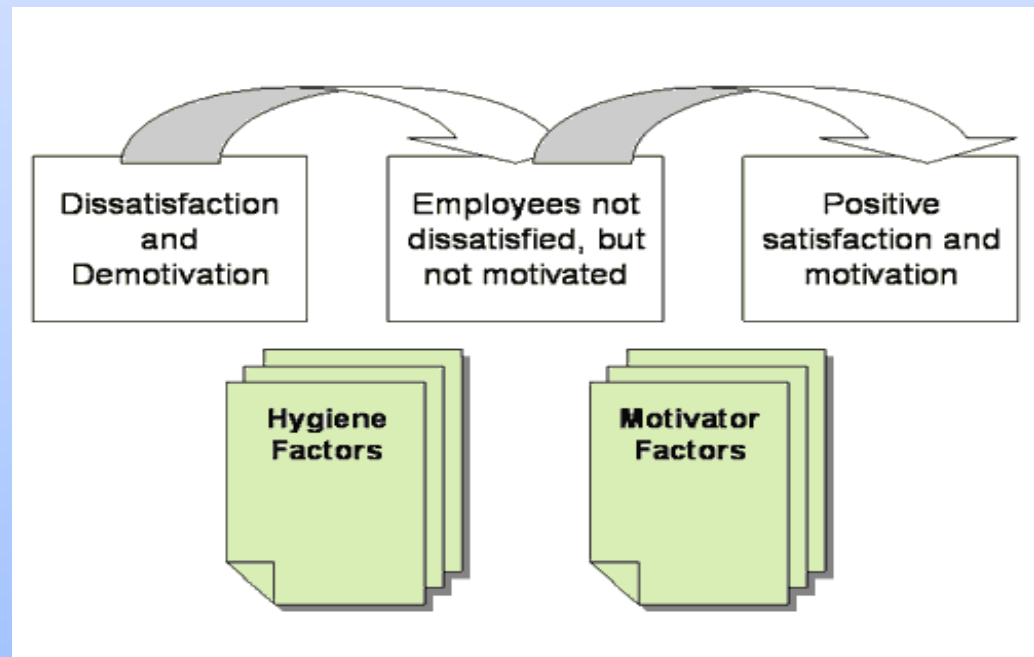
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Fredrick Hertzberg (1923-2000)




Herzberg's Motivation-Hygiene Theory

- According to Herzberg, Motivation is a two stage process.
- The opposite of **Satisfaction** is **No Satisfaction**.
- The opposite of **Dissatisfaction** is **No Dissatisfaction**.
- According to Herzberg, the factors leading to job satisfaction are "separate and distinct from those that lead to job dissatisfaction."



Herzberg's Hygiene and Motivational Factors

Dissatisfiers



Working conditions

Policies and administrative practices

Salary and Benefits

Supervision


Status

Job security

Co-workers

Personal life

Motivators



Recognition

Achievement

Advancement

Growth

Responsibility

Job challenge

Herzberg's Motivation-Hygiene Theory

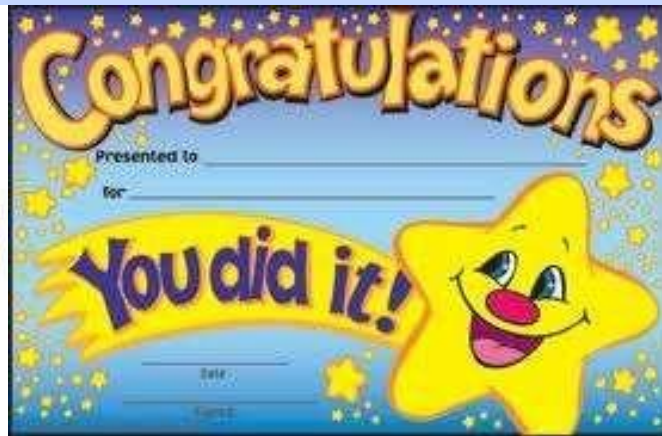
- **Factors for Dissatisfaction**

- Company Policies
- Supervision
- Relationship with Peers
- Work conditions
- Salary/Perks



Herzberg's Motivation-Hygiene Theory

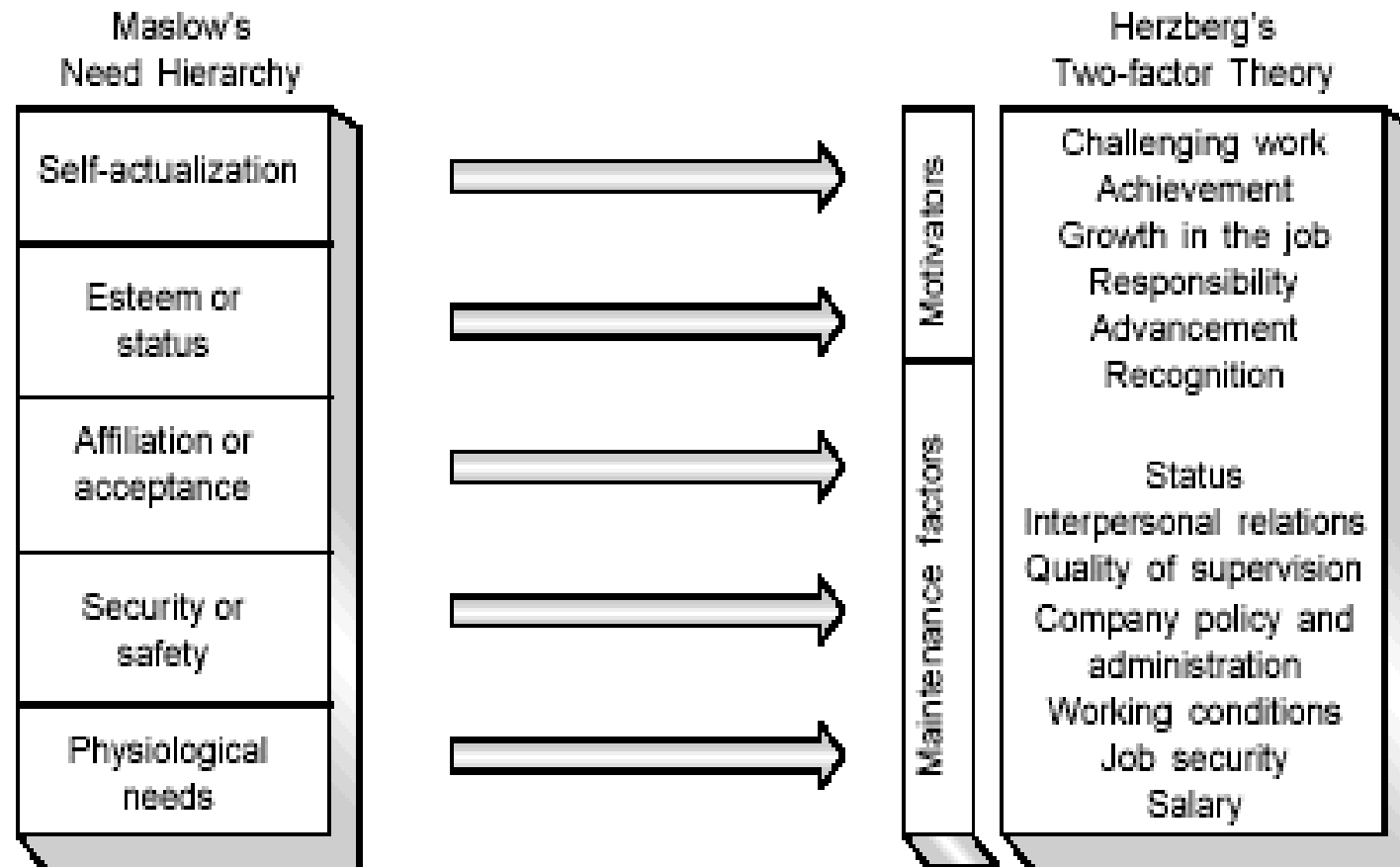
- **Factors for Satisfaction**
- Growth opportunity
- The work itself
- Achievement
- Responsibility
- Recognition



Limitation of Herzberg's Theory

- The Two Factor Theory assumes that happy employees produce more.
- Satisfied workers may not actually be more motivated or more productive than dissatisfied workers.
- Herzberg's theory is that people differ in their responses to hygiene and motivating factors. Herzberg's theory does not account for these individual differences.
- What motivates one individual might be a de-motivator for another individual.
- Not applicable for blue collar workers.

Maslow's vs Herzberg's Theory



Herzberg's Motivation-Hygiene Theory

- Factors of dissatisfaction are like rechargeable batteries while the factors for satisfaction are like generators.

