Motivation

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Motivation

- **What is it ?**

- **What motivates you ?**

- **What motivates others ?**

- **How might learning about motivation help you**

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Definition

- Motivation is the complex forces starting and keeping a person at work in an organization. Motivation is something that moves the person into action, and continue him in the course of action already initiated – Robert Dubin

- Motivation refers to the way in which urges, drives, desires, aspirations, strivings or need direct, control or explain the behaviour of human beings- McFarland

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The Nature of Motivation

- **Motivation** is a psychological process through which unsatisfied wants or needs lead to drives that are aimed at goals or incentives.

| Unsatisfied need | → | Drive toward goal to satisfy need | → | Attainment of goal (need satisfaction) |
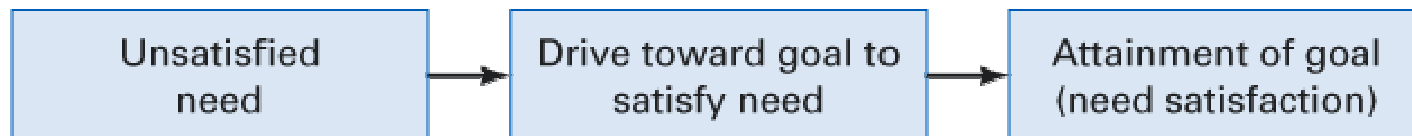
The Basic Motivation Process

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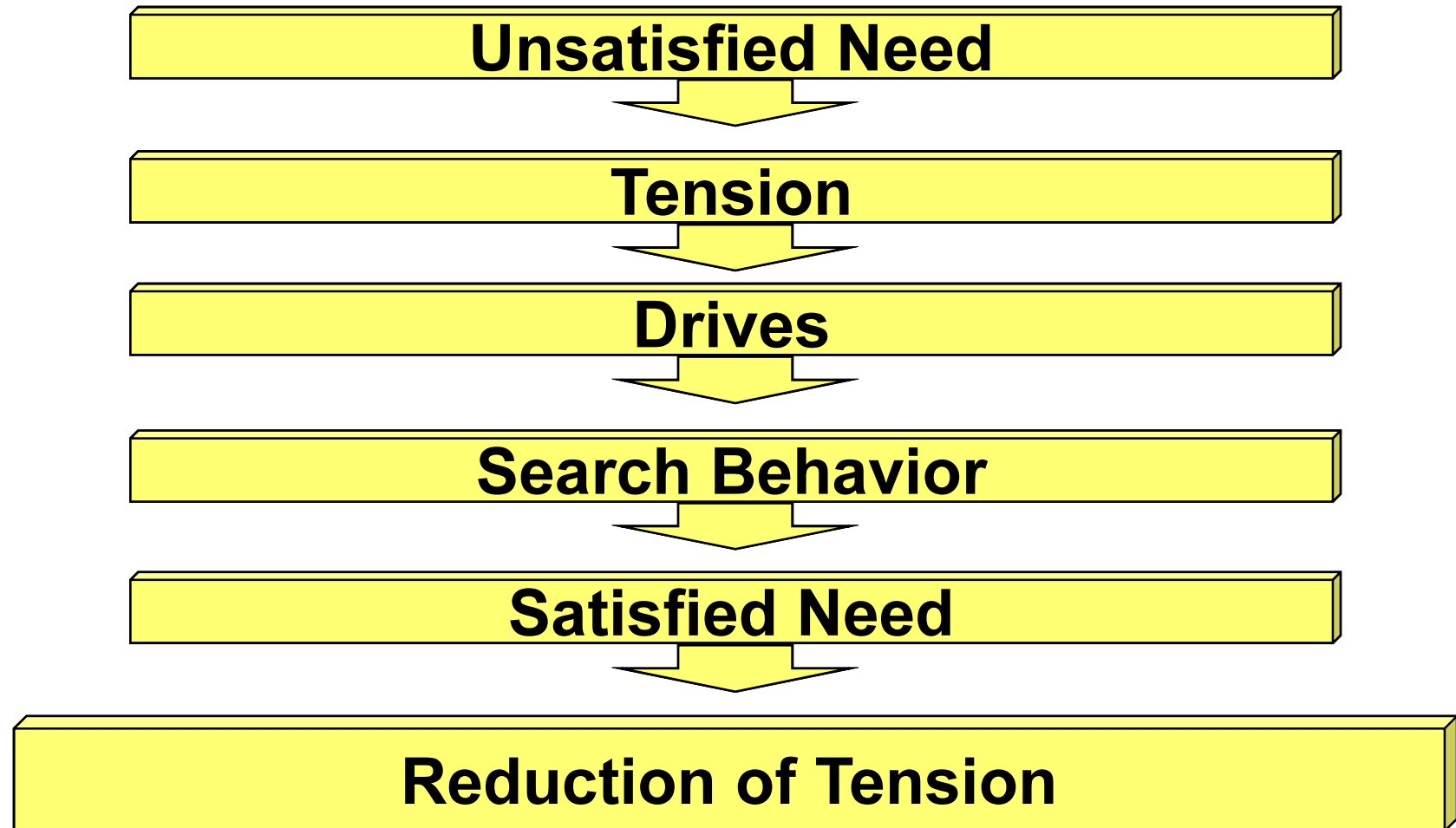
Nature of Motivation

- Based on Motives- Motivation is based on individual's motives which are internal to the individual. These motives are in the form of feelings that the individual lacks something. In order to overcome this feeling of lackness, he tries to behave in a manner which helps in overcoming this feeling.

- Affected by Motivating – The act of motivating channelizes need satisfaction as well as activate latent needs in an individual and harness them in a manner that would be functional for the organization

- Goal Directed Behaviour- Motivation leads to goal directed behaviour. A goal directed behaviour is one satisfies the causes for which behaviour took place.

Nature of Motivation

- Related to satisfaction – Motivation is related to satisfaction. Satisfaction refers to the contentment experiences of an individual which he derives out of need fulfillment. Satisfaction is a consequence of rewards and punishments associated with past experiences.

- Person Motivated in Totality – A person is motivated in totality and not in part. Each individual in the organization is a self contained unit and his needs are interrelated. These affect his behaviour in many ways. Feeling of needs is a continuous process.

- Complex process- Motivation is a complex process; complexity arises because of the nature of needs and the type of behaviour that is attempted to satisfy those needs.

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The Motivation Process

Unsatisfied Need

↓

Tension

↓

Drives

↓

Search Behavior

↓

Satisfied Need

↓

Reduction of Tension

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Key Elements

1. **Intensity: how hard a person tries**

2. **Direction: toward beneficial goal**

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

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Role of Motivation

- High Performance Level

- Low Employee Turnover and Absenteeism

- Acceptance of Organizational Changes – if properly motivated, they accept, introduce and implement these changes keeping the organization on the right track of progress

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3 Major Types of Motivation Theories

- Content Theories of Motivation
  - WHAT motivates us
- Process Theories of Motivation
  - WHY and HOW motivation occurs
- Reinforcement Theory
  - HOW outcomes influence behaviors

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Content Perspectives on Motivation

- Content Perspectives
  - Approaches to motivation that try to answer the question, "What factors in the workplace motivate people?"

- Content Perspectives of Motivation
  - Maslow's Hierarchy of Needs
  - Aldefer's ERG Theory
  - McGregory's Theory X and Theory Y
  - Herzberg's Two-Factor Theory
  - McClelland's Achievement, Power, and Affiliation Needs

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Early Theories of Motivation

- Maslow's Hierarchy of Needs
- McGregor's Theory X and Theory Y
- Herzberg's Motivation-Hygiene Theory

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Maslow's Hierarchy of Needs
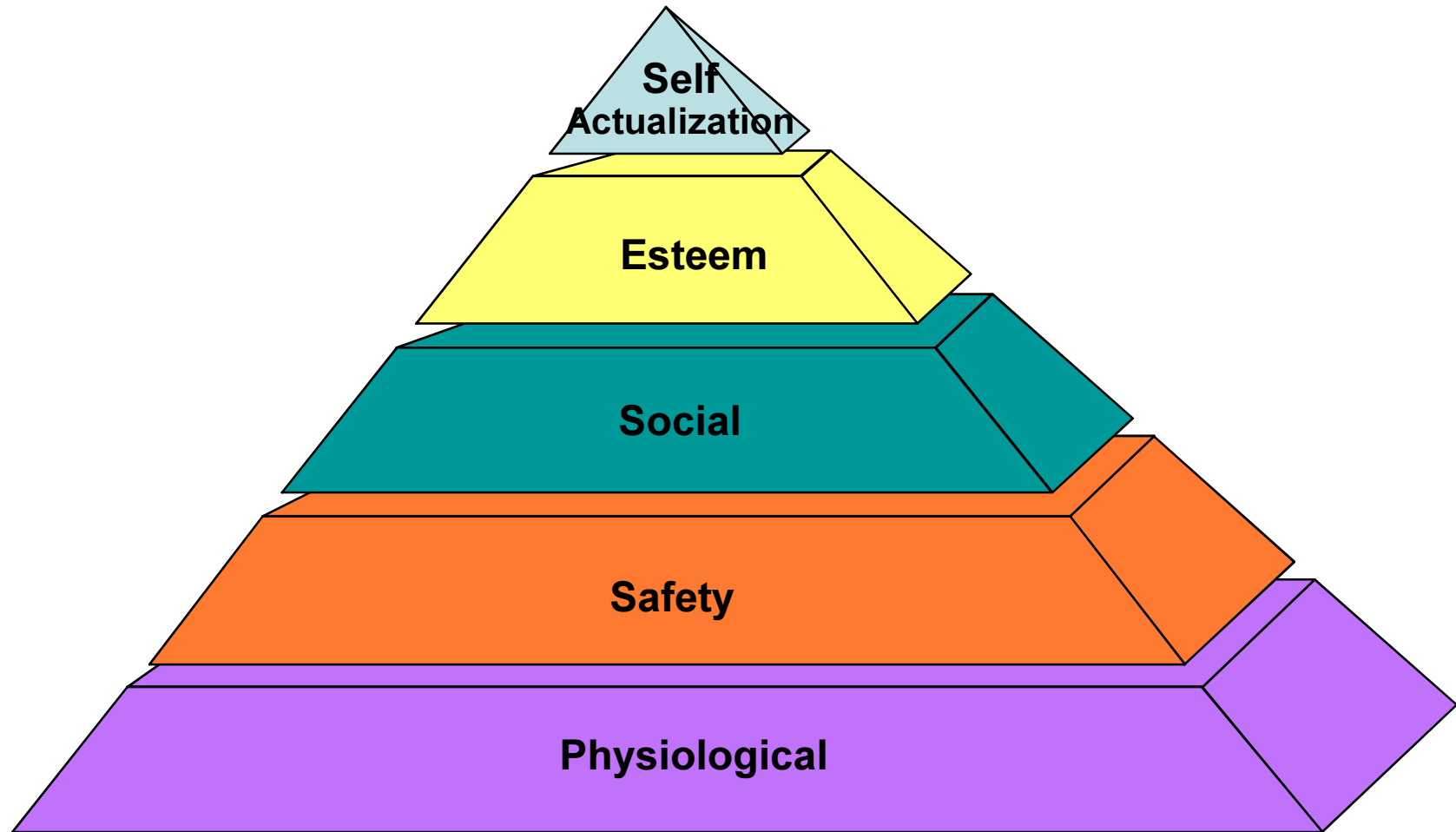
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PHYSIOLOGICAL OR SURVIVAL NEEDS

- MOST NEEDS HAVE TO DO WITH SURVIVAL PHYSICALLY AND PSYCHOLOGICALLY

PHYSIOLOGICAL OR SURVIVAL NEEDS

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PHYSIOLOGICAL OR SURVIVAL NEEDS

- Food
- Water
- Oxygen
- Sleep
- Protection from extreme temperatures
- Elimination
- Sensory needs - hearing, seeing, feeling etc.
- Motor needs - if muscles are not stimulated, they will atrophy

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SAFETY/SECURITY

- The need to be free from anxiety and fear
- The need to be secure in the environment
- The need for order and routine

SAFETY NEEDS

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Social Needs

- Social acceptance, friendship, to be loved
- Need to belong, to relate to others
- The ability to give and receive love and affection

LOVE, AFFECTION, AND BELONGINGNESS NEEDS
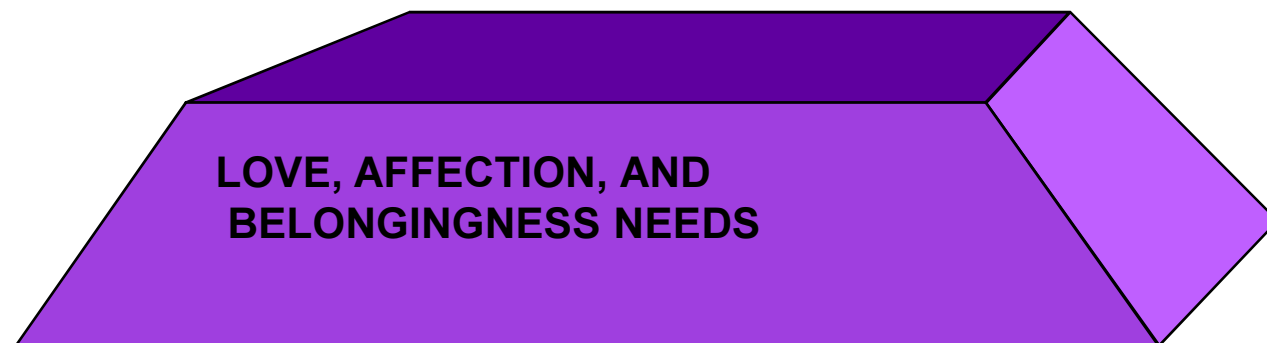
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ESTEEM

- Feeling important and worthwhile – includes respect, approval, appreciation

- We engage in activities that bring achievement, success, and recognition

- We gain self-confidence and begin to direct our actions toward becoming what we WANT to be

ESTEEM NEEDS

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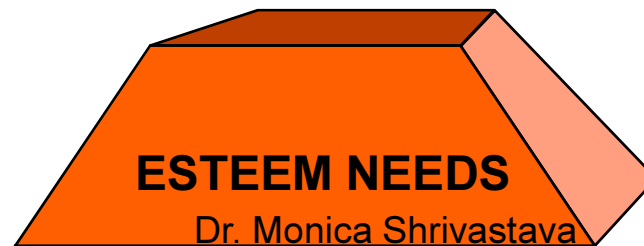
Self Actualization

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

Nobody can do everything,

but we can nearly all do more than we think we can

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Content Theories

1. Maslow's theory
   - Rests on a number of assumptions:
     - Lower-level needs must be satisfied before higher-level needs become motivators
     - A need that is satisfied no longer motivates
     - More ways to satisfy higher-level than there are ways to satisfy lower-level needs

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Problems

- There is lack of hierarchical structure of needs

- (1) Some people may be deprived of their lower needs but may try for self-actualization needs – Mahatma Gandhi

- (2) For some self esteem may be more than social needs

- (3) Some people may not care for job security but care for social needs.

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Problems

- There is another problem that is lack of cause effect relationship between need and behaviour. A particular need may cause different behaviour in different people. For eg:- A person who is thirsty may take water, soft drink, juice etc. Similarly a person may earn money to satisfy several types of needs not only physiological needs.

- A person tries for its higher level needs when his lower needs are reasonably satisfied. What is reasonable is subjective matter.
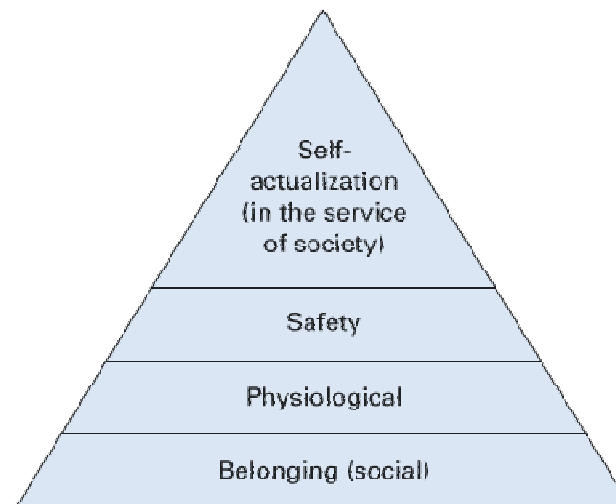
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Maslow's Theory of Motivation

Figure 12–2

Maslow's Need Hierarchy

- Self-actualization
- Esteem
- Social
- Safety
- Physiological
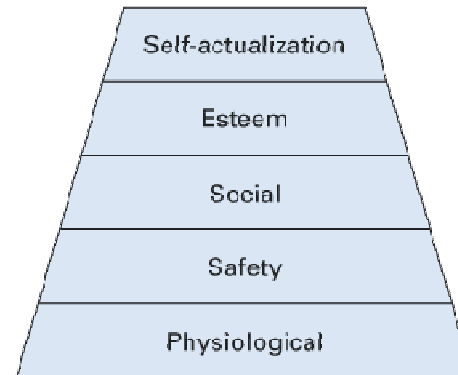
Figure 12–3

Collectivist Need Hierarchy

- Self-actualization (in the service of society)
- Safety
- Physiological
- Belonging (social)

Source: Patrick A. Gambrel and Rebecca Cianci, "Maslow's Hierarchy of Needs: Does It Apply in a Collectivist Culture," *Journal of Applied Management and Entrepreneurship* 8, no. 2 (April 2003), p. 157. Reprinted with permission.

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Maslow's Motivation Theory

- ## International findings:
  - Haire study indicated all needs important to respondents across cultures
    - International managers (not rank and file employees) indicated upper-level needs of particular importance to them
    - Findings for select country clusters (Latin Europe, U.S./U.K., Nordic Europe) indicated *autonomy* and *self-actualizatio*n were most important and least satisfied needs for respondents

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Maslow's Motivation Theory: international Evidence

- Another study of East Asian managers in eight countries found *autonomy* and *self-actualizatio*n in most cases ranked high

- Some researchers have suggested modification of Maslow's Western-oriented hierarchy by re-ranking needs.

- Asian culture emphasizes needs of society:
  - Chinese hierarchy of needs might have four levels ranked from lowest to highest: Belonging (social); Physiological; Safety; Self-actualization (in service of society)

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Content Theories

- Herzberg's Motivation-Hygiene Theory
  - Job satisfaction and job dissatisfaction are created by different factors.
    - **Hygiene factors:** extrinsic (environmental) factors that create job dissatisfaction.
    - **Motivators:** intrinsic (psychological) factors that create job satisfaction.
  - Attempted to explain why job satisfaction does not result in increased performance.
    - The opposite of satisfaction is not

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Herzberg's Motivation – Hygiene Theory

- There are two categories of needs essentially independent of each other affecting behaviour in different ways.

- The absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction.

- In contrast, he determined from the data that the motivators were elements that enriched a person's job; he found *five factors* in particular that were strong d*eterminers of job satisfaction: achievement, recognition, the work itself, responsibility, and advancement.* These motivators (satisfiers) were associated with *long-term* positive effects in job performance while the hygiene factors (dissatisfiers) consistently produced only *short-term* changes in job attitudes and performance, which quickly fell back to its previous level.
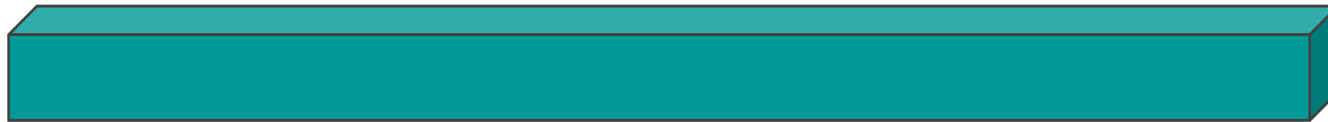
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Herzberg's Two-Factor Theory of Motivation

- A theory that identifies two sets of factors that influence job satisfaction:

  - **Motivators**: Job content factors such as achievement, recognition, responsibility, advancement, and the work itself. Only when motivators are present will there be **satisfactio**n.

  - **Hygiene Factors**: Job-context factors such as salary, interpersonal relations, technical supervision, working conditions, company policies and administration, job security, personal life, status. If hygiene factors aren't taken care of there will be **dissatisfaction.**

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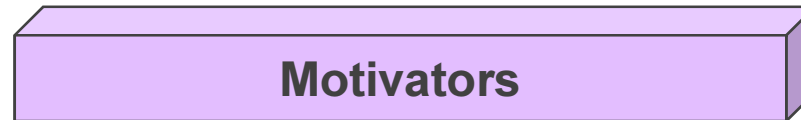# Contrasting Views of Satisfaction-Dissatisfaction
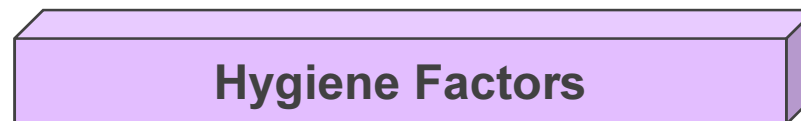
Traditional View

Satisfaction   Dissatisfaction

Herzberg's View

Motivators

Satisfaction   No Satisfaction

Hygiene Factors

No Dissatisfaction   Dissatisfaction

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Herzberg's Two Factor Theory

Table 12–3
Herzberg's Two-Factor Theory

Hygiene Factors	Motivators
Salary	Achievement
Technical supervision	Recognition
Company policies and administration	Responsibility
Interpersonal relations	Advancement
Working conditions	The work itself

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Motivation-Hygiene Theory

Achievement
Recognition
Work Itself
Responsibility
Advancement
Growth

Supervision
Company Policy
Supervisor
Relations
Working Conditions
Salary
Peers
Personal Life
Subordinate
Relations
Status
Security

Extremely Satisfied | **Neutral** | **Extremely Dissatisfied**

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Herzberg vs. Maslow:

Table 12–4
The Relationship Between Maslow's Need Hierarchy and Herzberg's Two-Factor Theory

Maslow's Need Hierarchy	Herzberg's Two-Factor Theory
Self-actualization	Motivators
	Achievement
	Recognition
	Responsibility
Esteem	Advancement
	The work itself
Social	Hygiene factors
	Salary
	Technical supervision
Safety	Company policies and administration
	Interpersonal relations
Physiological	Working conditions

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Herzberg's Theory Generalized to International Context

- Research tends to support Herzberg's theory

- Hines: 218 middle managers and 196 salaried employees in New Zealand; found validity across occupational levels

- Similar study conducted among 178 Greek managers; overall theory held true

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Critical Analysis

- Job satisfaction and dissatisfaction are two opposite sides in a same continuum. Individuals in a job are affected by any change either in job environment or job content.

- Model is method bound….other methods show different results.

- The theory does not attach much importance to pay, status or interpersonal relationships which are very important for satisfaction

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