MOTIVATION

Where to? Why?

What is Motivation?

Internal processes that activate, guide and maintain behaviour over time
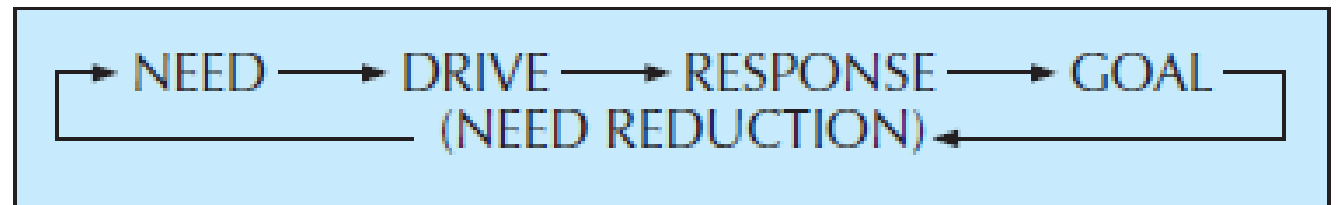
Need is an internal deficiency
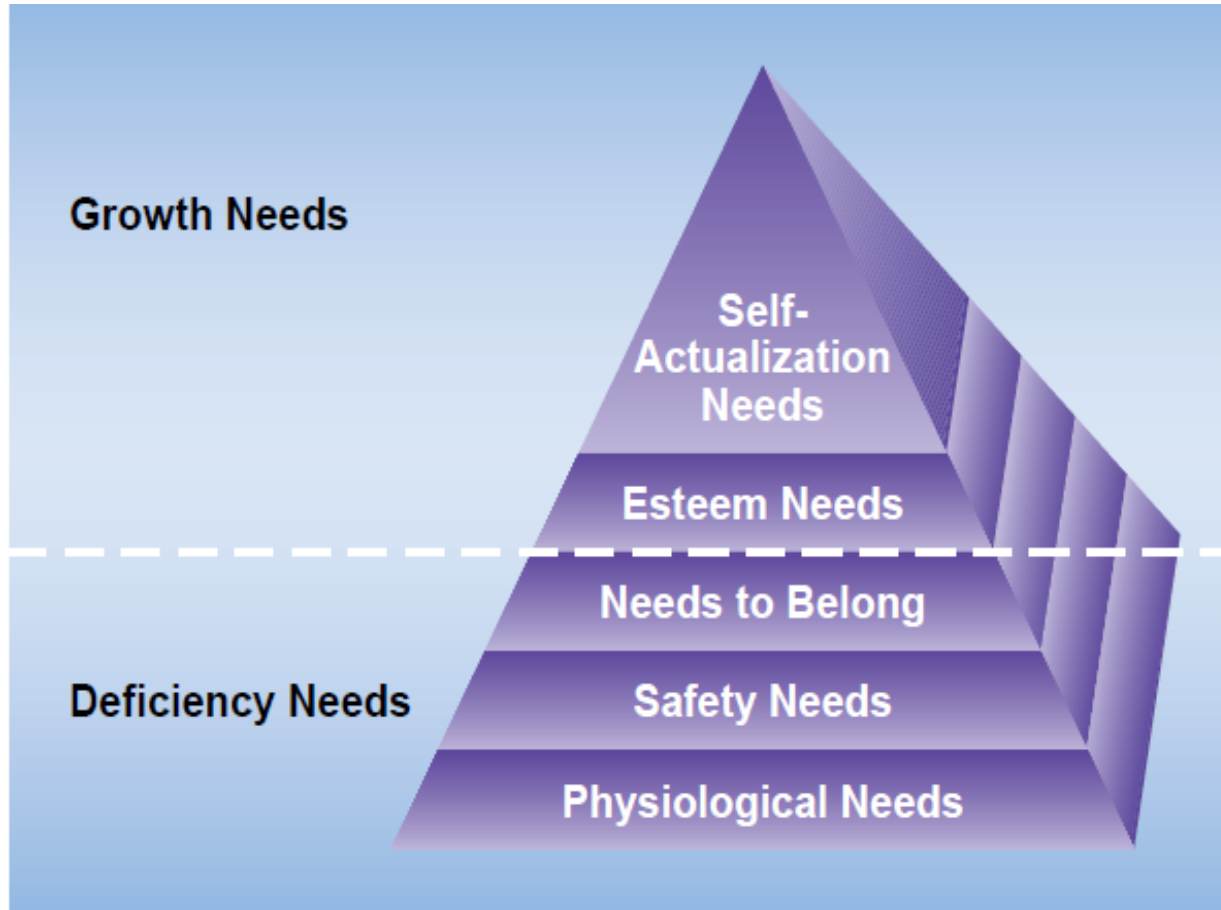
Drive is an energized, motivational state

Response is an action/series of actions

Goal is the target that we are trying to

Achieve

Maslow's Need Hierarchy Theory

Growth Needs

- Self-Actualization Needs
- Esteem Needs

Deficiency Needs

- Needs to Belong
- Safety Needs
- Physiological Needs

Self actualization is the need for self fulfilment, going beyond personal interests, becoming the best version of you

Esteem needs are the need to develop self-respect, gain approval of others and achieve success

Need to belong includes needs to have friends, being loved and appreciated

Safety needs are the needs to feels safe and secure in one's life

Physiological needs can be basic needs of survival like food and sleep

Maslow said that needs exist in a hierarchy and higher-level needs cannot be activated until lower-level needs are met.

Maslow's Theory

- Work is a means to fulfil human needs

- For example, when we :

- Try to gain new skills

- Share what we know with others

- We are expressing our need to belong/affiliate. Through this association we hope to achieve growth, status and recognition at work- we fulfil our esteem needs through this process.

MASLOW'S HIERARCHY OF NEEDS

Meeting one's full potential in life, different for every person — **Self actualisation** — Self fulfilment needs

Respect, status, recognition, strength, self-esteem — **Esteem** — Psychological needs

Friendship, intimacy, family, connections — **Love/belonging**

Security, health, finances — **Safety** — Basic needs

Food, sleep, water — **Biological & Physiological**

PROFESSIONAL ACADEMY

MARKETING THEORIES EXPLAINED

Herzberg's Two Factors

Stated that extrinsic (hygiene) factors are related to job dis-satisfaction and intrinsic (motivator) factors are related to job satisfaction.

Motivators
(Satisfiers)

Performance
Achievement
Recognition
Responsibility
Work itself
Advancement
Growth opportunities

Hygiene Factors
(Dissatisfiers)

Relationship with peers
Company policies
Physical workplace
Work conditions
Salary
Status
Security
Relationship with supervisor
Supervision

Discussion

- *Considering these theories, how might companies motivate their employees?*

- Types of Incentives?

- Would the same type of incentives or rewards satisfy all employees?

Expectancy Theory

People will be motivated to engage in a behavior (make a choice) to the degree that they believe that the behavior will lead to a valued outcome
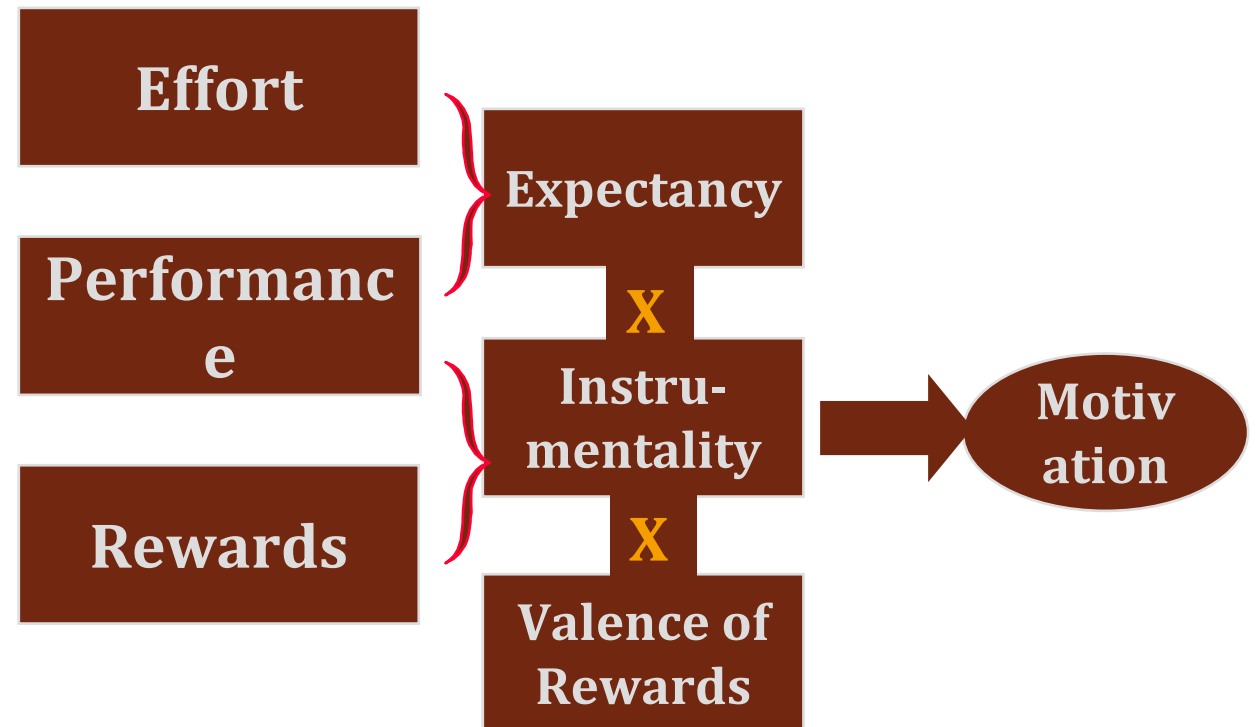
Expectancy: The degree to which you expect that hard work (effort) will lead to good performance or high accomplishments

Instrumentality: The perception that if you perform well, you will be rewarded

Valence: How much do you value the rewards you may receive

Effort	
Performance	**Expectancy**
	X
Rewards	**Instru-mentality**
	X
	Valence of Rewards

Motivation

Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.

Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.

Identifying motivational issues

- 4= perfectly describes me
  3= describes me somewhat
  2= does not describe me
  1= does not describe me at all

- A= I always get my work completed on time

  B= The quality of my work is superior

  C= It takes a looming deadline to motivate me

  D= I do my best work under pressure

  E= I like to get started on the project right away

- (can be used on people you are dealing with to identify motivational issues)
- (other things that one must establish **situation vs person**

SCORING

- ***Planners:*** are self-motivated, strategize their work, and tend to start right away even on long-term projects. Planners generally score high on items A, B, and E.

- ***Incubators:*** thrive on deadlines, put off work till the last minute but always complete work on time, and produce high quality. Incubators generally score high on items A, B, C, and D.

- ***Triflers:*** start work early but get distracted and lose interest easily. Triflers generally score high on item E and low on items A and B.

- ***Procrastinators:*** put off work till the last minute and often hand in mediocre work. Procrastinators generally score high on items C and D and low on items A and B.

(How can you help these people? Who would you put together for a project and why?)

Social Motives

Social motives are learned motives acquired as a part of growing up in a particular society and culture

Example, behaviour of outstanding athletes, scientists, artists, educators and leaders are best understood in terms of social motives.

Some examples of social motives are need for achievement, cognition, power, affiliation

Need for Achievement

- A desire/need to meet an internal standard of excellence

- People high in the need for achievement strive to do well any time they are evaluated

- They tend to pick moderately challenging tasks in which they can succeed

- They prefer to have feedback on their performance so they can do better next time

- Such people enjoy challenges and perform them with perseverance, passion and self confidence

Need for Power

- A desire to have control over others

How is power exerted over others?

Need for Power

Power is exerted in different ways :

- Legitimate Power : Power as a result of one's position

- Expert Power: Power that is based on expertise, special skills or knowledge

- Referent Power: Power that arises because of a person's resources or desirable traits

Intrinsic vs Extrinsic Motivation

- According to self-determination theory, when you freely choose to do something for enjoyment or to improve your abilities, your motivation is usually intrinsic

- Intrinsic motivation is displayed when we operate without any obvious external rewards

- We enjoy such an activity or see it as an opportunity to explore, learn, and actualize our potentials.

- Extrinsic motivation stems from external factors, such as, pay, grades, rewards, obligations and approvals.

Question

How far can extrinsic motivators (rewards) take you?

Do extrinsic rewards strengthen intrinsic motivation?

Org Justice

- Organizational justice generally refers to perceptions of fairness in the treatment of individuals internal to that organization

- It is of three types:

  - Procedural

  - Distributive

  - Interactional

Procedural justice focuses on the fairness of the decision-making or process that leads to these outcomes. Employees perceive procedural justice when they feel they can voice their opinion regarding the process.

Distributive justice occurs when employees believe that outcomes are equitable. These outcomes are either tangible, such as pay, or intangible, such as positive feedback.

Interactional justice focuses on the way in which an individual is treated when decisions are made; individuals feel they are being treated fairly when employers provide explanations for decisions and treat employees with dignity, respect, and sensitivity

Interpersonal justice: Interpersonal justice focuses on the way in which organizations treat employees, with an emphasis on respect and courtesy.

Informational justice: Informational justice focuses on whether employers provide adequate explanations to employees with an emphasis on timeliness, specificity, and truthfulness

Organizational Justice

- Promotes **equity**- meaning- the balance between the input employee gives and the output they receive

- What are affirmative actions?

a set of procedures designed to; eliminate unlawful discrimination among applicants, remedy the results of such prior discrimination, and prevent such discrimination in the future.

Conclusions about Human Motivation

- Motivation is not linear- it changes according to **contexts (including situations/policies/culture)**

- People have beliefs about motivation. For example, Expectancy theory suggests that individuals are motivated to perform if they know that their extra performance is recognized and rewarded

- The reward MUST be what they value (at that time in that specific situation)