

External to Internal Motivation – A Paradigm Shift

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WHAT IS MOTIVATION?

Generally we associate the word MOTIVATION with human behavior, meaning, a state of mind that moves us to action. Even though few of us have had formal training in it, it's one of those characteristics of life that seems to fit the old adage, "I know it when I see it."

Failure is the highway to success..... Success is failure turned inside out.

MOTIVATION REDefined

Motivation is like the engine of the mind which drives the individual. Like all other engines fuel needs to be constantly added to keep the engines running. This fuel is his self belief. **If someone thinks that he can win, he will.** A person needs to believe what he is doing and accept responsibility. The greatest motivation comes from a person's belief system.

HOW DOES MOTIVATION WORK ?

Motivation can work in two ways – internally and externally.

INTERNAL MOTIVATION

When a person is self driven he is motivated internally. It is the drive and the positive attitude of the person which keeps him focused. But the problem is to remain motivated. People can keep repeating positive statements to keep their self within a positive frame of reference. In other words it is positive self-talk.

Internal motivation is the inner gratification, a feeling of accomplishment and fulfillment which leads to self development and self motivation. People need realistic and challenging goals for self development to stay motivated.

EXTERNAL MOTIVATION

Financial bonuses, fear, responsibility, fame and such external factors play an important role in motivating people. Fear is an important motivational factor in the negative sense. It is a short-term input and gets the job done instantaneously. Although this method is used frequently in organizations it has its disadvantages.

- (i) Since it is administered externally it is there as long as the motivator is physically present. When the motivator goes the motivation also goes away.
- (ii) It causes immense stress
- (iii) Performance is limited to compliance and destroys creativity. In the long run performance goes down.

THE JOURNEY – Motivation to De- motivation

People, when they join organizations, are highly motivated but ineffective since they are new to the organization and its systems. They are open to all suggestions and are ready to learn. Positive inputs, during this tenure, help to develop a motivated and effective employee. After working for some years in an organization doing the same job, an employee may get demotivated. Doing the same job, without fresh challenges and increased responsibilities a person just keeps on doing marginal work to keep afloat. From this stage, with proper inspiration, an employee can either be pushed into the

earlier stage of an effective motivated employee, or may slide to the last stage – that of a demotivated ineffective employee.

It may be difficult to motivate people but it is possible to inspire them to motivate themselves.....

Our life is what our thoughts make it. - Marcus Aurelius

MOTIVATIONAL INDUCEMENT SYSTEMS

Any company trying to compete must figure out a way to engage the mind of every employee

- Jack Welch

Inducement systems are those design aspects of an organization which act to energize, direct, or sustain behavior within the organization. The most commonly studied inducements systems are the **reward, task, managerial, and social inducement systems**. The reward system involves the design and implementation of formal reward systems in the organization, such as the compensation system and the promotional system. The task inducement system is involved with the motivational aspects of job and task design. The managerial inducement system derives its motivational properties from aspects of leadership style. Finally, the motivational impact of the work group or the organization as a social system defines the social inducement system.

SOURCES OF MOTIVATION

Internal Process Motivation

Individuals primarily motivated by intrinsic process will only engage in activities which they consider fun. These individuals are often diverted from tasks that are relevant to goal attainment in order to pursue tasks which are intrinsically more enjoyable.

Instrumental Motivation

Instrumental rewards are a motivating source when individuals believe that the behaviors they engage in will lead to certain outcomes such as pay, praise, etc. Rooted exchange theory, the basic assumption is that individuals and organizations constitute an exchange relationship. Expectancy and equity theories are currently accepted models of motivation based on exchange relationships.

External Self Concept-based Motivation

Self concept motivation is externally based when the individual is primarily directed by others . In this case, the ideal self is derived by adopting the role expectations of reference groups. The individual attempts to meet the expectations of others by behaving in ways that will elicit social feedback consistent with self perceptions.

Internal Self Concept-based Motivation

Self concept motivation will be internally based when the individual is primarily inner-directed. Internal self concept motivation takes the form of the individual setting internal standards that become the basis for the ideal self. The individual tends to use fixed rather than ordinal standards of self measurement as he/she attempts to first, reinforce perceptions of competency, and later achieve higher levels of competency.

Goal Internalization

Behavior is motivated by goal internalization when the individual adopts attitudes and behaviors because their content is congruent with their value system. The individual believes in the cause, and as such is willing to work towards the goals of an organization supporting this cause.

HOW TO MOTIVATE SELF AND OTHERS

A polio victim at the age of five started swimming to regain strength. Due to her conviction and self motivation she went on to become a world record holder at three events. She won the gold at the 1956 Olympics at Melbourne. Her name is Shelley Mann.

- Create an Empowering Environment
- Provide the training and resources needed to do a good job.
- Provide measurements, feedback and reinforcement.

SELF MOTIVATION

We can see that all the difference between man and man is owing to the existence and non-existence of faith in himself. Faith in ourselves will do everything.

Day after day, millions of people go through their lives wishing, hoping and dreaming that things could be better, with absolutely no knowledge that it is they themselves that perpetuate their own dissatisfaction. Self motivation can be achieved by following some basic principles:-

- Be willing to leave your comfort zone. Great things happen when you make friends with your discomfort zone.
- Don't be afraid to make mistakes. Wisdom helps us avoid making mistakes and comes from making a million of them.
- Don't indulge in self-limiting thinking. Think empowering, expansive thoughts.
- Choose to be happy. Happy people are easily motivated. Happiness is your birth right so don't settle for anything else.
- Spend at least one hour a day in self-development. Read good books or listen to inspiring tapes. Driving to and from work provides an excellent opportunity to listen to self-improvement tapes.
- Train yourself to finish what you start. Finish one task before you begin another.
- Live fully in the present moment. When you live in the past or the future you aren't able to make things happen in the present.
- Commit yourself to joy.
- Never quit when you experience a setback or frustration. Success could be just around the corner.
- Dare to dream big dreams!

NURTURING OTHERS

- Treat your employees like you treat your most valuable clients. Communicate your vision in a compelling way. Show everyone the role they have to contribute to this vision.
- Motivation is when you put the right person into the right job. Know the job! Know the employee and their motivations.
- Money is important but it is not the only reason that people are motivated in an organization.
- Employee committees to help develop motivation strategies are a very effective strategy. Get their input!
- Leadership must be deeply invested in retention and motivation. Recognition, in various forms, is a powerful motivation strategy.
- Remember, the "Fun Factor" is very important to many employees.
- Know the trends in benefit packages. Do your best to offer the ones your employees need? Consider offering the best of the rest.

THE NINE CAREER DRIVERS

- A. Material rewards:** Seeking possessions, wealth and a high standard of living.
- B. Power/Influence:** Seeking to be in control of people and resources.
- C. Search for meaning:** Seeking to do things that are believed to be valuable for their own sake.
- D. Expertise:** Seeking a high level of accomplishment in a specialised field.
- E. Creativity:** Seeking to innovate and be identified with original output.
- F. Affiliation:** Seeking nourishing relationships with others at work.
- G. Autonomy:** Seeking to be independent and able to make key decision for oneself.
- H. Security:** Seeking a solid and predictable future.
- I. Status:** Seeking to be recognised and admired.

12 EASY WAYS TO MOTIVATE

- 1. Think about your employees' strengths!**
- 2. Don't use motivation methods that don't work.**
- 3. Re-calibrate your motivation scale.**
- 4. Teach employees to measure their own success.**
- 5. Measure and track motivation levels..**
- 6. Ask employees what they want.**
- 7. Learn to recognize and eliminate threats.**
- 8. Stop Distracting Employees.**
- 9. Communicate!**
- 10. Ask employees for information about their performance.**
- 11. Explain your reward systems.**
- 12. Carry an idea notebook.**

When the going gets tough the tough get going.....

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