


MOTIVATION

Why is the concept of motivation necessary?

- Achievement = Aptitude * Opportunity * Effort
- Motivation explains activation, direction, and persistence of effort

**No One Can Motivate You...
Until You Motivate Yourself..!!!**



A person with long hair is sitting on a beach, looking out at the ocean. The scene is dimly lit, possibly at dusk or dawn. The text is overlaid on the image.

Stop asking
"Why am I still stuck in this situation?"
& start asking
"What do I need to learn from this situation?"

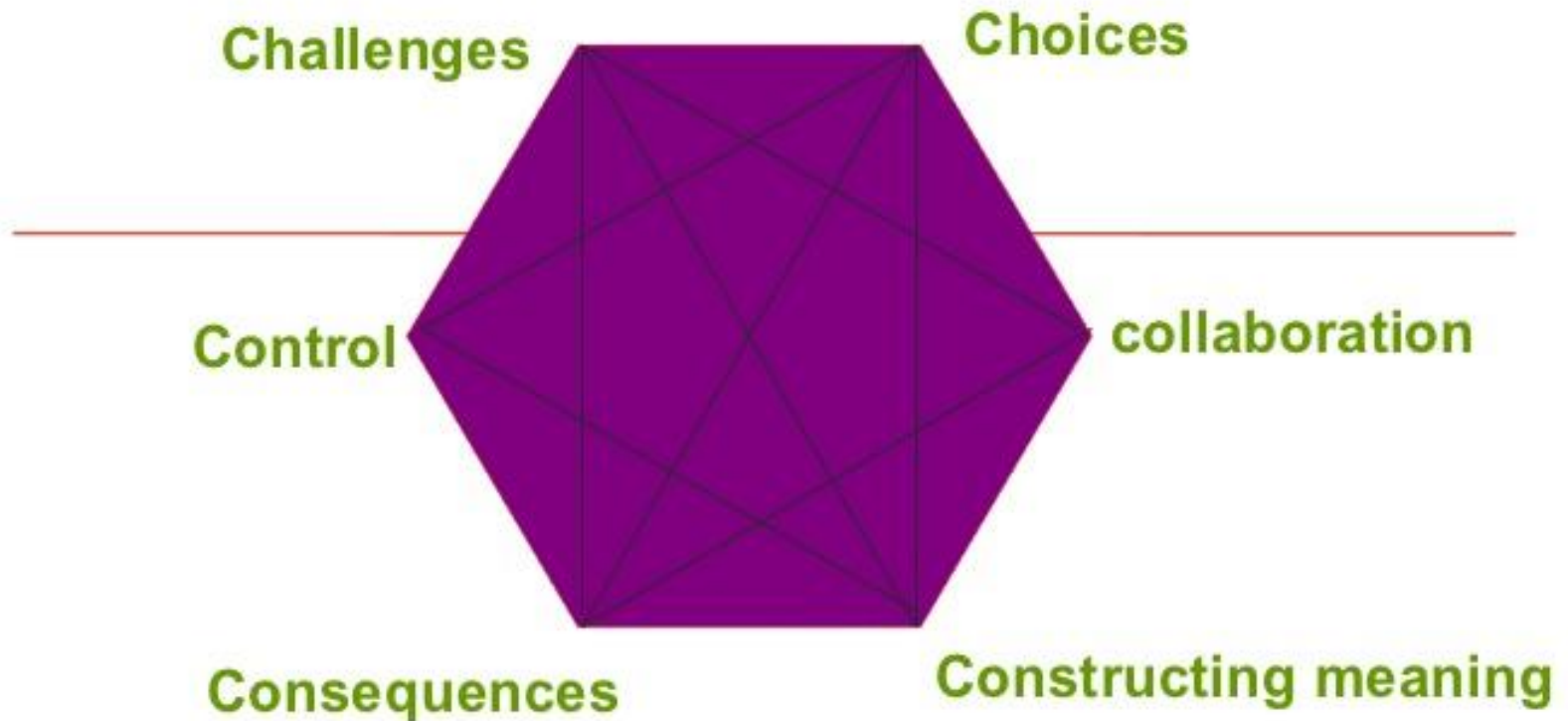
————— *My Dear Valentine* —————

What is motivation?

- The factors that direct and energize the behavior of humans and others.
- Motivation has biological, cognitive, and social aspects.

- From the Latin word *movere* – to move
- Motivation is the desire to do something and continue to work toward its accomplishment
- Motivation is dependent upon the answers to the following questions:
 - What do you want to do? (direction)
 - How important is it to you? (intensity)
 - Will you continue despite obstacles? (persistence)
- Motivation is a major problem facing contemporary organizations

Six C's of Motivation..



APPROACHES TO MOTIVATION

- Instinct approaches to motivation
- Drive reduction approaches
- Arousal approach
- Incentive approaches
- Cognitive approaches
- Maslow's hierarchy of needs
- ERG Theory
- Two factor Theory
- Acquired need Theory
- Equity Theory
- Expectancy Theory
- Goal setting Theory

Instinct Approach

- ***Instincts***

They can be defined as inborn patterns of behavior that are biologically determined rather than learned.

An innate tendency to achieve something e.g. Crying allows a human infant to survive

It is Inherited, species specific & automatic

- Instinct theory proposes that organisms are motivated to engage in certain behaviors because of their genetic programming and because these behaviors lead to success in terms of natural selection.
- Those instincts provide the energy that channels behavior in appropriate direction.

Drive Reduction Approaches

- ***Drive***

It is a motivational tension or arousal that energizes behavior to fulfill a need.

There are two types of drives

- Primary Drive
- Secondary Drive

- **Primary Drives**

They are related to biological need of body or of the species as a whole.

Examples

Hunger, Thirst, Sleep

▪ **Secondary Drive**

These are derives in which behavior fulfills no obvious biological need. In secondary drives prior experience and learning brings about the needs.

▪ **Example**

Some people have strong needs to achieve academically and professionally so it can be said that their achievement need is reflected in a secondary drive that motivates their behavior.

- According to these approaches the lack of basic biological requirement such as water produces a drive to obtain that requirement.

AROUSAL APPROACHES

- The belief that we try to maintain certain levels of stimulation and activity increasing and decreasing them is necessary.

INCENTIVE APPROACHES

- These theories suggest that motivation stems from the desire to obtain valued external goals or incentive.
- In this view the desirable properties of external stimuli whether grades money affection or food account for a persons motivation.

COGNITIVE APPROACHES

- These theories suggest that motivation is a product of people's thoughts, expectation and goals.
- They gave two types of motivations
 - ✓ Intrinsic motivation
 - ✓ Extrinsic motivation

➤ **Intrinsic motivation**

This causes us to participate in an activity for our own enjoyment rather than for any concrete tangible reward that it will bring.

➤ **Extrinsic motivation**

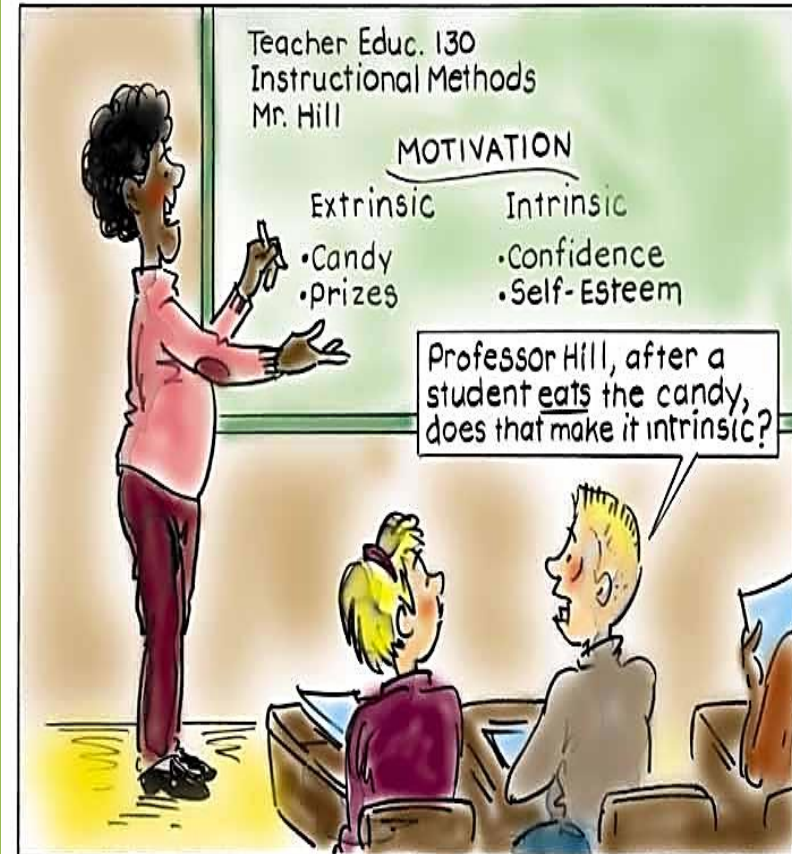
This causes us to do something for money, grade, or some other concrete tangible reward.

Intrinsic Motivation

- Self generated factors
 - Responsibility
 - Freedom to act
 - Use of skills and abilities
 - Interesting and challenging work opportunities for advancement etc.
- The desire to learn something
- Has a deeper and long-term effect

Extrinsic Motivation

- External factors that motivate people
 - Rewards
 - Promotion
 - Punishment
- Getting an 'A' grade in the course
- Has an immediate and powerful effect
- Won't necessarily last long



Theories of Motivation

Theoretical classification	Main theories
Content theories: address the question what motivates	Maslow's hierarchy of needs model Alderfer's modified need hierarchy model Herzberg's two factor theory McGregor's Theory X and Y McClelland's motivation theory
Theoretical classification	Main theories
Process theories: address the question of how people get motivated	Expectancy theory of choices Equity theory Goal setting theory

Motivation Theories

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graph TD; A[Motivation Theories] --> B[Content Theories]; A --> C[Process Theories]; B --> D[Maslow's Hierarchy of Needs]; B --> E[Alderfer's ERG Theory: Existence needs, Relatedness needs and Growth needs]; B --> F[McClelland's Theory of Needs: Need for Achievement, Affiliation and Power]; B --> G[Herzberg's Two Factors Theory]; C --> H[Skinner's Reinforcement Theory]; C --> I[Vroom's Expectancy Theory]; C --> J[Adam's Equity Theory]; C --> K[Locke's Goal setting Theory];
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Content Theories

Maslow's Hierarchy of Needs

Alderfer's ERG Theory: Existence needs, Relatedness needs and Growth needs

McClelland's Theory of Needs: Need for Achievement, Affiliation and Power

Herzberg's Two Factors Theory

Process Theories

Skinner's Reinforcement Theory

Vroom's Expectancy Theory

Adam's Equity Theory

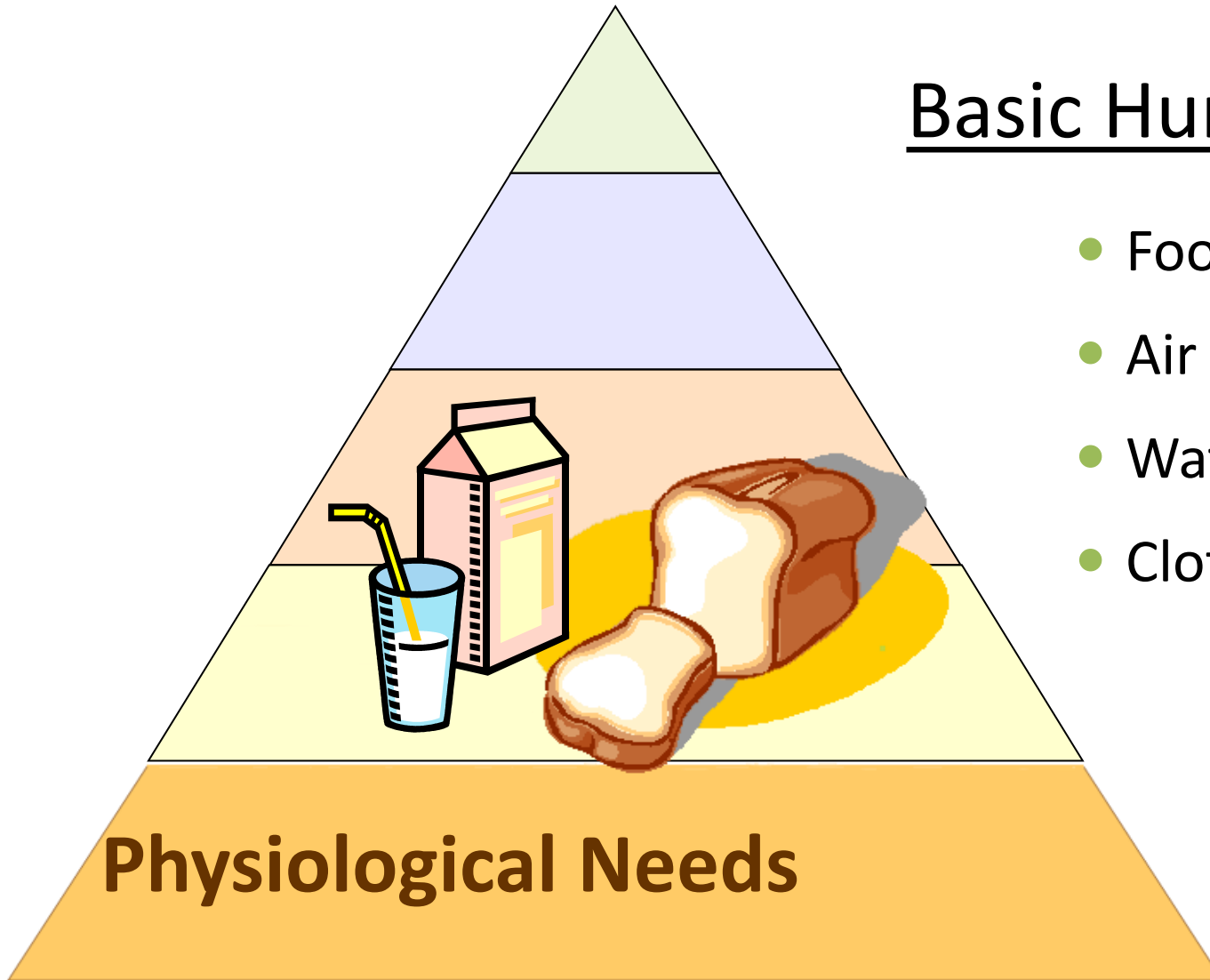
Locke's Goal setting Theory

Maslow's Hierarchy Of Needs

- Maslow's model places motivational needs in a hierarchy and suggests that before more sophisticated, higher order needs can be met, certain primary needs must be satisfied.
- A pyramid can represent the model, with the more basic needs at the bottom and the higher-order need, thereby guiding behavior, a person must first fulfill the more basic needs in the hierarchy.

Basic Human Needs

- Food
- Air
- Water
- Clothing



Safety and Security

- ◆ Protection
- ◆ Stability
- ◆ Pain Avoidance
- ◆ Routine/Order

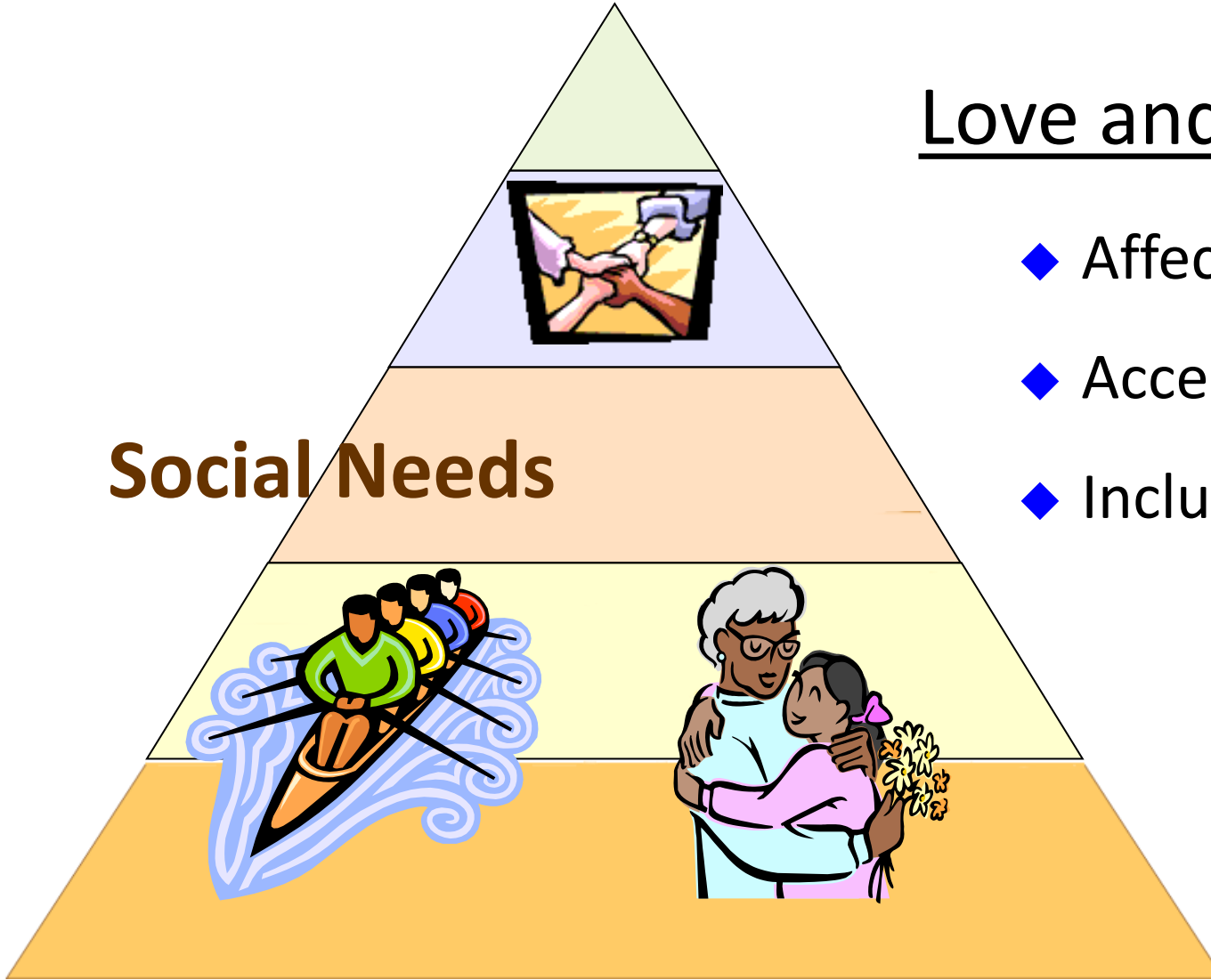
Safety Needs



Love and Belonging

- ◆ Affection
- ◆ Acceptance
- ◆ Inclusion

Social Needs



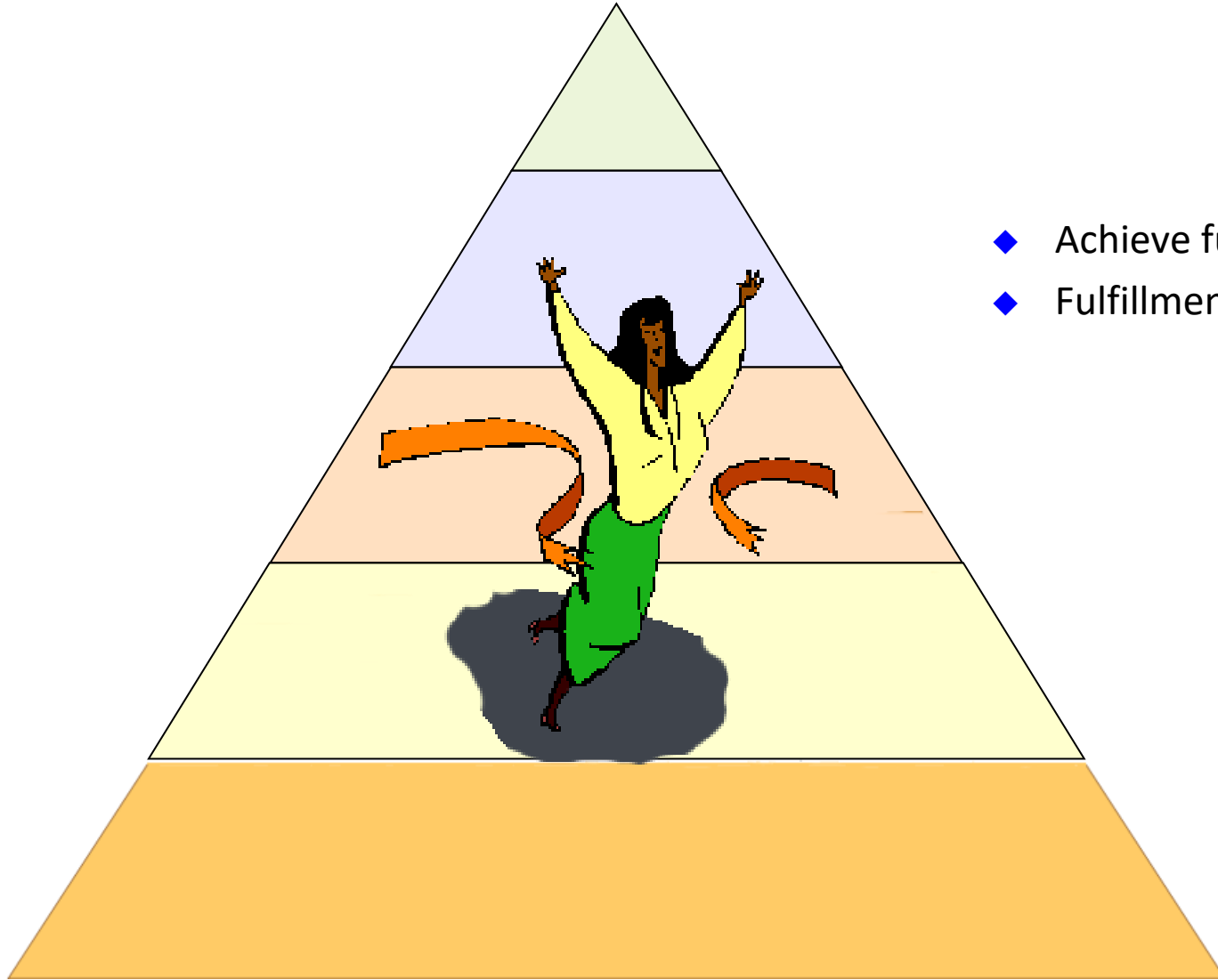
Esteem Needs



Esteem

- ◆ Self-Respect
- ◆ Self-Esteem
- ◆ Respected by Others

Self-Actualization

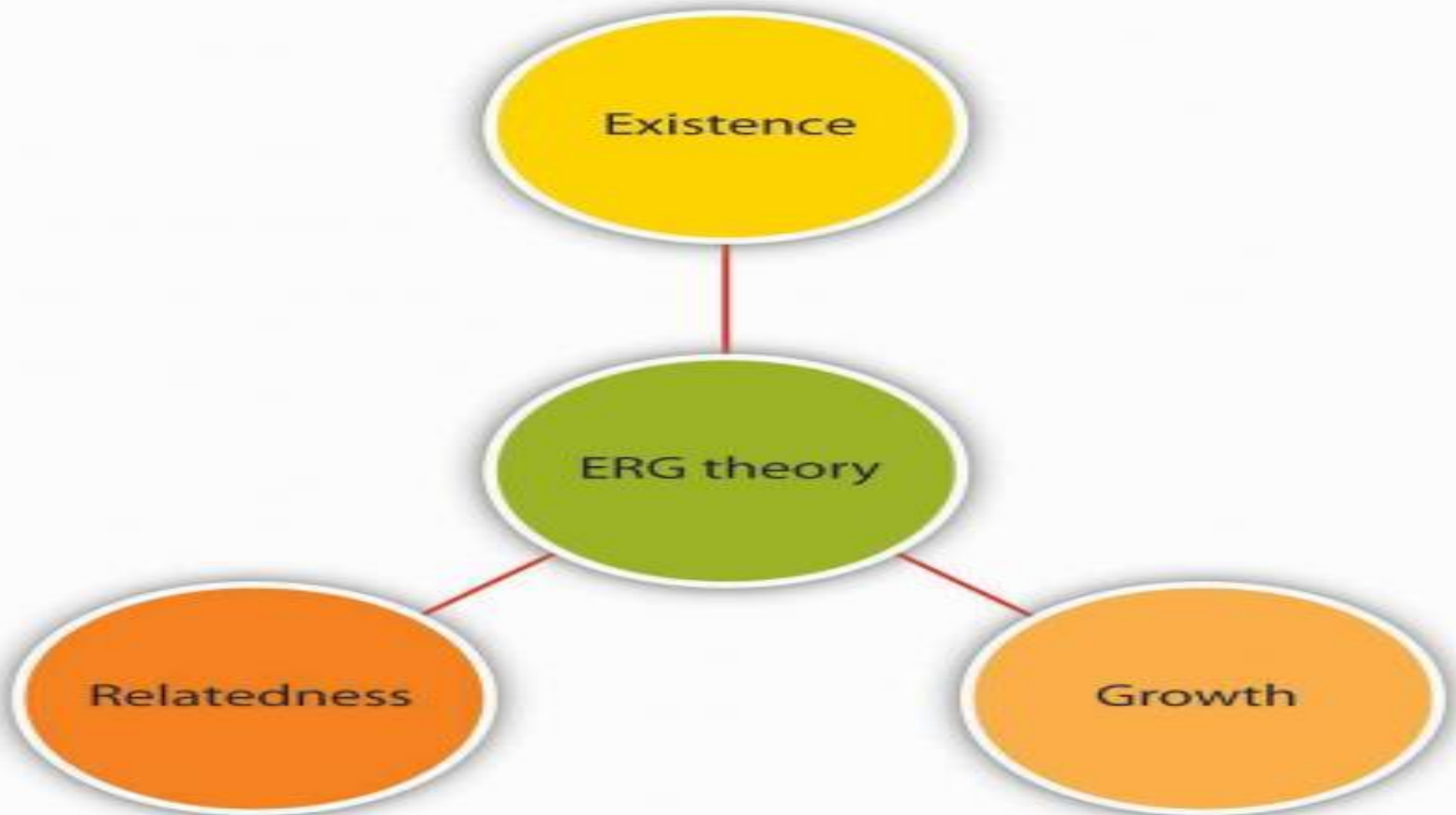


- ◆ Achieve full potential
- ◆ Fulfillment

Maslow's Hierarchy of Needs



ERG Theory



ERG Theory

- It is a modification of Maslow's hierarchy theory that proposes three categories of needs:
- ✓ **Existence Needs**.....These are needs for physical wellbeing.
- ✓ **Relatedness Needs**.....These relate to the need for satisfactory relationship with others.
- ✓ **Growth Needs**.....These focus on the development of human potential and the desire for personal growth and increased competence.

Maslow's Hierarchy	Physiological Needs	Physical & Emotional Safety	Social Needs	Esteem Needs	Self Actualization
ERG Theory	Existence		Relatedness		Growth

Two Factor Theory

- Herzberg believed that two entirely separate dimensions contribute to an employer's behavior at work.

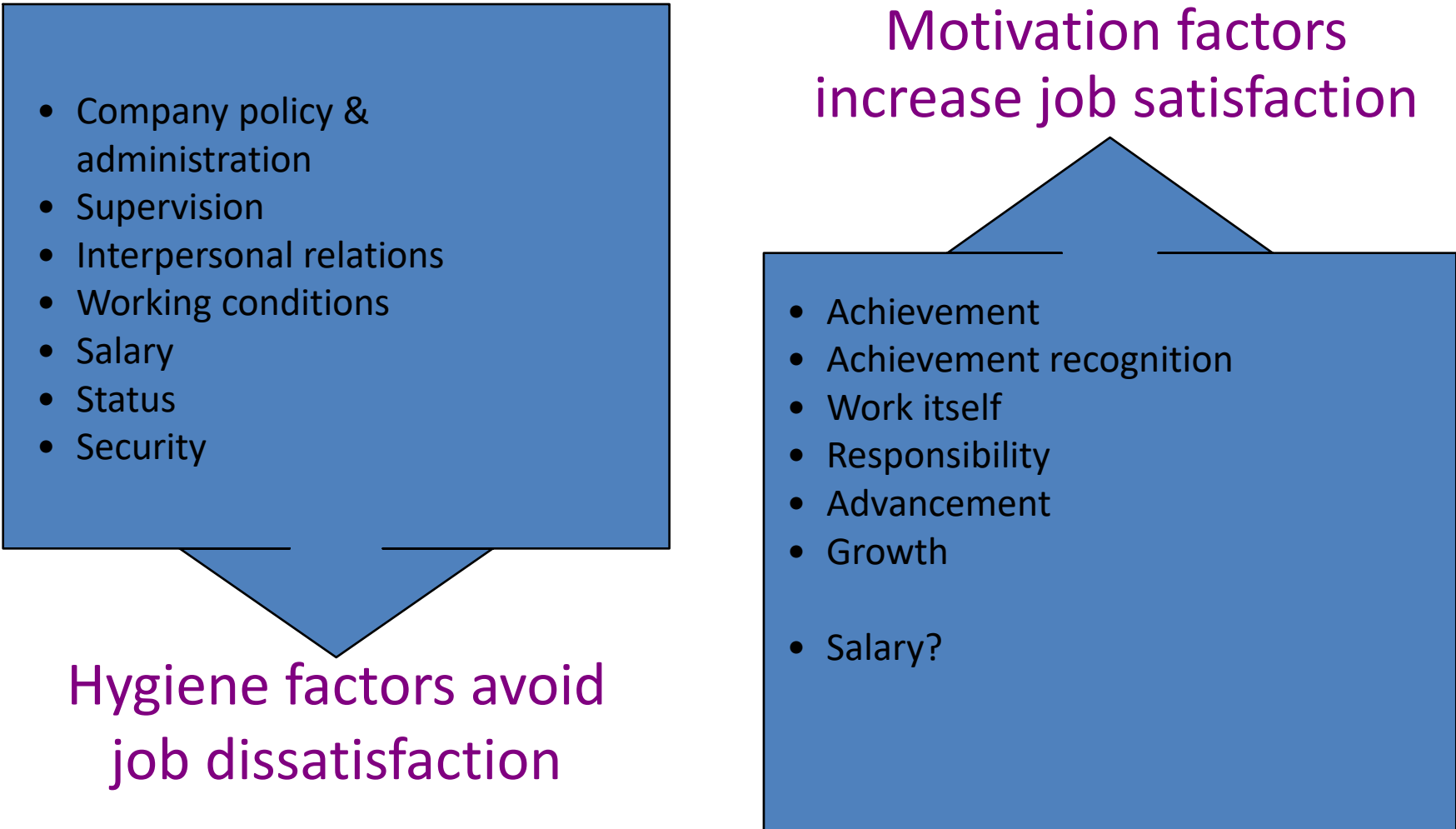
- **Hygiene factor**

Factors that involve the presence or absence of job dissatisfiers including working condition, pay, company policies and interpersonal relationships.

- **Motivators**

Factor that influence job satisfaction based on fulfillment of high level needs such as achievement, recognition, responsibility and opportunity for growth

Motivation–Hygiene Theory of Motivation

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- The diagram illustrates Herzberg's Two-Factor Theory of Motivation. It consists of two blue rectangular boxes. The left box, representing 'Hygiene factors', has a downward-pointing arrow at its bottom center. The right box, representing 'Motivation factors', has an upward-pointing arrow at its top center. The text 'Hygiene factors avoid job dissatisfaction' is positioned below the left box, and 'Motivation factors increase job satisfaction' is positioned above the right box. Both boxes contain bulleted lists of factors.
- Company policy & administration
 - Supervision
 - Interpersonal relations
 - Working conditions
 - Salary
 - Status
 - Security

Hygiene factors avoid
job dissatisfaction

Motivation factors
increase job satisfaction

- Achievement
- Achievement recognition
- Work itself
- Responsibility
- Advancement
- Growth
- Salary?

Satisfaction vs. Dissatisfaction

Motivators

Achievement

Growth

Recognition

Responsibility



Hygiene

Compensation

Fringes

Supervision

Work Conditions



Acquired Need Theory

- This theory was developed by David McClelland .
- The acquired needs theory proposes that certain types of needs are acquired during individual's life time.

✓ **Need for achievement**

These are desires to accomplish something difficult, attain high standard of success, master complex tasks and surpass others.

✓ **Needs for affiliation**

These are the desire to form close personal relationships, avoid conflict and establish warm friendship

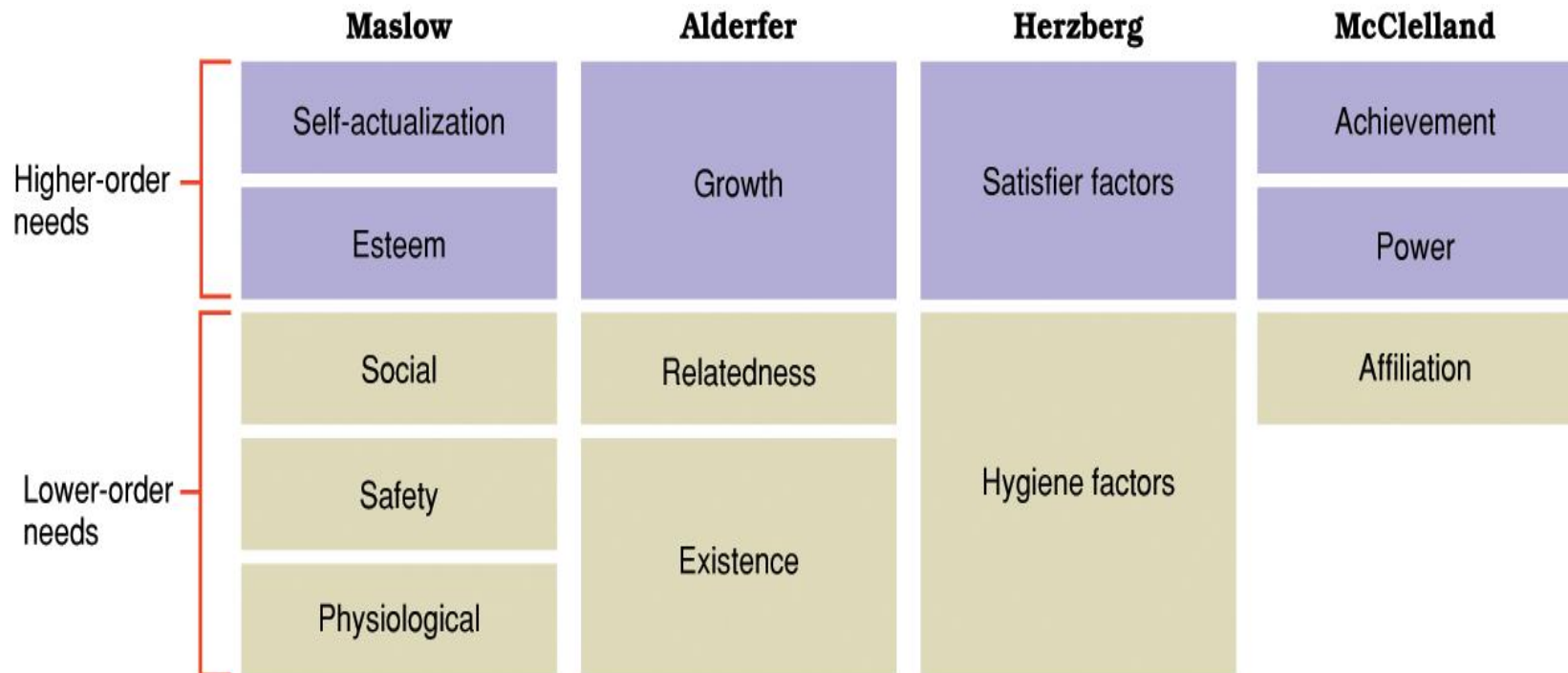
✓ **Need for power**

These are desire to influence or control others, be responsible for others and have authority over others

Early life experiences determine whether people acquire these needs. If children are encouraged to do things for themselves and receive reinforcement, they will acquire a need to achieve. If they are reinforced for forming warm human relationships, they will develop a need for affiliation. If they get satisfaction from controlling others they will acquire a need for power.

- Motives acquired through experience and interaction with others (McClelland, Murray)
 - Need for achievement The need to accomplish something difficult and to perform at a high standard of excellence
 - Need for affiliation
 - The need to have harmonious relationships with other people and to be accepted by others
 - Need for power
 - Personal – want to direct others
 - Institutional – want to organize efforts of others to meet the needs of the institution

Comparison of Maslow's, Alderfer's, Herzberg's, and McClelland's Motivation Theories



Equity Theory

It is a process theory that focuses on individuals perceptions of how fairly they are treated relative to others.

	Person		Comparison to other
Equity	Outcomes Inputs	=	Outcomes Inputs
Positive Inequity	Outcomes Inputs	>	Outcomes Inputs
Negative Inequity	Outcomes Inputs	<	Outcomes Inputs

Ways to reduce Inequity

When inequity exists, a person might...

- *reduce his/her inputs, efforts, quantity or quality of his/her work*
- *try to increase his/her outputs (ask for better mark, or pay raising)*
- *adjust his/her perception of reference person or his/her outcomes or inputs (re-evaluate his/her or the reference person's effort or outcome)*
- *change the reference person*
- *quit the situation.*

Equity Theory and Perception of Organizational Justice

Equity Theory Involves a Perception of :

- ❖ Distributive Justice

- ❖ Procedural Justice

- Distributive Justice

Perceived fairness in the distribution of outcomes.

- Procedural Justice

Perceived fairness of the procedures used to make decisions about the distribution of outcomes
(NOT distribution of outcomes)

Expectancy Theory

- Expectancy theory suggests that motivation depends on individuals' expectations about their ability perform tasks and rewards.

- E-P expectancy

Expectancy that putting effort into given task will lead to high performance

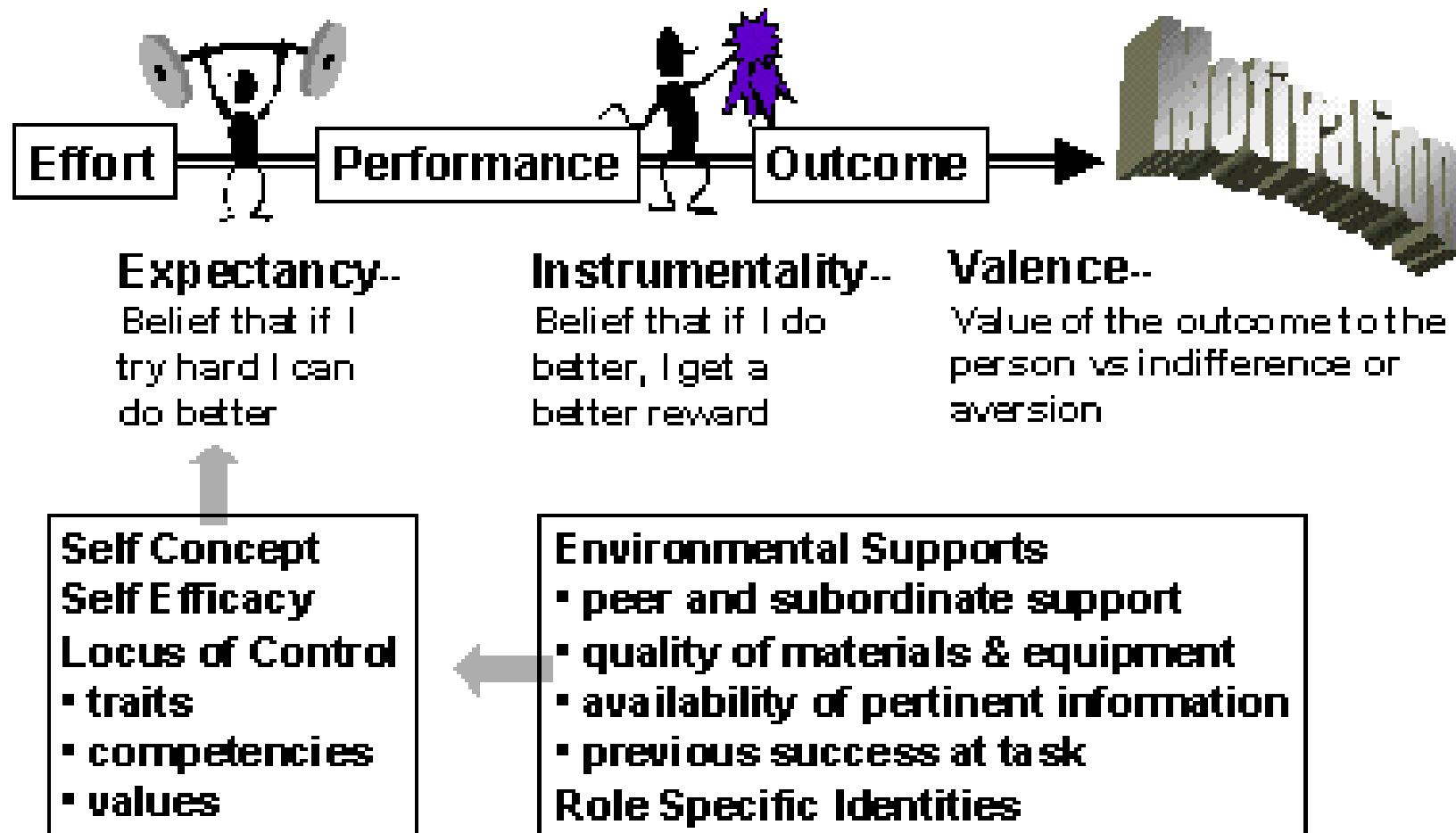
- E-O expectancy (Instrumentality)

Expectancy that successful performance of a task will lead to desired out comes

Valence

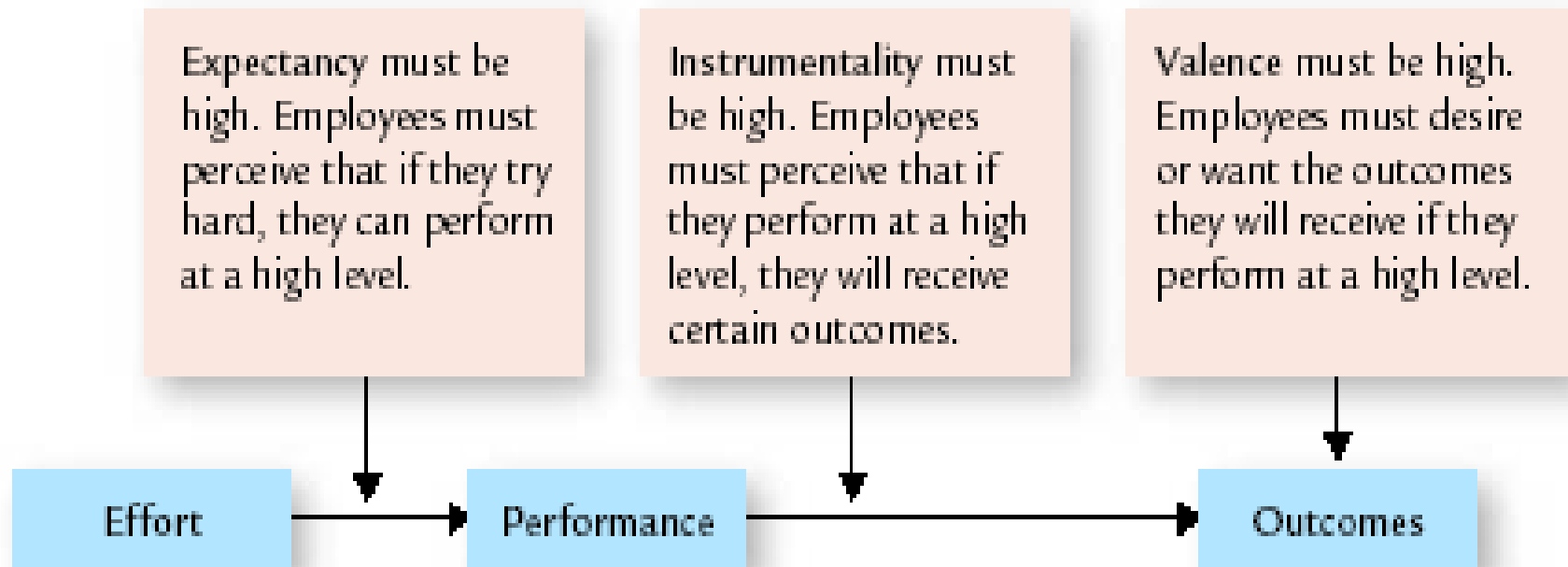
The value or attraction an individual has for an out come

Vroom's VIE Expectancy Theory



Putting Expectancy Theory Together

In order for employees to be motivated to perform desired behaviors at a high level . . .



- Force of motivation= Expectancy x Valence

$$FM = E \times V$$

If the expectancy or valence anything is negative the force of motivation will be negative .

Goal Setting Theory

- Locke's (1990) goal setting theory is an integrative model of motivation.
- A process that managers can increase motivation by setting specific, challenging goals that are accepted as valid by subordinates, then helping people track their progress towards goal achievement by providing timely feedback.
- Goal specificity
- Goal difficulty
- Goal acceptance
- Feedback

The following guidelines have been useful in the goal-setting

- *Set challenging but attainable goals.*
- *Set specific and measurable goals.*
- *Goal commitment should be obtained.*
- *Support elements should be provided.*
- *Knowledge of results is essential.*

Biological Basis Of Motivation

- Also known as Unlearned Motives
- Arise as a result of biological changes in the body; include:
 - * Air
 - * Hunger
 - * Thirst
 - * Maintaining body Temperature
 - * Reducing Pain
 - * Bowel and bladder etc

Learned or Acquired Motives

- Also known as psychological motives
- Occurs when process of socialization takes place
- They are vital for survival in society
- These motives include:
 - * Affiliation
 - * Achievement
 - * Prestige & Status
 - * Self esteem
 - * Self actualization

Achievement Motivation

It is an Innate Impulse:

- o To master challenges
- o Reach a high standard of excellence
- o To desire for Significant Accomplishments
- o To master a skill

Factors that influence achievement motivation are:

1. Personality Factors
2. Situational Factors

1. Personality Factors

High-achievement Motivation tends to lead to particular personality features:

- o Persistence
- o Ability To ***Delay Gratification***
- o Competitiveness

➤ ***Persistence***

- o High achievers tend to be very persistent
- o Work hard to attain goals they set for themselves

➤ ***Ability To Delay Gratification***

- o A greater ability to delay gratifying impulses
- o Short term pains to reach long-term goals

➤ ***Competitiveness***

- o select careers that give the opportunities to compete with other people

Situational factors

- Situational factors affect 'Achievement Motivation'; include:
 - Expectation of Success
 - Incentives
 - Control
 - Opportunity

➤ ***Expectation of Success:***

- o Having good role models
- o Getting constructive feedback and encouragement
- o Creates expectation and motivation

➤ ***Incentives:***

- o reward people for their competence
- o motivate them to achieve

➤ ***Control:***

- o More motivation to achieve if one feels, has more control
- o At least over some aspects of their work/lives

➤ ***Opportunity:***

- o When they have the opportunity to achieve
- o When they use circumstances to create opportunities

GOAL SETTING

Goals Increase Motivation to achieve if they are:

- ***Specific***

The more specific the goals, the more effective they are as motivators

- ***Challenging But Achievable***

Goals have to be difficult enough to be challenging but easy enough to be reachable

- ***Positive***

It is better for people to frame goals in terms of positivity

Goals Should Be Smart



SPECIFIC



MEASURABLE



ATTAINABLE



RELEVANT



TIME BOUND