



Concept, Nature, Process and Theories

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Motivation

- **What is motivation?**
- **What is the importance of motivation**
- **What are the different motivational theories?**
- **What are the ways by which organizations motivate their employees?**
- **What is the difference between motivation and inspiration?**

Motivation

Latin Word → Movere → To Move

Definition :

Motivation can be defined as an inner state that activates, energizes or moves behaviour towards goal.



Motivation?

As the process that accounts for an individual's *intensity, direction* and *persistence* of effort toward attaining a goal.



Inspiring career story of Henri Ford

Motivation

Definition

According to Robert Dublin, “Motivation is the complex set of forces starting and keeping a person at work in an organization.”

According to Stanley Vance, “Motivation represents an unsatisfied need which creates a state of tension or disequilibrium, causing the individual to march in a goal-directed pattern, towards restoring a state of equilibrium by satisfying the need.”

What Is Motivation?



Motivation

- *Intensity* : how hard a person tries.
- *Direction*: intensity needs to be channeled in a direction favorable to the organization for job satisfaction..
- *Persistence* : a measure of how long a person can maintain his or her effort...

Motivated individuals stay with a task long enough to achieve their goals.

Motivation: nature & importance

- **Nature**

- One motive may result in many different behaviors
- Motives are the energizing forces within us
- The same behavior may result from many different motives
- Motives may operate in harmony or in conflict
- Motives come and go
- Motives interact with environment

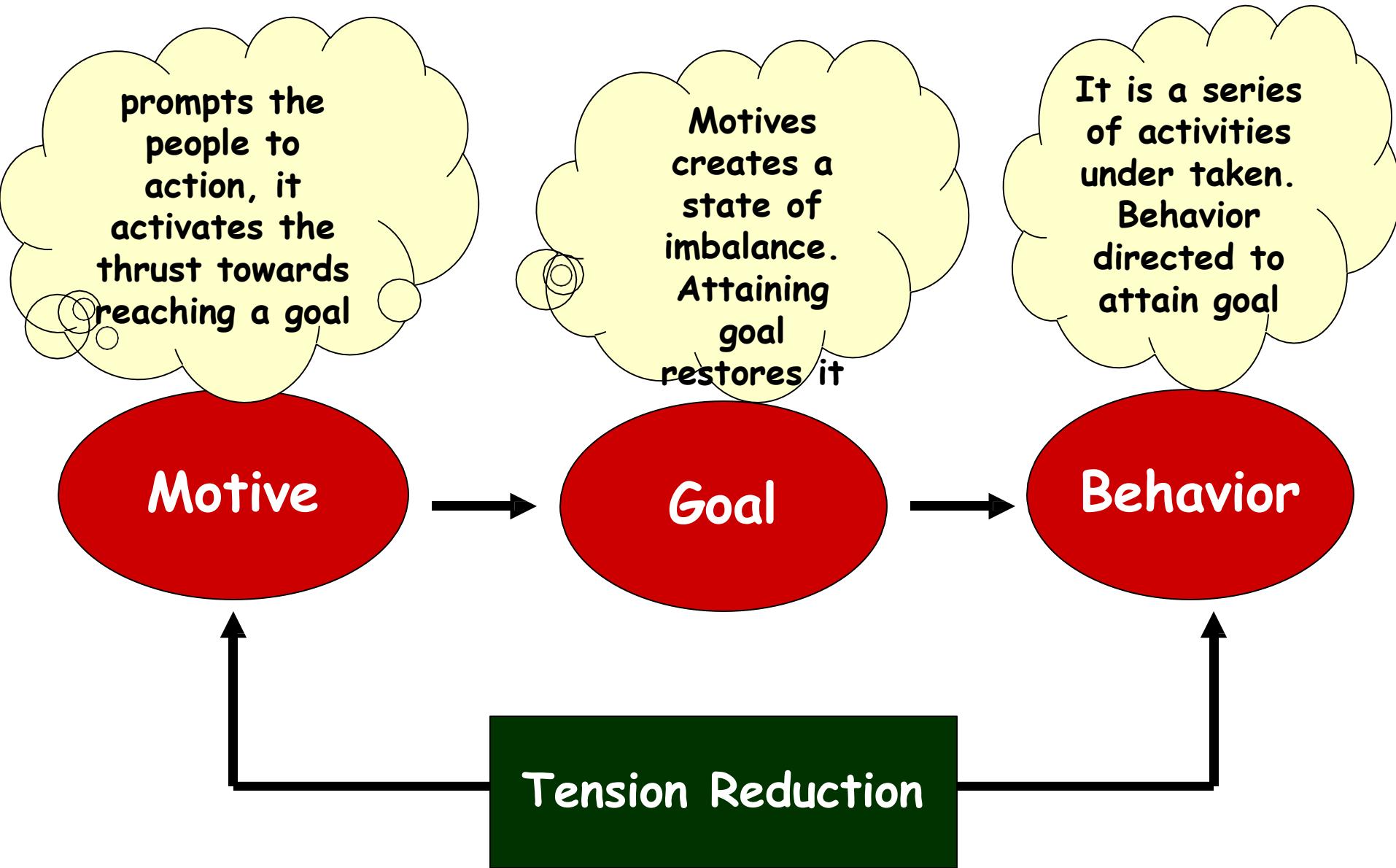
Motivation: nature & importance

Importance

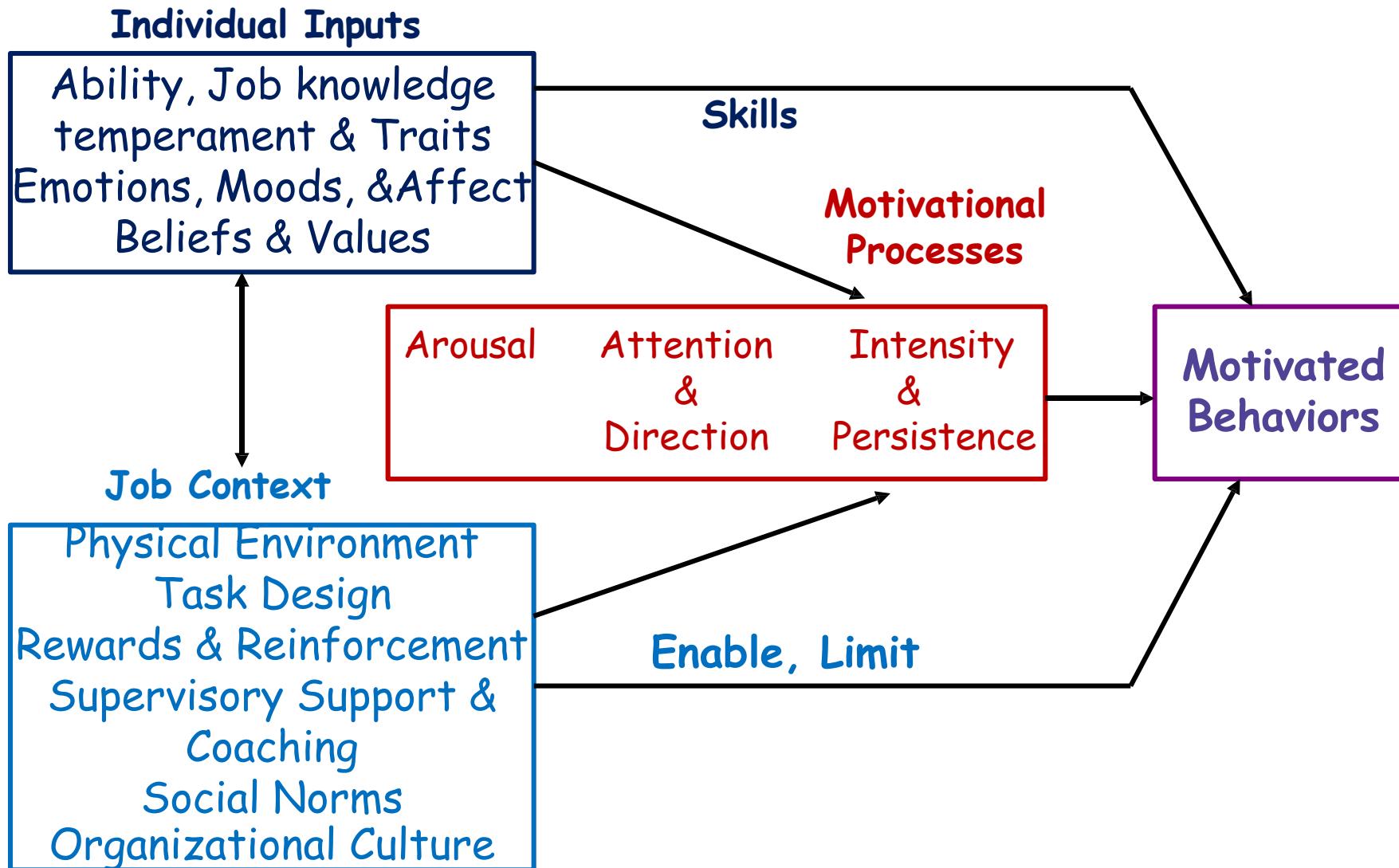
Performance = Ability × Motivation

- Puts human resources into action
- Improves level of efficiency of employees
- Leads to achievement of organizational goals
- Leads to stability of work force

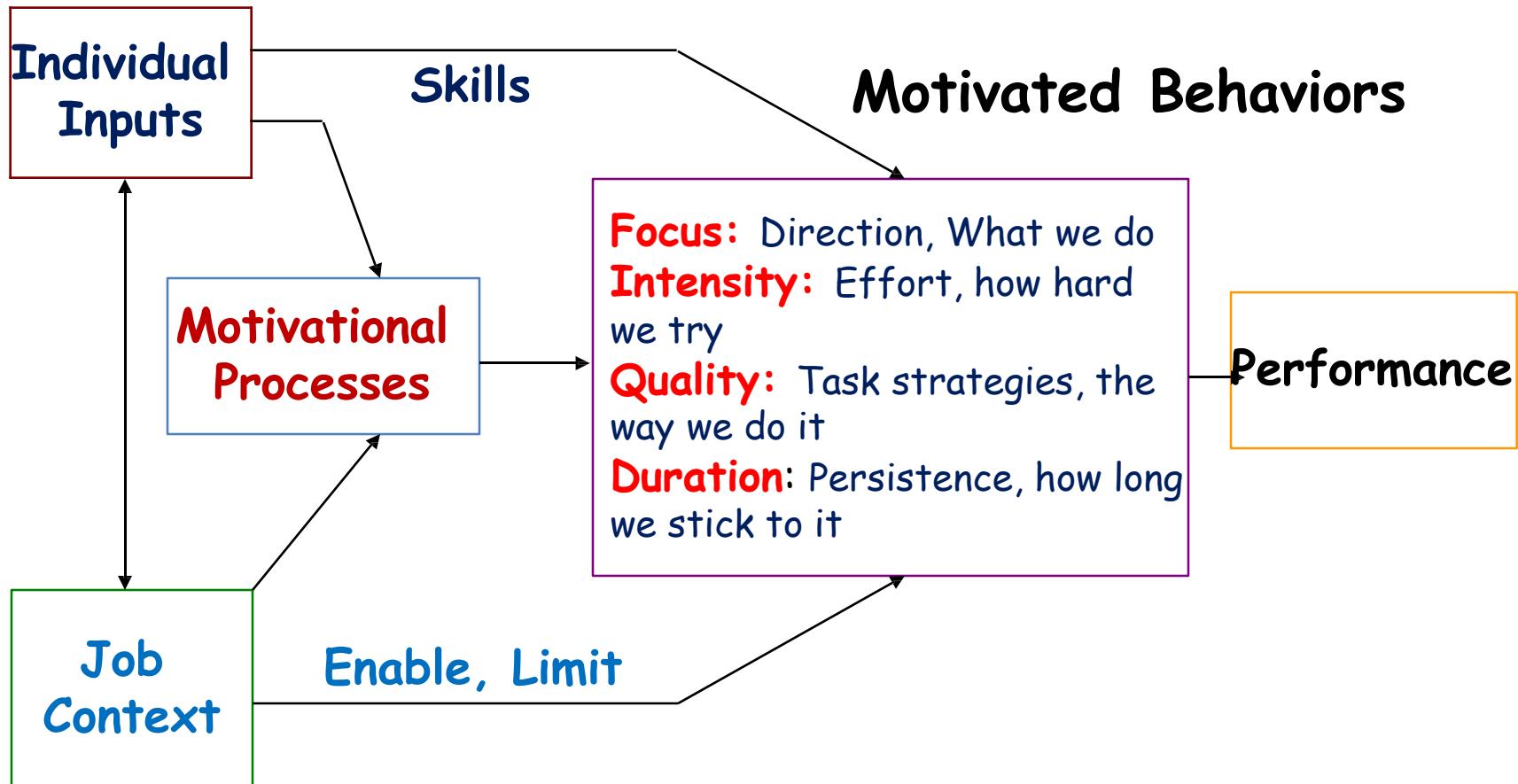
Motivation Process



A Job Performance Model of Motivation



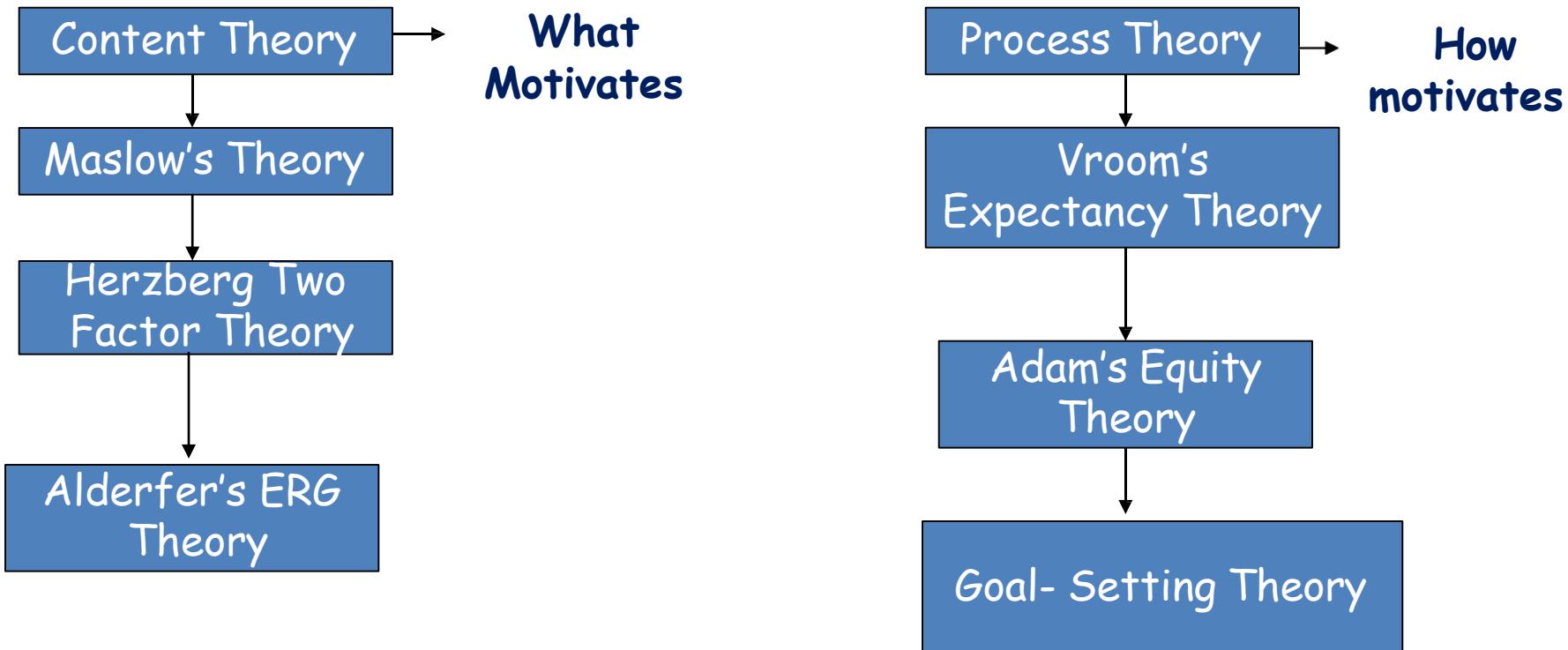
A Job Performance Model of Motivation (cont.)



Model of Motivation



Theories of Motivation



Theories of Motivation: Content Theories

- **Content theories:** Focus on factors within the person that energize, direct, sustain, and stop behavior. They attempt to determine the specific needs that motivate people (individual needs for job satisfaction, behavior, and reward systems). Aware of differences in people.



Theories of Motivation: Content Theories

Maslow's Need Hierarchy

Abraham Maslow hypothesized that

within each human being , there exists a hierarchy of five needs -

• **Physiological** - hunger, thirst, shelter and all bodily needs.

• **Safety** - security & protection from physical & emotional harm

• **Social**- affection, belongingness, acceptance, friendship.

• **Esteem** - internal esteem includes self-respect, autonomy & achievement. External esteem - status, recognition & attention.

• **Self-actualization** - drive to



The theory states that although no need is ever fully gratified, a substantially satisfied need no longer motivates. According to Maslow, if you want to motivate someone, you need to understand what level of the hierarchy that person is currently on and focus on satisfying those needs at or above that level.





Theories of Motivation: Content Theories

Herzberg Two Factor Theory

- Frederick Herzberg with the belief that an individual's relation to work is basic & that one's attitude toward work can very well determine success or failure proposed this theory.
- According to him certain characteristics tend to be consistently related to job satisfaction & others to job dissatisfaction.
- Intrinsic factors such as work itself, responsibility & achievement seem to be related to job satisfaction.
- Extrinsic factors such as supervision, pay, company policies & working conditions lead to job dissatisfaction.



Ideal situation where employees are highly motivated and have few complaints:



Mediocre situation where employees have few complaints, but are not highly motivated:



Mediocre situation where employees are motivated, but have a lot of complaints:



Worst situation where employees are not motivated and have a lot of complaints:



Theories of Motivation: Content Theories

Alderfer ERG Theory

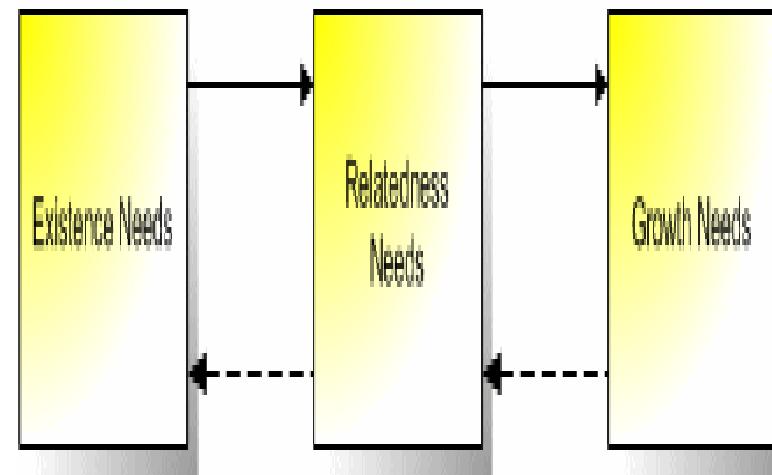
• Alderfer after reworking on Maslow's theory argued that there are three groups of core needs - existence, relatedness & growth.

• **Existence** - concerned with providing our basic material requirements. They include the physiological and safety needs.

• **Relatedness** - the desire for maintaining important interpersonal relationship. Thus includes the social need.

• **Growth** - an intrinsic desire for personal development. This includes both self esteem and self actualization needs.

Clayton Alderfer's ERG Theory



→ Satisfaction → Progression
← Frustration ← Regression

Relationship of all content theory of Motivation

