



Motivation

Mechanisms

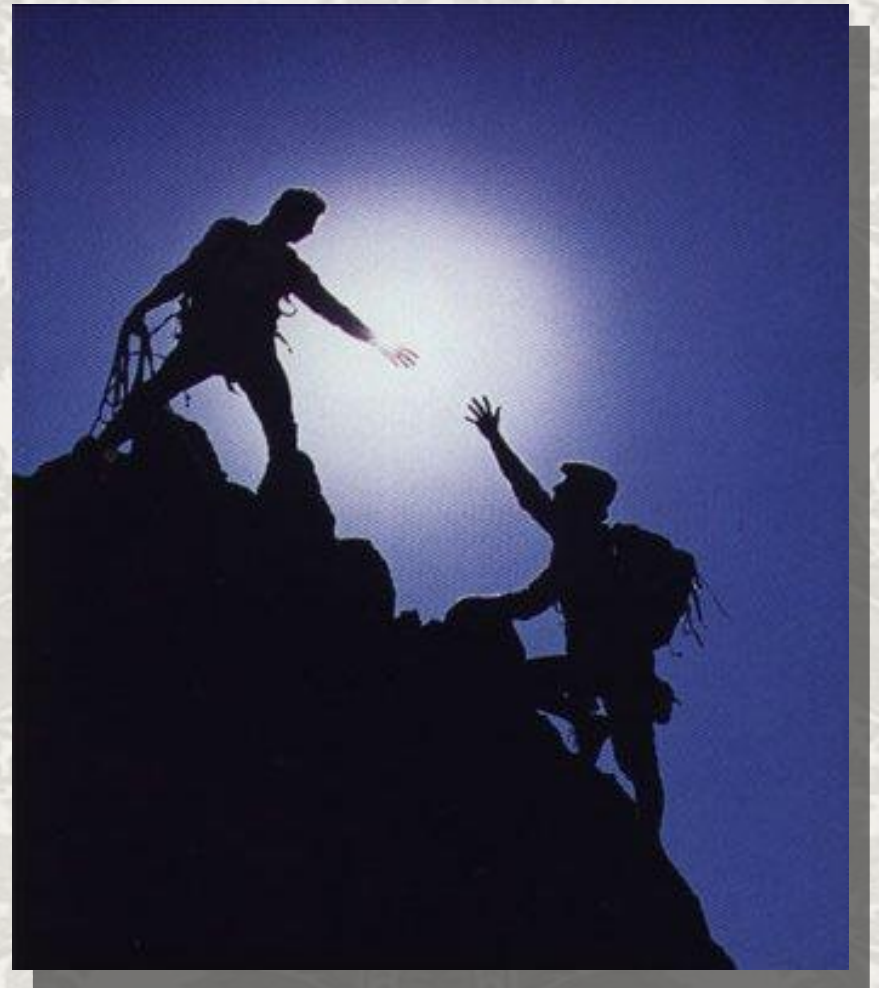
Motivation - factors within and outside an organism that cause it to behave a certain way at a certain time

Motivational state or drive - an internal condition, which can change over time, that orients an individual to a specific set of goals (e.g., hunger, thirst, sex, curiosity)

Incentives - goals or reinforcers in the external environment (e.g., good grades, food, a mate)

Motivating people

- An important role of a manager is to motivate the people working on a project.



Motivating people

- Motivation is a complex issue but it appears that there are different types of motivation based on:
 - Basic needs (e.g. food, sleep, etc.)
 - Personal needs (e.g. respect, self-esteem)
 - Social needs (e.g. to be accepted as part of a group)

Maslow's Needs Hierarchy



Personality types

- The needs hierarchy is almost certainly an over-simplification of motivation in practice.
- Motivation should also take into account different personality types:
 - Task-oriented
 - Self-oriented
 - Interaction-oriented

Personality types

- Task-oriented
 - The motivation for doing the work is the work itself
- Self-oriented
 - The work is a means to an end which is the achievement of individual goals - e.g. to get rich, to play tennis, to travel etc.
- Interaction-oriented
 - The principal motivation is the presence and actions of co-workers. People go to work because they like to go to work.

Motivation Balance

- Individual motivations are made up of elements of each class.
- The balance can change depending on personal circumstances and external events.
- People also like being part of a group and culture. People go to work because they are motivated by the people that they work with.



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