MOTIVATION

What is Motivation?

What Made You Get Out Of Bed This Morning????



What Made You Study For Your Exams???



What Is The Cause Of Behavior???

- The internal state or condition that activates and gives direction to our thoughts, feelings and actions
- A condition that energizes behavior and gives it direction
- Any internal condition that appears by inference to initiate, activate or maintain an organisms goal-directed behavior

What is Motivation?

Intrinsic Motivation

- Arise from within the individual
- An activity is intrinsically motivating if a person does it voluntarily
- Extrinsic Motivation
 - Arise from outside of the individual
 - Is when one is motivated by external factors







- Anything that arouses the individual and directs his or her behavior towards some goal is called a Motive
- Motive is a factor which influences to do anything because anything we do has a motive behind

Motives

Primary Motives

- Primary motives also known as biological motives, have a definite physiological basis and are biologically necessary for survival of the individual or species.
- The biological motives consist of
 - Hunger
 - ☐ Thirst
 - Etc



Secondary Motives

- Secondary motives are learned motives and are sometimes known as psychosocial motives
- They are classified in two types
 - Social
 - Social motive are those which motivates us to go out, interact with people
 - Psychological
 - Psychological motives are individualistic in nature
- Psychosocial or secondary motives contain
 - □ Need for affiliation
 - Need for approval
 - Need for achievement
 - ☐ Self actualization

- Contemporary theories
 - Maslow Hierarchy of Needs
 - Herzberg two factor
 - Equity theory

Theories of Motivation

MASLOW HIERARCHY OF NEEDS

Need for Self Actualization

Need to realize our fullest potential

Esteem Needs

Need for achievement, education, competence, and respect

Belonging and Love Needs

Need for love, acceptance, and belonging

Safety Needs

Need for safety and security

Physiological Needs

Need for food, water, shelter, oxygen, and sleep

Maslow's Hierarchy of Needs

- Maslow's Hierarchy of Needs
 - (Abraham Maslow 1970)
- Maslow believed that humans have specific needs that must be met and that if lower level needs go unmet, we can not possible strive for higher level needs
- The Hierarchy of Needs shows that at the lower level, we must focus on basic issues such as food, sleep, and safety.
- Without food, without sleep, how could we possible focus on the higher level needs such as respect, education, and recognition?

HERZBERG - TWO FACTOR

Hygiene Factors

• Factors contributing to **job dissatisfaction**

- Motivators

• Factors contributing to **job satisfaction**

satisfaction

Conventional view

dissatisfaction

Two-factor theory - Herzberg

Two-factor

Hygiene Factors

No dissatisfaction

Dissatisfaction

Motivators

Satisfaction

No satisfaction

Hygiene Factors

Company policy, supervision, work design, interpersonal, salary, status etc

Motivators

Advancement, growth
Recognition
Responsibility
Achievement etc

EQUITY THEORY

- <u>Comparison</u> of one's job <u>inputs</u> and <u>outcomes</u> with others and respond to eliminate <u>inequities</u>
- Equity plays an important role in motivation
- Equity tension when ratio is unequal
- Under rewarded = ET creates anger
- Over rewarded = ET creates guilt

- Four comparisons an employee use:
 - Self-inside
 - Self-outside
 - Other-inside
 - Other-outside
- Compare with colleagues, friends, market, previous job with the present one

• The information & attractiveness of referent result in comparison

Length of tenure

Gender

Level in org.

Amount of Education

- When inequity is perceived, employee:
 - Change their inputs
 - Change their outcomes
 - Distort self perception
 - Distort perception of others
 - Choose a different referent
 - Leave / quit













EMOTIONS







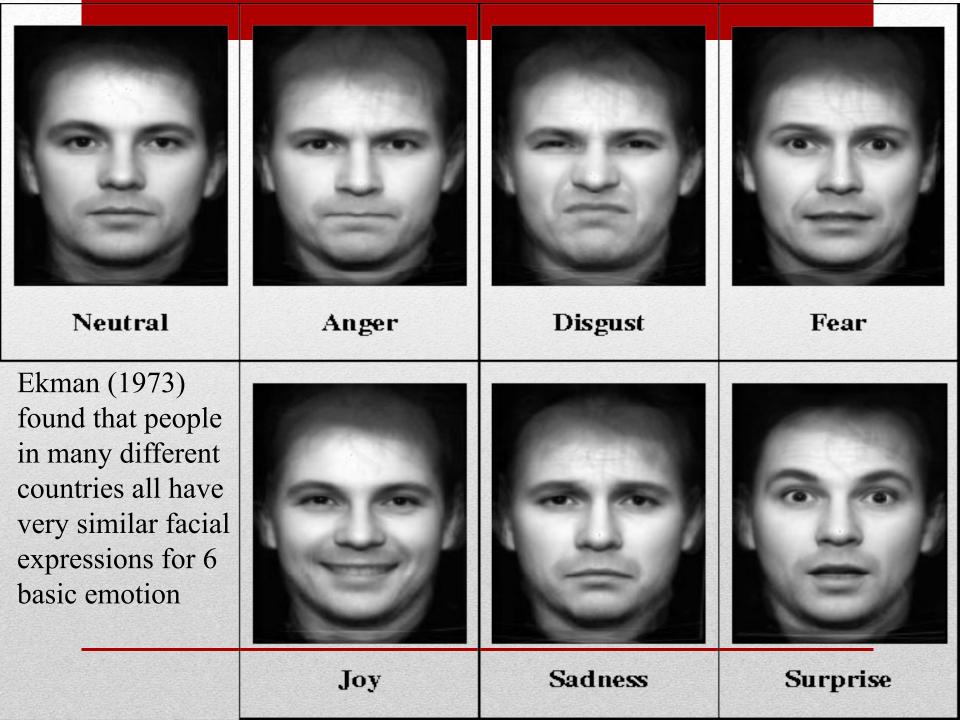


- A complex state of feeling that results in physical and psychological changes that influence thought and behavior
- Refers to a feeling state involving thoughts, physiological changes, and an outward expression or behavior

What are Emotions?

- Low-intensity, long-lasting emotional state
- Mood is something that you may not express whereas an emotion can be expressed
- When compared to moods, emotions are more extreme
- Emotions are aroused in people by some specific objects or situations. On the other hand, moods are not created in someone because of any specific object or any particular situation

Emotions & Moods



Smiles can show different emotions:

- A) Mask anger
- B) Overly polite
- C) Soften criticism
- D) Reluctant compliance

Expressing Emotions



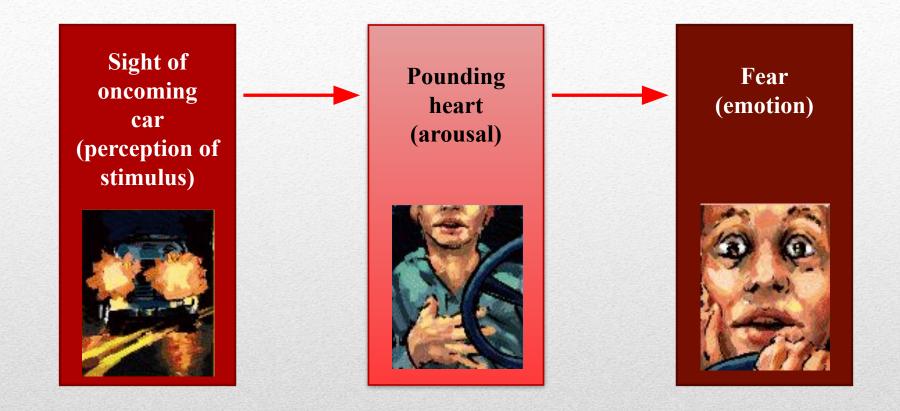
- Physiological Theories
 - James Lange Theory
 - Cannon Bard Theory
- Cognitive Theories
 - Schachter-Singer Theory

Theories of Emotion

EVENT ---→ AROUSAL ---→ INTERPRETATION ---→ EMOTION

- An event causes physiological arousal first and then we interpret this arousal. Only after our interpretation of the arousal can we experience emotion.
- If the arousal is not noticed or is not given any thought, then we will not experience any emotion based on this event.

James-Lange Theory of Emotion



James-Lange Theory of Emotion



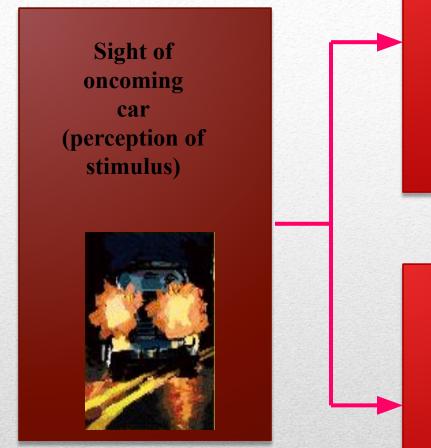
You are walking down a dark alley late at night. You hear footsteps behind you and you begin to tremble, your heart beats faster, and your breathing deepens. You notice these physiological changes and interpret them as your body's preparation for a fearful situation. You then experience fear.

James-Lange Theory of Emotion



- The Cannon-Bard theory argues that we experience physiological arousal and emotional at the same time, but gives no attention to the role of thoughts or outward behavior
- The Theory states
 - "An emotional stimulus produces two concurrent reactions, arousal and experience of emotion, which don't cause each other"

Cannon-Bard Theory of Emotion



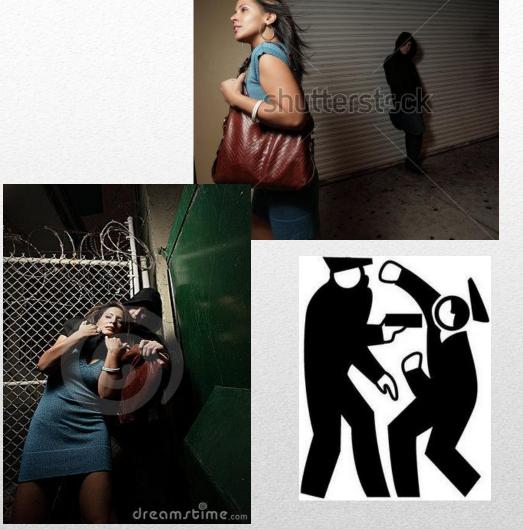
Pounding heart (arousal)



Fear (emotion)



Cannon-Bard Theory of Emotion



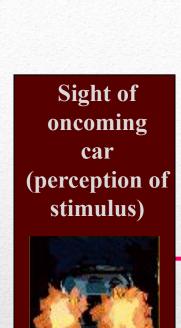
You are walking down a dark alley late at night. You hear footsteps behind you and you begin to tremble, your heart beats faster, and your breathing deepens. At the same time as these physiological changes occur you also experience the emotion of fear.

Cannon-Bard Theory of Emotion

EVENT ---→ AROUSAL ---→ REASONING ---→ EMOTION

• According to this theory, an event causes physiological arousal first. You must then identify a reason for this arousal and then you are able to experience and label the emotion

Schachter-Singer Theory of Emotion



Pounding heart (arousal)



Fear
(emotion=
labeled
arousal)



- To
 experience
 emotion one
 must:
 - bephysicallyaroused
 - cognitivelylabel thearousal

Cognitive label

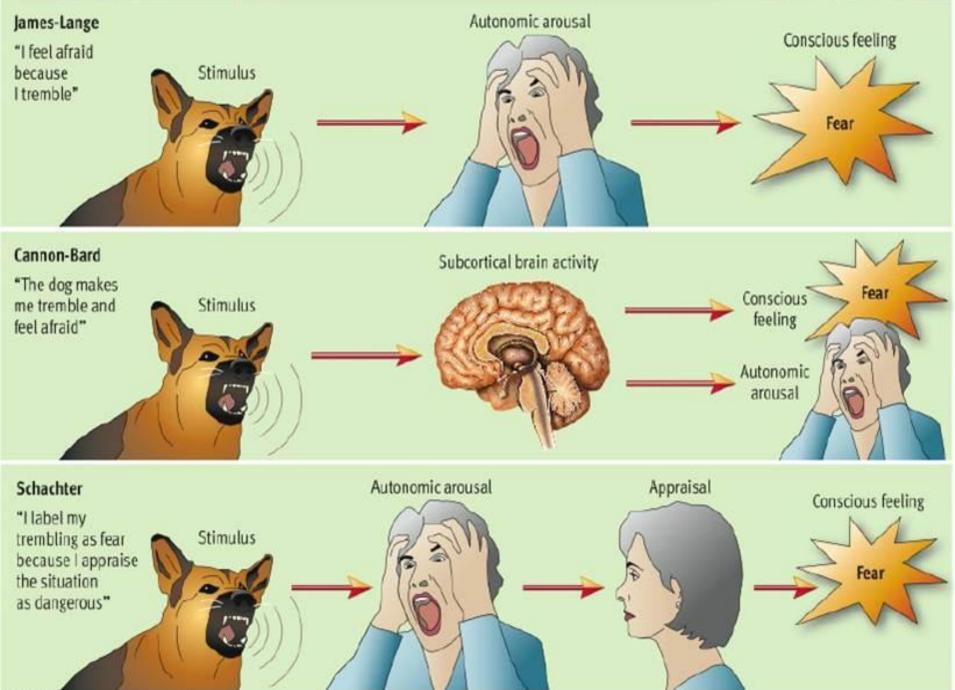
"I'm afraid"

Schachter-Singer Theory



You are walking down a dark alley late at night. You hear footsteps behind you and you begin to tremble, your heart beats faster, and your breathing deepens. Upon noticing this arousal you realize that is comes from the fact that you are walking down a dark alley by yourself. This behavior is dangerous and therefore you feel the emotion of fear.

Schachter-Singer Theory of Emotion

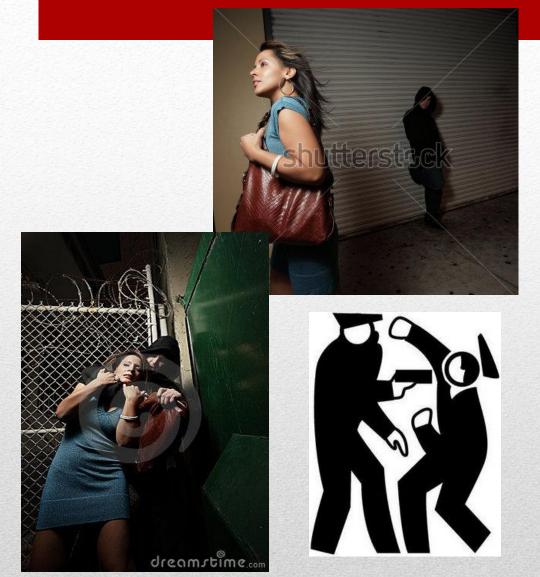


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EVENT ---→ FACIAL CHANGES ---→ EMOTION

- Emotion is the experience of changes in our facial muscles
- In other words, when we smile, we then experience pleasure, or happiness. When we frown, we then experience sadness
- It is the changes in our facial muscles that cue our brains and provide the basis of our emotions

Facial Feedback Theory of Emotion



You are walking down a dark alley late at night. You hear footsteps behind you and your eyes widen, your teeth clench and your brain interprets these facial changes as the expression of fear. Therefore you experience the emotion of fear.

Facial Feedback Theory of Emotion

- Both positive and negative emotions can be functional or dysfunctional
- Functional emotions are those that are adequate to
 - Place
 - Time
 - Situation
- Very often only expression (or its hiding) can be dysfunctional

Functionality/Dysfunctionality Of Emotions (Ekman & Davidson, 1994)

- Adaptation
- Motivation
- Communication
- Information for oneself (feelings, thoughts)
 - but sometimes recognition of own emotion is inaccurate
- Information for others (expression)
- Can serve as basis for judgments and decisions
- Influences attention and memory
- Influence information processing.....

General Functions of Emotions



Emotional Labor and Emotional Intelligence

Workplace Emotions

- Effort, planning and control needed to express organizationally desired emotions during interpersonal transactions.
- Emotional labor higher when job requires:
 - frequent and long duration display of emotions
 - displaying a variety of emotions
 - displaying more intense emotions

Emotional Labor

- Displaying or hiding emotions varies across cultures
 - Minimal emotional expression and monotonic voice in Korea, Japan, Austria
 - Encourage emotional expression in Kuwait, Egypt, Spain, Russia

Emotional Labor Across Cultures

- Difficult to display expected emotions accurately, and to hide true emotions
- Emotional dissonance
 - Conflict between true and required emotions
 - Potentially stressful with surface acting
 - Less stress through deep acting

Emotional Labor Challenges

Ability to perceive and express emotion, assimilate emotion in thought, understand and reason with emotion, and regulate emotion in oneself and others

Emotional Intelligence Defined

Model of Emotional Intelligence

Highest	Relationship Management	Managing other people's emotions
	Social Awareness	Understanding and sensitivity to the feelings, thoughts, and situation of others
	Self-management	Controlling or redirecting our internal states, impulses, and resources
Lowest	Self-awareness	Understanding your own emotions, strengths, weaknesses, values, and motives

Emotional Intelligence Competencies

	Self (personal competence)	Other (social competence)
Recognition of emotions	Self-awareness	Social awareness
Regulation of emotions	Self-management	Relationship management

- Emotional intelligence is a set of competencies (aptitudes, skills)
- Can be learned, especially through coaching
- EI increases with age -- maturity

Improving Emotional Intelligence