

Motivation

Why Motivation?

Motivation

- What is motivation? – We all know what should be done, but are we doing all?
- Difference between a motivated and a non-motivated person
- People are not motivated by same things always

External motivation

Incentives

Bonuses

Recognition

Commission

Fear

Vs

Internal motivation

Pride

Sense of achievement

Responsibility

Belief

Self-actualization

When motivated you will

- * always be part of the answer, not part of the problem**
- * see answer for every problem, not probl. for every ans.**
- * always have a program, not an excuse**
- * say, “let me do it for you”, not say, “that is not my job”**
- * accept mistakes, and will not say “it wasn’t my fault”**
- * make commitments and not promises**

Mullins' definition

Mullins (1993) defines motivation as the driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation.

MOTIVATION DEFINED:

- Motivation has been defined as the psychological process that gives behavior purpose & direction;
- Is operationally an inner force that drives individuals to accomplish personal & organizational goals

McGregor's Theory X & Y

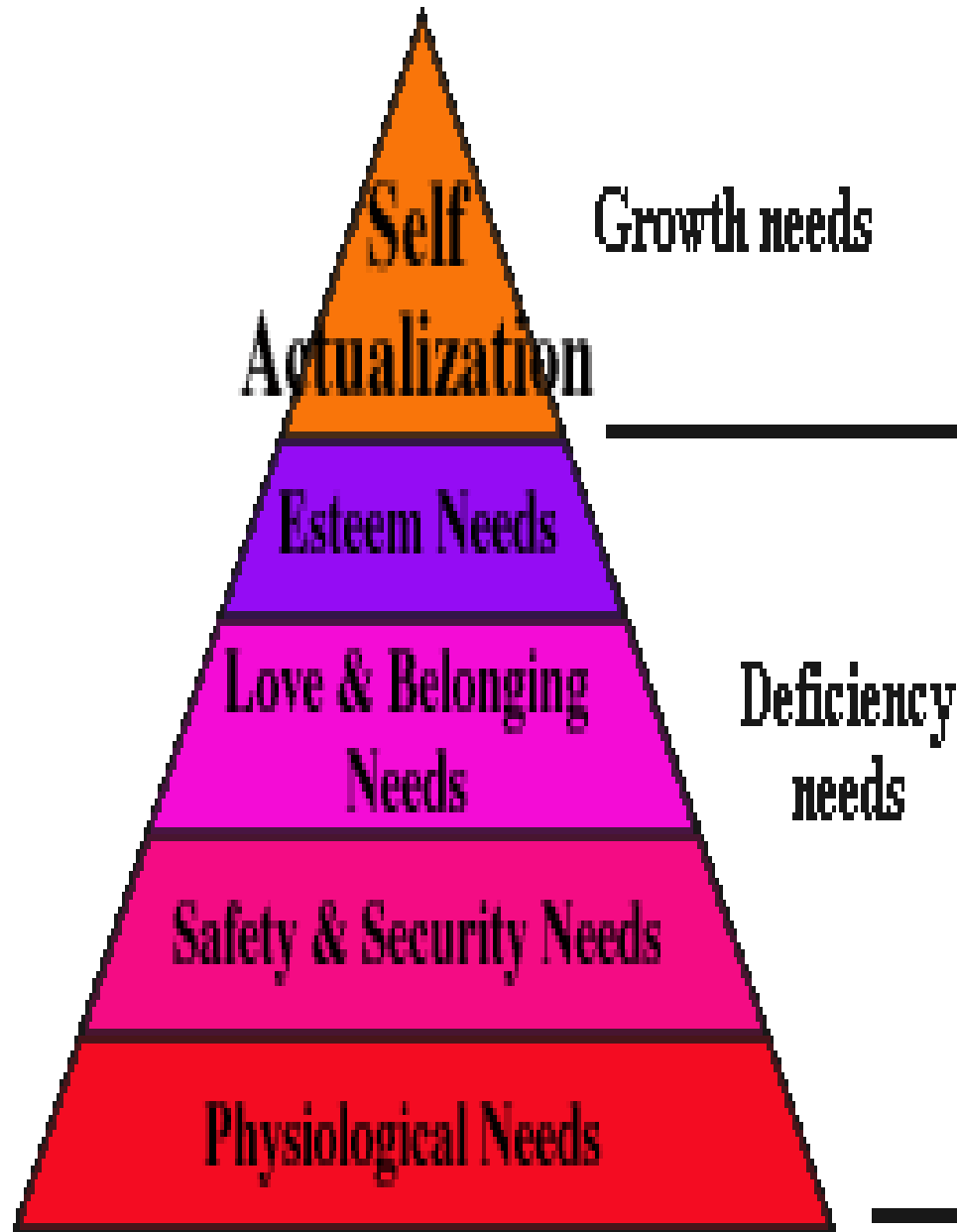
• Theory X

- are pessimistic about workers' capabilities
- believe people dislike work, seek to avoid responsibility, and are not ambitious.
- Think that employees must be closely supervised.

• Theory Y

- are more optimistic about workers' capabilities.
- believe people enjoy work, and
 - willingly accept responsibility,
 - exercise self control,
 - have the capacity to innovate, and
 - work is as natural as play.

Maslow's Hierarchy of Needs



Comparison of Hygiene and Motivators

- **Hygiene Factors**

- Company policies
- Supervision
- Work conditions
- Salary increases
- Relationship with peers
- Status
- Security

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- **Motivators**

- Recognition
- Achievement
- Work itself
- Responsibility
- Opportunity for advancement
- Growth

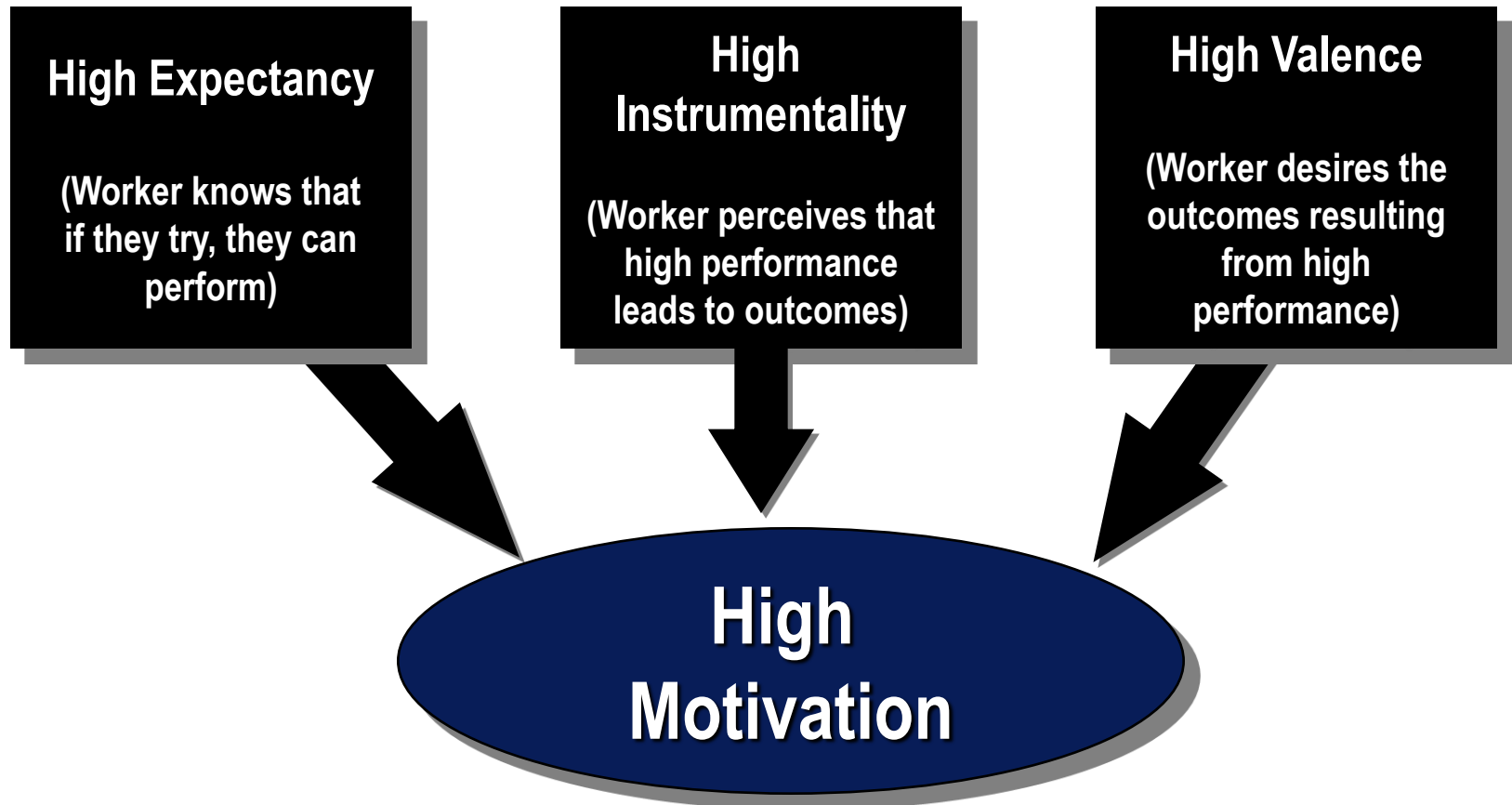
VICTOR VROOM'S EXPECTANCY THEORY

- Focuses on:
 1. Effort-performance relationship
 2. Performance-awards relationship
 3. Awards-personal goals/expectations relationship

Expectancy Theory

- Motivation will be high when employees feel:
 - High levels of effort lead to high performance.
 - High performance will lead to the attainment of desired outcomes.
- Consists of three areas:
 - *Expectancy, Instrumentality, & Valence.*

Expectancy Theory



McClelland's Need Theory

- The need for **Achievement**
 - is the drive to excel & to accomplish challenging goals
- The need for **Power**
 - is the desire to control others, to influence others behavior according to one's wishes
- The need for **Affiliation**
 - is the desire for close relationships with others
- Need for **Extension**

ERG Theory :Clayton Alderfer

Re-worked Maslow's need hierarchy

Three groups of core needs-

- 1.Existence
- 2.Relatedness
- 3.Growth

More than one need may be operative. If higher level need is stifled, desire to satisfy lower level need increases

Goal Setting Theory

- Goals tell an employee what needs to be done and how much effort will need to be expended.
- A specific hard goal, that is understood and accepted by the individual, acts as an internal stimulus.
- Specific hard goals produce a higher level of output than does the generalized goal of “do your best.”
- The specificity of the goal itself acts as an internal stimulus.
- Feedback is critical and acts to guide behavior.

Equity Theory

- Considers worker's perceptions of the fairness of work outcomes in proportion to their inputs.
 - Adams notes it is the relative rather than the absolute level of outcomes a person receives.
 - The *Outcome/input* ratio is compared by worker with another person called a referent.
 - The referent is perceived as similar to the worker.
 - *Equity* exists when a person perceives their outcome/input ratio to be equal to the referent's ratio.
 - If the referent receives more outcomes, they should also give more inputs to achieve equity.

Equity Theory of Motivation

- If an imbalance is perceived, what could be done?
 - Change the inputs
 - Change the outcomes
 - Look at another measurement
 - Change one's self-perception
 - Choose a different reference point
 - Choose to leave

Reinforcement Theory

- In the reinforcement theory, a behavioristic approach, argues that reinforcement conditions behavior.
- Reinforcement theorists see behavior as being behaviorally caused.
- Reinforcement theory ignores the inner state of the individual and concentrates solely on what happens to a person when he or she takes some action.

Social Learning Theory

- *Vicarious Learning*: or observational learning, occurs when a person is motivated to learn by watching someone else work and be rewarded.
 - People are motivated to imitate models who are highly competent, expert and receive attractive reinforcers.
- *Self- reinforcers*: desired outcomes a person can give themselves.
 - Person can reward themselves for success.