

# *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

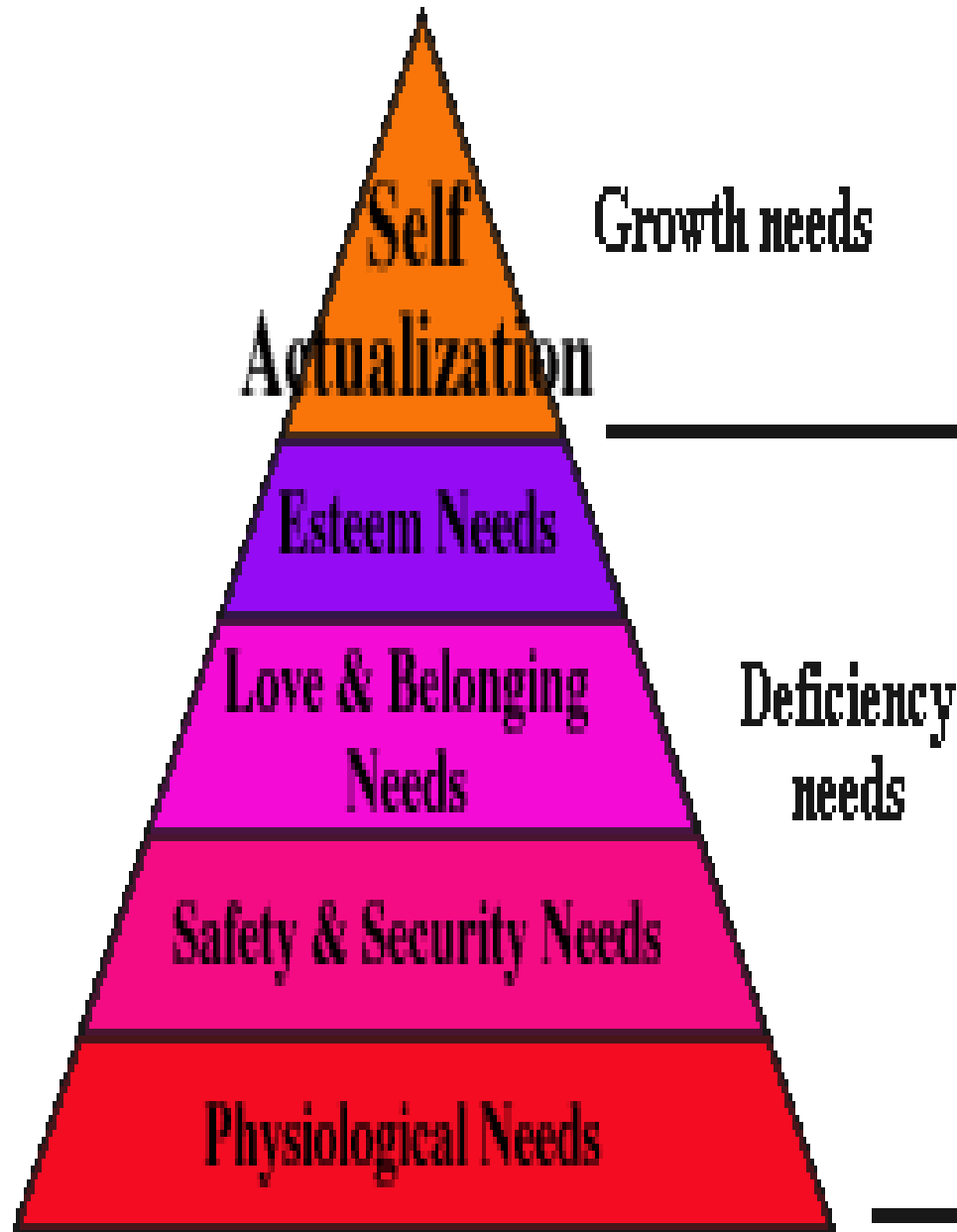
- are pessimistic about workers' capabilities
- believe people dislike work, seek to avoid responsibility, and are not ambitious.
- Think that employees must be closely supervised.

## • 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

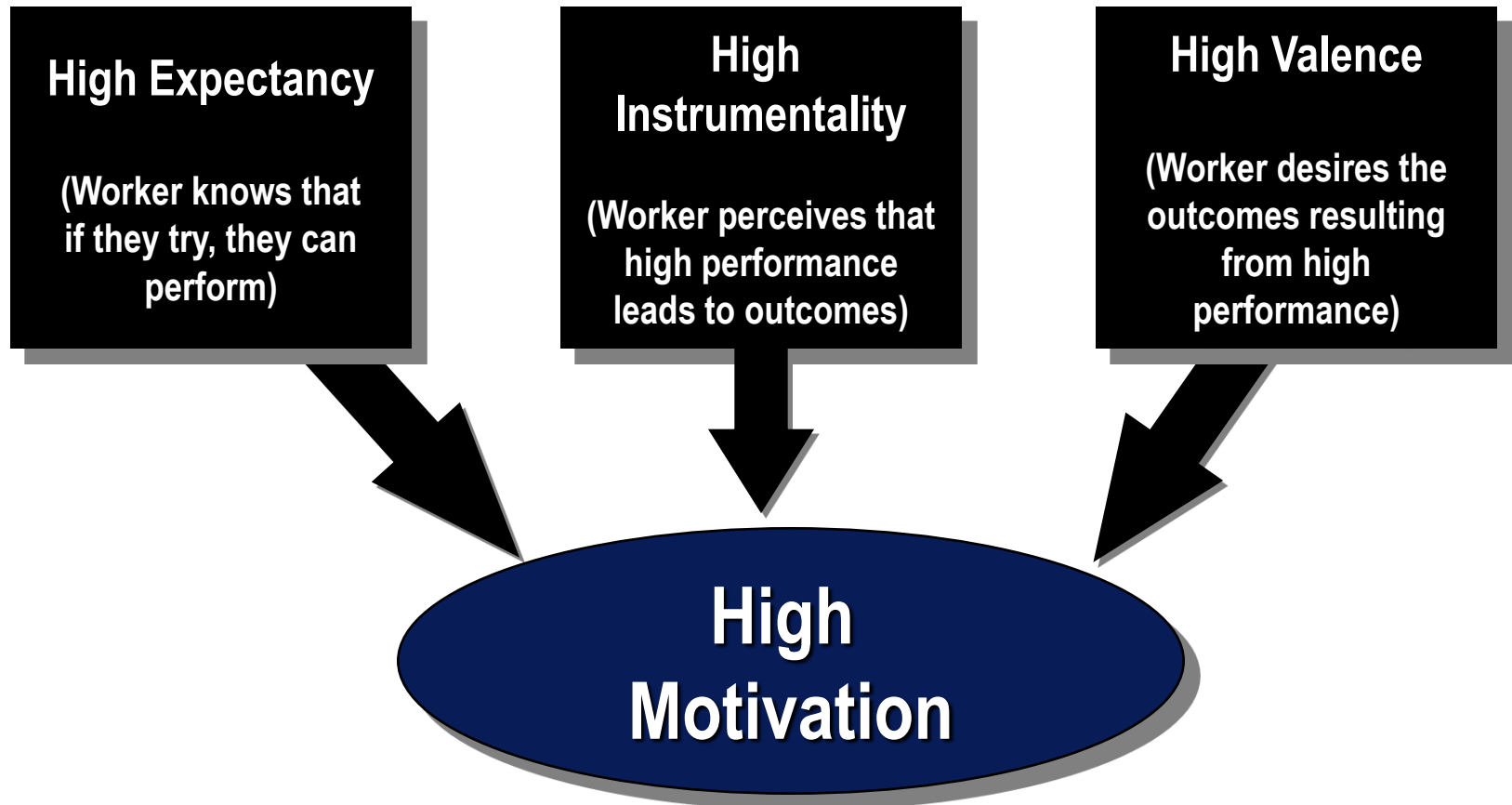
# VICTOR VROOM'S EXPECTANCY THEORY

- 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.