



Motivation

Nature & Process



Motivation

- In simple terms, motivation is a need or desire that energizes and directs behaviour.
- Motives are the factors that energize and direct behaviour.



Motivation

- Motivation is an internal process that activates, guides and maintains behaviour over time.
- Motivation can not directly be observed, rather, it can only be inferred from the behaviour of the organism.



Motivation

- Motives cannot be observed directly. We infer their existence from what people say about the way they feel and observing that people work toward certain goals.
- Further, we need not always be conscious, or aware, of our motives. In other words, behaviour can be driven by unconscious motivation.



Motivation

- Motives also help us make predictions about behaviour.
- If we infer motives from a sample of a person's behaviour, and if our inferences are correct, we are in a good position to make predictions about what that person will do in future.



Motivation

- Knowing the motivation of a person could increase the predictability of his/her behaviour.
- In order to understand the process of motivation, it is essential to understand some related terms like need, drives, incentives and motives.



Motivation

- A **need** means some internal state that makes certain outcomes attractive. Needs lead the individual to some action to satisfy them.
- However, any need present in the individual does not necessarily lead to action. The need has to be activated which is the function of incentives.



Motivation

- **Incentive** is something which incites or tends to incite toward some goal. Incentive is an external stimulus that give value to the outcome of the individual behaviour.
- Thus, incentive is an external stimulus that activates needs.



Motivation

- **Motive** means an activated need, an active desire or wish. Motives are expressions of a person's needs.
- When a motive is present in a person, it becomes active when there is some incentive.



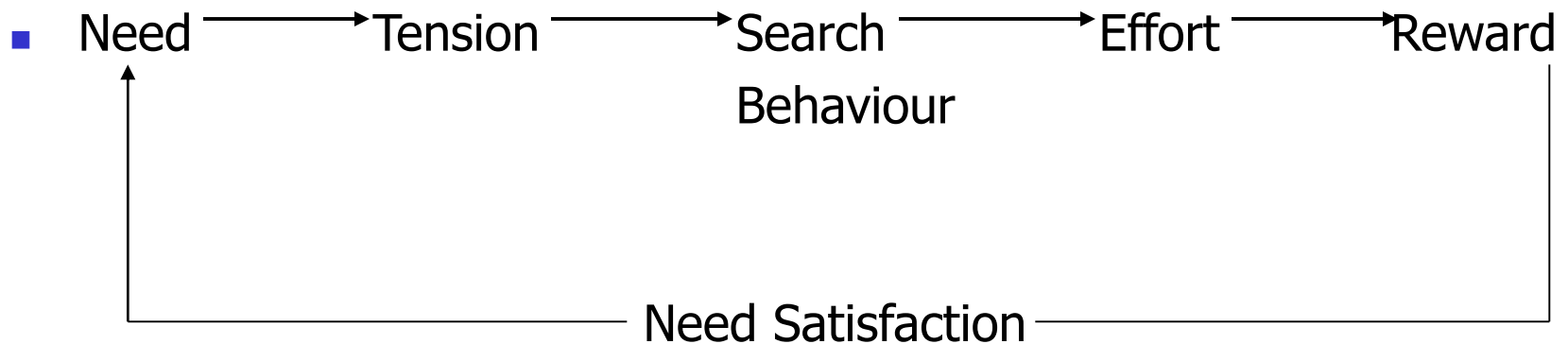
Motivation

The Motivation Process

- Need is the starting point of motivation. An unsatisfied need creates tension that stimulates drives within the individual.
- These drives generate a search behaviour to achieve particular goals that will satisfy the need and lead to reduction of tension.

Motivation

- The action taken by the individual will lead to reward which satisfies the need and reduces tension.





Motivation

- Thus, motivation can be conceptualized as *a tension-reduction process*.
- And from this point of view, it is essential to have *some* tension for being motivated and delivering optimal performance.



Motivation

Types of Needs

- Human needs may be classified as basic physiological or primary needs, and psycho-social needs or secondary needs.



Motivation

- **Physiological Needs** – Physiological needs arise out of the basic physiology of life and are important for the survival of people.
- For example, food, water, air, clothing, shelter etc.



Motivation

- These needs are virtually universal among people, but they exist in different intensity and are also influenced by the social environment.



Motivation

- **Psycho-Social Needs** – Psycho-social needs are related to mind and spirit rather than to the physiology of life. These needs develop as one matures.
- For example, belongingness, friendship, love, recognition, status, power, achievement etc.



Motivation

- These secondary needs vary among people much more than the primary or physiological needs.
- Since people differ a lot in their psychosocial needs, it is very difficult to motivate people at the place of work.



Work Motivation

Theoretical Approaches



Motivation

- In the context of work, motivation can be defined as *the willingness to exert higher levels of effort.*
- Organizations would invariably want employees who are willing to exert higher levels of effort.

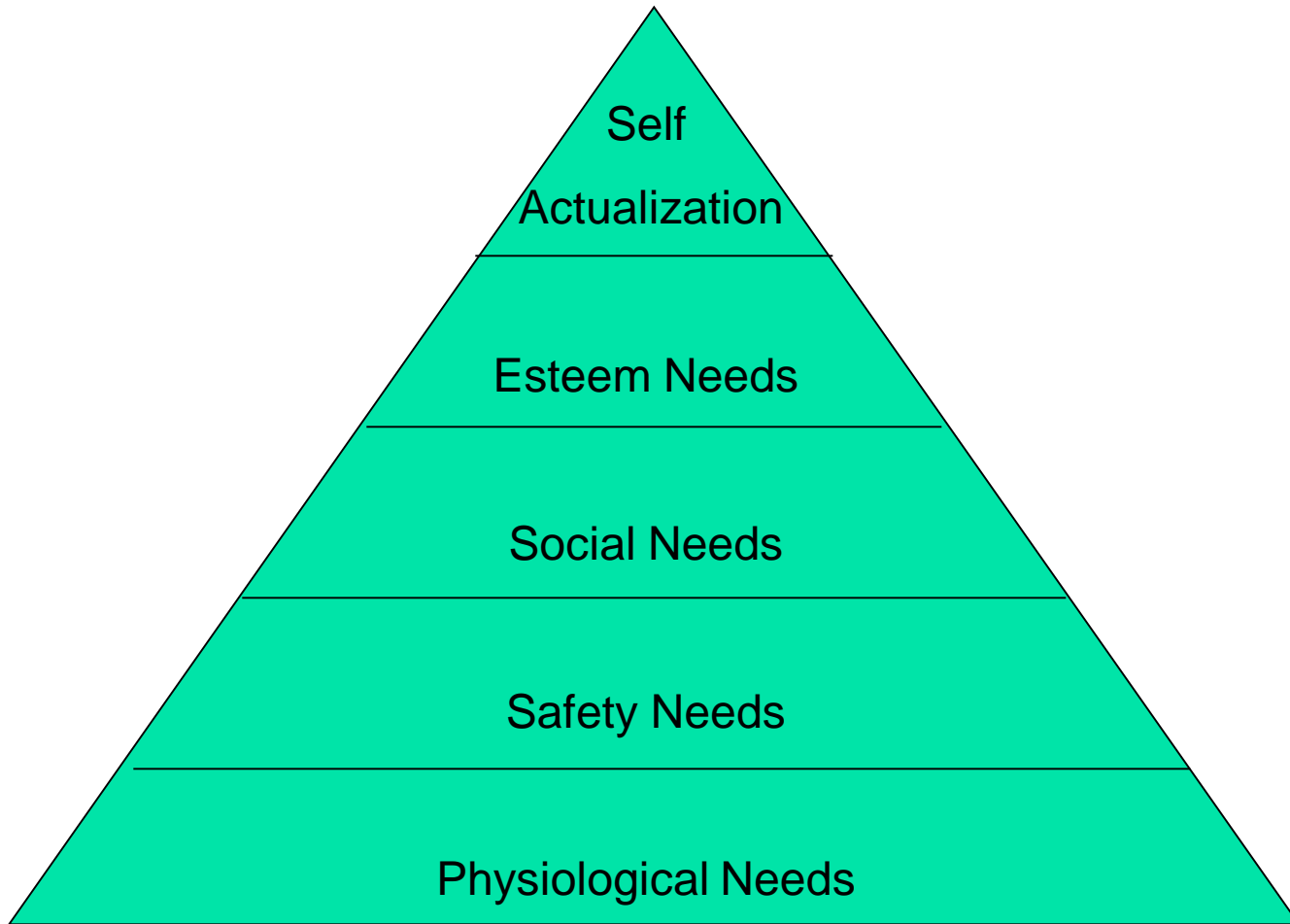


Hierarchy of Needs Theory

- Proposed by **Abraham Maslow**
- The hierarchy of needs theory states that within every human being there exists a hierarchy of five needs and as each of these needs become substantially satisfied, the next need becomes dominant.



Hierarchy of Needs Theory





Hierarchy of Needs Theory

- 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 the needs at or above that level.



Theory X and Theory Y

- Proposed by **Douglas McGregor**
- The theory proposes two distinct views of human beings: one basically **negative**, labelled Theory X and the other basically **positive**, labelled Theory Y.



Theory X and Theory Y

■ **Theory X Assumptions**

- Employees inherently dislike work and, whenever possible, will attempt to avoid it
- Since employees inherently dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.



Theory X and Theory Y

- Employees will avoid responsibility and seek formal direction whenever possible
- Most workers place security above all other factors associated with work and will display little ambition.



Theory X and Theory Y

- **Theory Y Assumptions**

- Employees can view work as being as natural as rest or play
- People will exercise self direction or self control if they are committed to the objective



Theory X and Theory Y

- The average person can learn to accept, even seek, responsibility
- The ability to make innovative decisions is widely dispersed throughout the population and not necessarily the sole province of those in management positions.



Two Factor Theory

- Proposed by **Fredrick Herzberg**
- Also known as the **Motivation-Hygiene theory**



Two Factor Theory

- According to Herzberg, satisfaction and dissatisfaction are two different variables. They arise from two different sets of factors.
- Therefore, the opposite of satisfaction is **not** dissatisfaction. The opposite of satisfaction is **no satisfaction**.



Two Factor Theory

- Similarly, the opposite of **dissatisfaction** is **no dissatisfaction**.
- Satisfaction → No satisfaction
- Dissatisfaction → No dissatisfaction



Two Factor Theory

- Therefore, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace but not necessarily motivation.



Two Factor Theory

Hygiene Factors

- Company policy and administration
- Supervision
- Work conditions
- Salary
- Relationship with Peers
- Status
- Security

Motivators

- Challenging Work
- Achievement
- Recognition
- Responsibility
- Advancement
- Growth