



MOTIVATION



- **Definition of motivation**
- **Motivation is**
- **Qualities Of Motivation**

- **Process of motivation**
- **Six c's of motivation**
- **Basic model of motivation**
- **Theory of motivation**
- **Case study**

Definition of motivation:

*** The driving force within individuals by which they attempt to achieve some goal in order to fulfill some needs or expectation.**

*** The degree to which an individual wants to choose in certain behavior.**



Motivation is...

- Complex
 - Psychological
 - Physical
 - Unique to each and every person
 - Context sensitive
 - Not fully understood
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Qualities of Motivation:

- Energizes behavior
- ~~Directs behavior~~
- Enable persistence towards a goal
- Exists in varying details

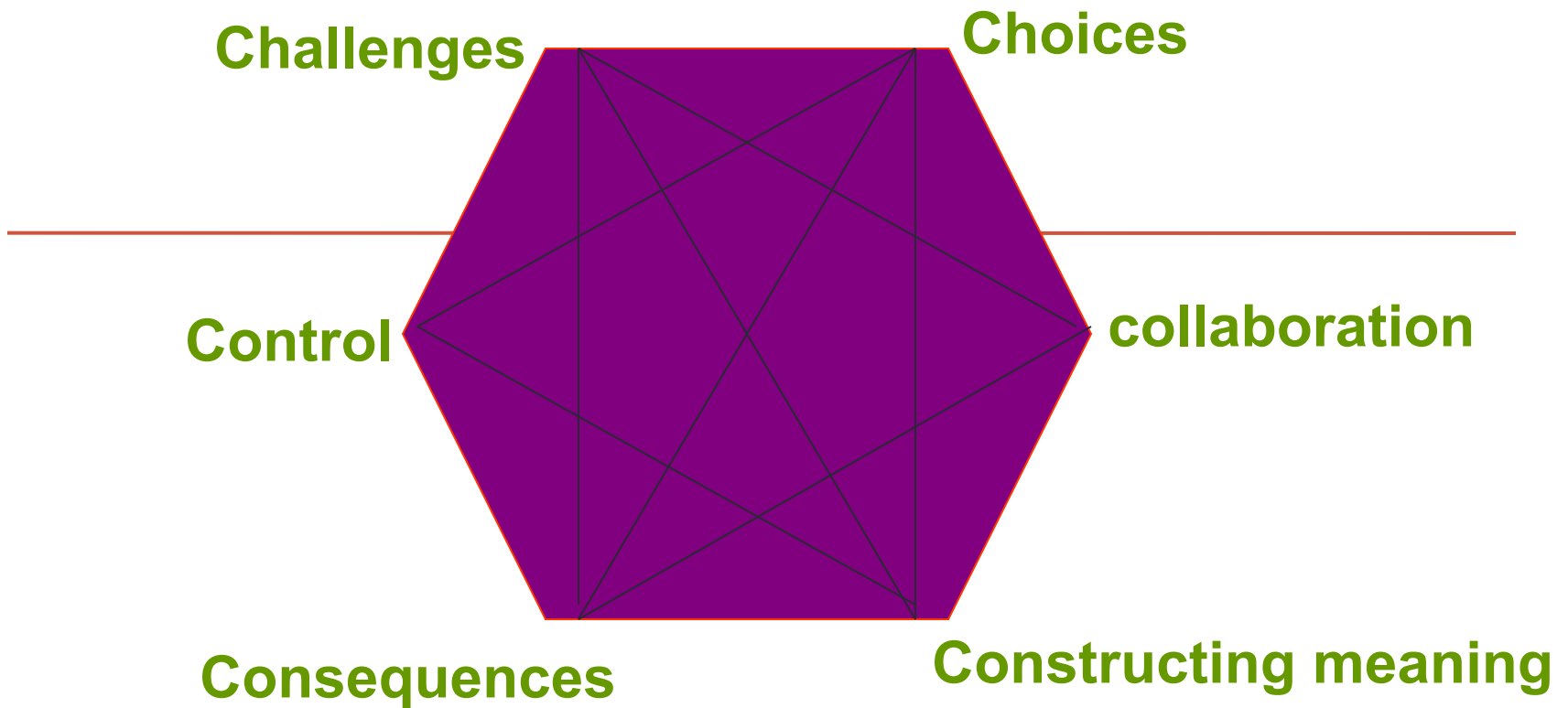
MOTIVATION AS A PROCESS:

ENERGY → **DIRECTION** → **PERSISTENCE**

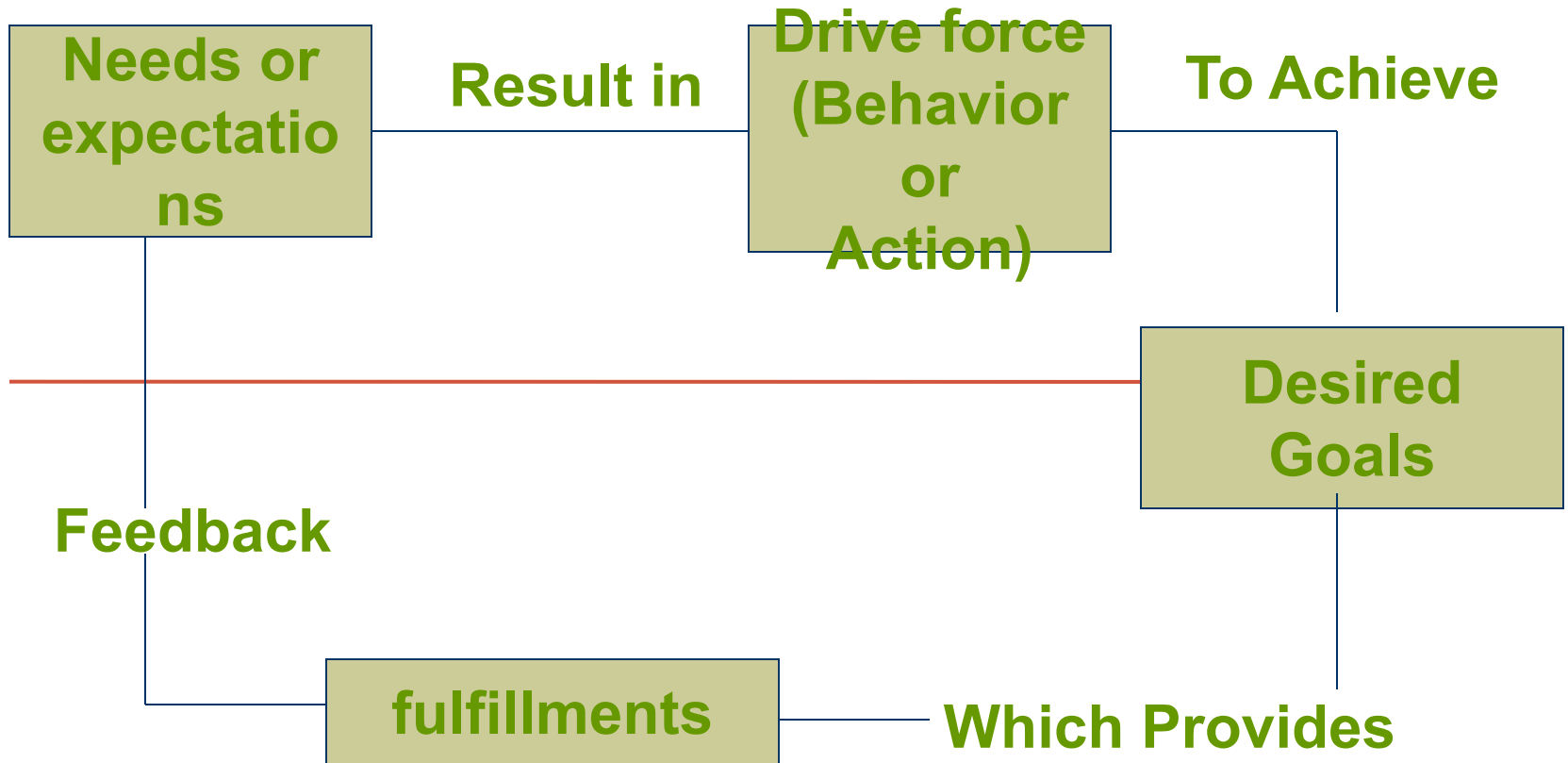
It is a process by which a person's efforts are energized, directed and sustained towards attaining the goal.

- *Energy- A measure of intensity or drive.
- *Direction- Towards organizational goal.
- *Persistence- Exerting effort to achieve goal

Six C's of Motivation..



BASIC MODEL OF MOTIVATION



Early Theories of Motivation:

◆ Content Theories:

Emphasis on what motivates individuals.

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- Maslow's need Hierarchy
 - Macgregor's Theories X & Y
 - Herzberg's two factors theory

◆ Process Theories of Motivation:

Emphasis on actual process of motivation.

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- Three needs Theory (McClelland)
 - Goal-setting Theory
 - Reinforcement Theory
 - Designing Motivating theory
 - Equity Theory
 - Expectancy Theory

Maslow's Hierarchy of needs theory

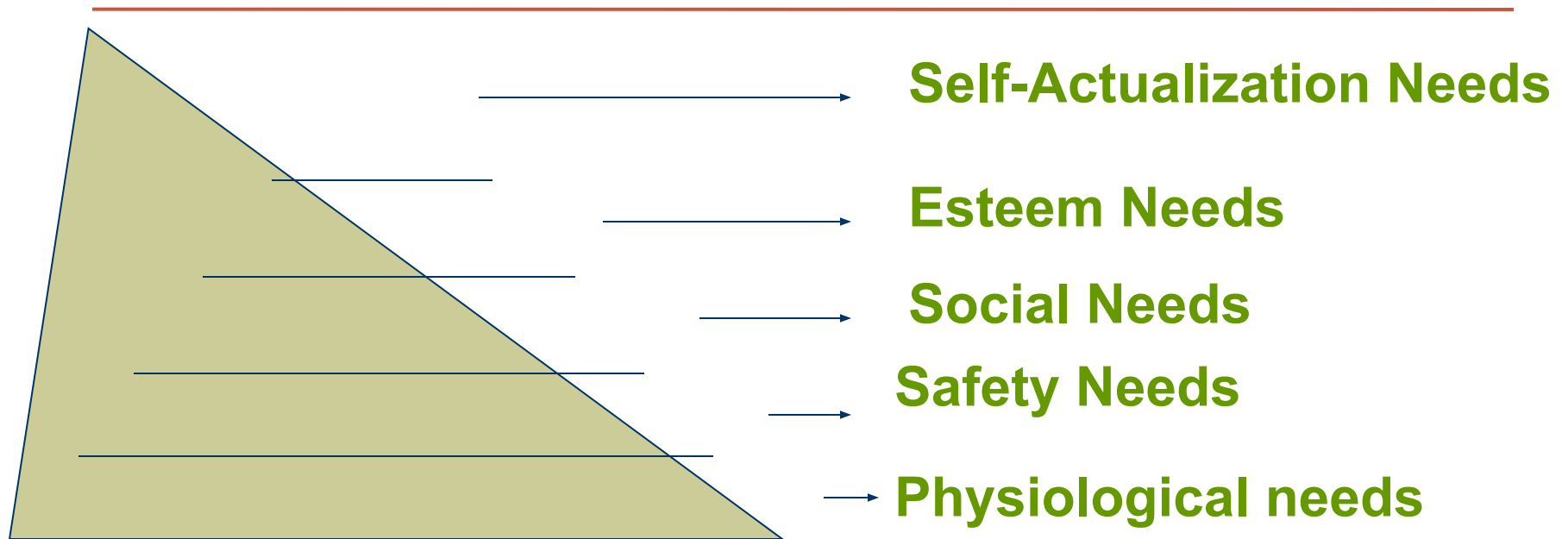
Needs were categories as five levels of lower-higher-order needs.

***Individual must satisfy lower-level needs before they can satisfy higher order needs.**

***Satisfied needs will no longer motivate.**

***Motivating a person depends on knowing at what level that a person is on the hierarchy.**

HIERARCHY OF NEEDS



McGregor's Theory X and Y

Theory X

Assume that workers have little ambition, dislike work, avoid responsibility, and require close supervision.

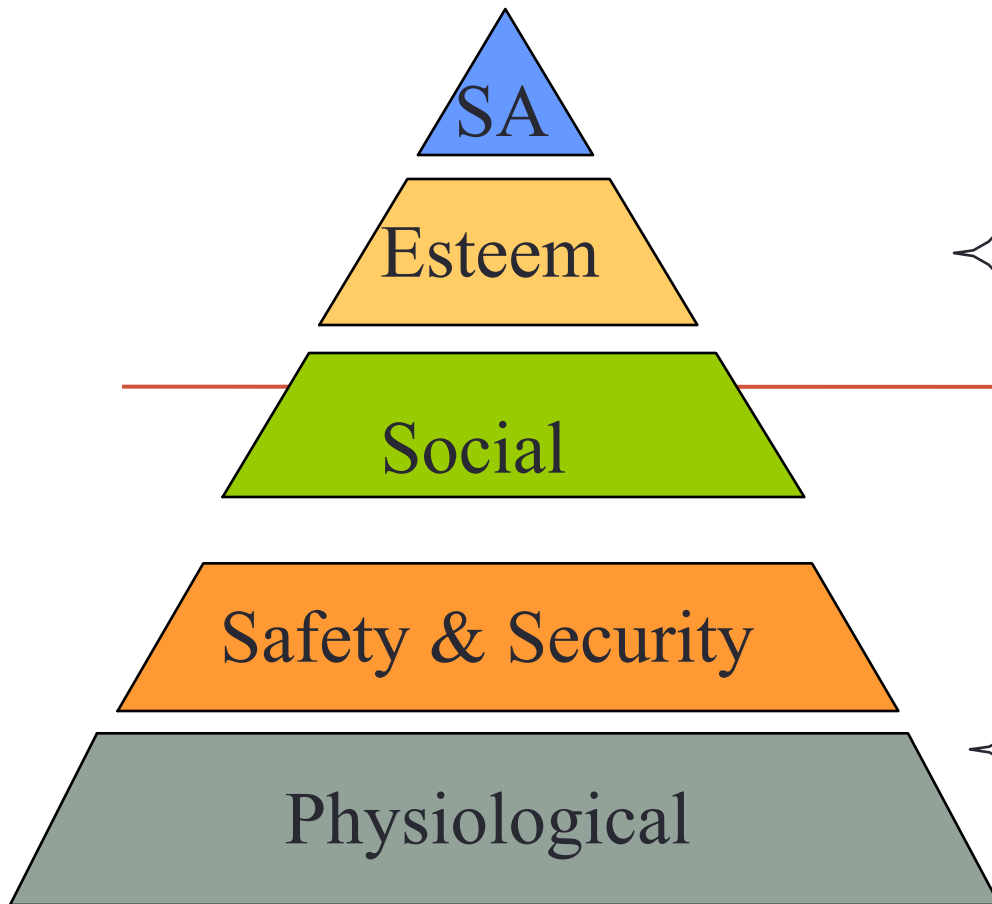
Theory Y

Assumes that workers can exercise self-direction, desire, responsibility, and like to work.

Assumption

Motivation is maximized by participative decision making, interesting jobs, and good group relation.

Motivational Theories X & Y



Theory Y - a set of assumptions of how to manage individuals motivated by higher order needs

Theory X - a set of assumptions of how to manage individuals motivated by lower order needs

McClelland's Need Theory: Need for Achievement

Need for Achievement

The desire to excel and succeed



McClelland's Need Theory: Need for Power

Need for Power –

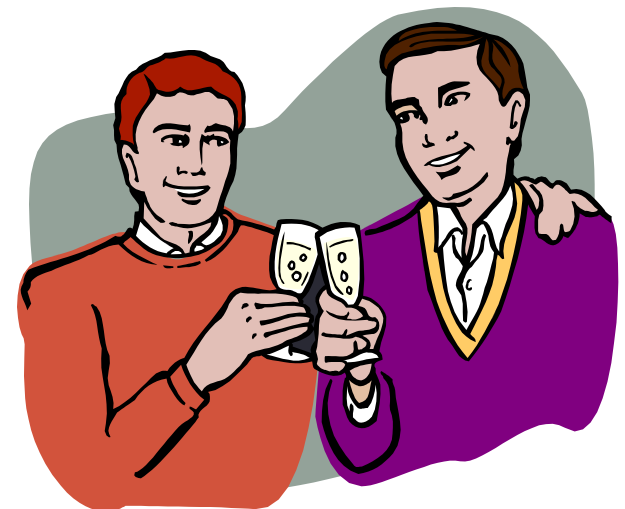
The need to influence the behavior of others.



McClelland's Need Theory: Need for Affiliation

Need for Affiliation –

The desire for interpersonal
relationship



Herzberg's Motivation-Hygiene Theory

Job satisfaction and job dissatisfaction are created by different factors.

Hygiene factors- Extrinsic (Environmental) factors that create job dissatisfaction.

Motivation Factors- Intrinsic (Psychological) factors that create job satisfaction.

Attempted to explain why job satisfaction does not result in increased performance

The opposite of satisfaction is not dissatisfaction but rather no satisfaction.

Motivation–Hygiene Theory of Motivation

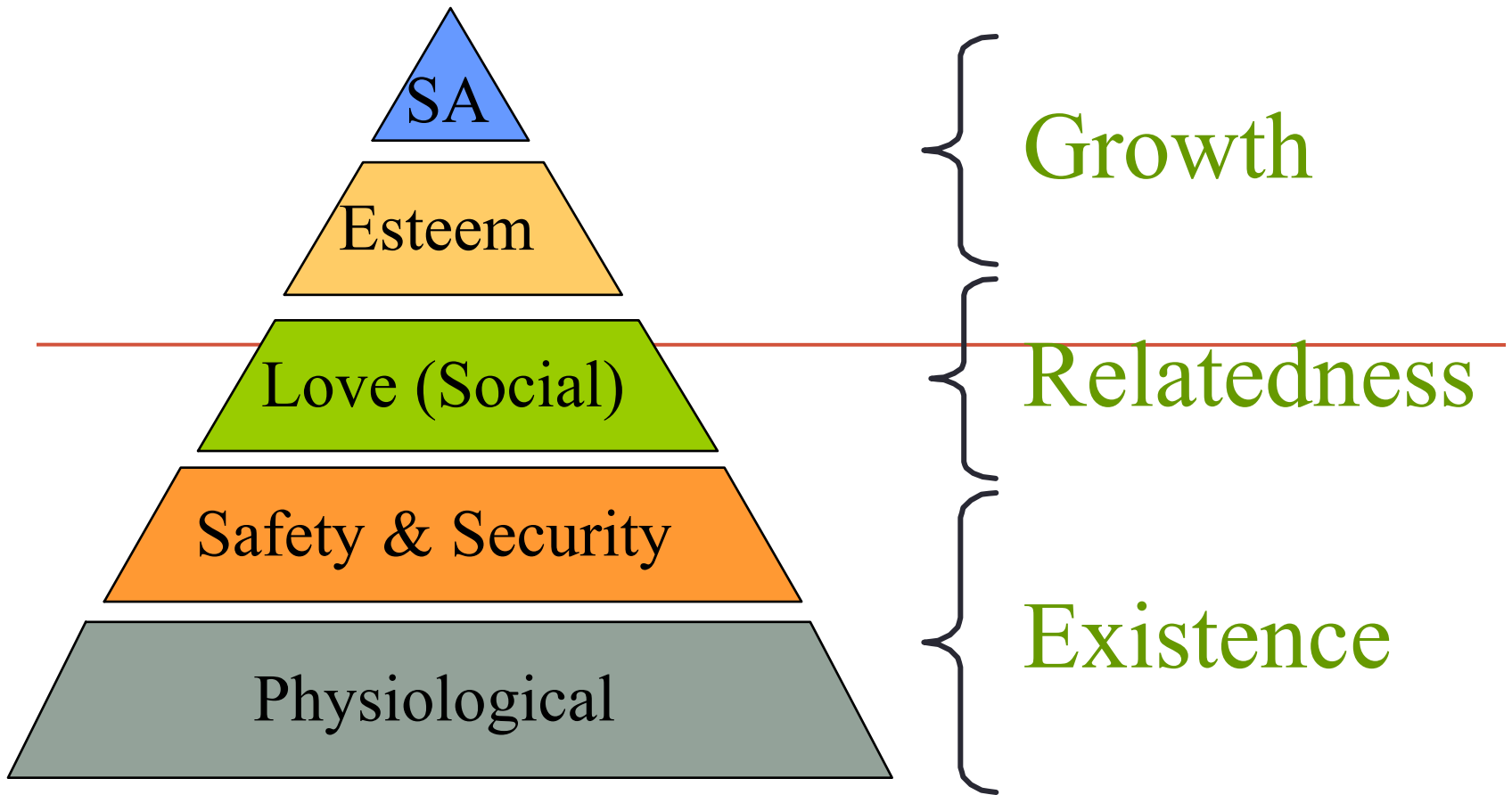
- Company policy & administration
- Supervision
- Interpersonal relations
- Working conditions
- Salary
- Status
- Security

Hygiene factors avoid job dissatisfaction

Motivation factors increase job satisfaction

- Achievement
- Achievement recognition
- Work itself
- Responsibility
- Advancement
- Growth

Alderfer's ERG Theory



Motivational Need Theories

	Maslow	Alderfer	McClelland
Higher Order Needs	Self-actualization	Growth	Need for Achievement
	Esteem self		Need for Power
Lower Order Needs	interpersonal	Relatedness	Need for Affiliation
	Belongingness (social & love)		
	Safety & Security interpersonal	Existence	
physical			
	Physiological		

Case Study

The manager of A.B.C.Ltd. Realized that the level of moral and motivation of their employees was very low and there was dissatisfaction among the employees. Labor productivity was also found to be very low. After investigating the causes of dissatisfaction, the managers decided that if employees were to be motivated, there was a need to establish and maintain good interpersonal relation, over and above good salary, job security, proper working conditions and supervision.

So they put in sincere efforts to improve all these factors during one year. Yet, surprisingly, they came to know that in spite of reduction in the degree of dissatisfaction, the level of morale and motivation was low and there was no significant increase in their productivity. Therefore, the managers are worried.

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- What managerial problem is involved in the above case? Suggest a solution and make a definite stance to justify the same.