



ISO 9001:2008 CERTIFIED



MOTIVATION



Contents



- Why Motivation is important in OB
- Concept of Motivation
- Motives
- Theories of Motivation
- Applications of Theories

What is the difference?



Group A



Group B

What is the difference?





Why Motivation is important in OB



- **Motivation suggests energetic behavior directed toward some goal**
- **Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work.**
- **On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake.**



Why Motivation is important in OB



- Employee motivation is perhaps the ultimate management challenge



What is Motivation?

- Motivation is the characteristic that helps you achieve your goal.
- It is the drive that pushes you to work hard
- Efforts towards achieving organizational goals
- Motivation is the process that account for individual's **intensity, direction, persistence** toward attaining goal
- **Intensity**:-How hard person tries
- **Direction**:-Channelized efforts with high intensity
- **Persistence**:-How long person maintains efforts



Process of Motivation





Motives



- **Intrinsic motivators are inner influences that cause a person to act**
 - our personality
 - emotions
 - needs and motives
 - goals
 - beliefs
- **Extrinsic motivators are external influences that cause a person to act, including both rewards and punishments**



Types of Motives



- There are different types of motives to motivate them.
- A manager needs to understand these different types of motives to successfully motivate his employees.
- Primary Motives
- Secondary Motives
- General Motives



Types of Motives



1. Primary Motives:-

Primary motives are the motives that are absolutely essential for a person to satisfy.

For a motive to be classified in the primary motives category, there are certain conditions that must be met. These conditions are:

- These motives should be physiologically based.
- The motives need not to be learned.
- These are the basic and foremost motives that drive any individual.



Types of Motives

ISO 9001:2008 CERTIFIED



Theories of Motivation

Theories of Motivation

Content Theories

- Maslow's hierarchy of needs
- Herzberg's motivator-hygiene theory
- Alderfer's ERG theory
- McClelland's three-needs theory
- McGregor's Theory X and Theory Y

Contemporary Theories

- Vroom's expectancy theory
- Adams' equity theory
- Goal-setting theory



Maslow's Hierarchy of Needs Theory

- Abraham Maslow hypothesized that, within every human being, there exists hierarchy of Five needs.
 1. **Physiological** :Hunger, Thirst, Shelter etc
 2. **Safety**:Security and Protection from physical and emotional harm
 3. **Social**:Affection, Belongingness, Acceptance
 4. **Esteem**:Internal Factors such as Self respect, Achievement, Status, Recognition
 5. **SelfActualisation**:Growth, Self Fulfillment, Drive to become what one is capable of becoming

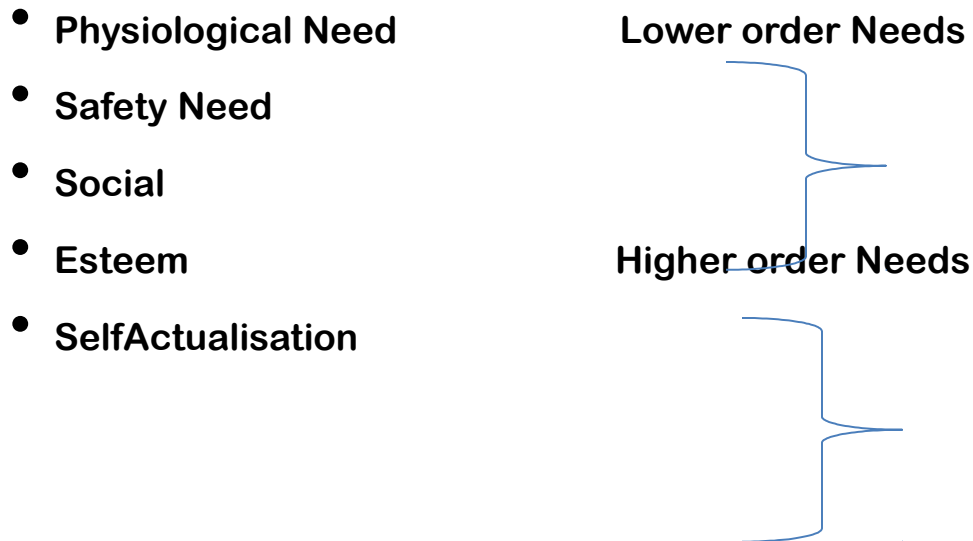
Maslow's Hierarchy of Needs Theory





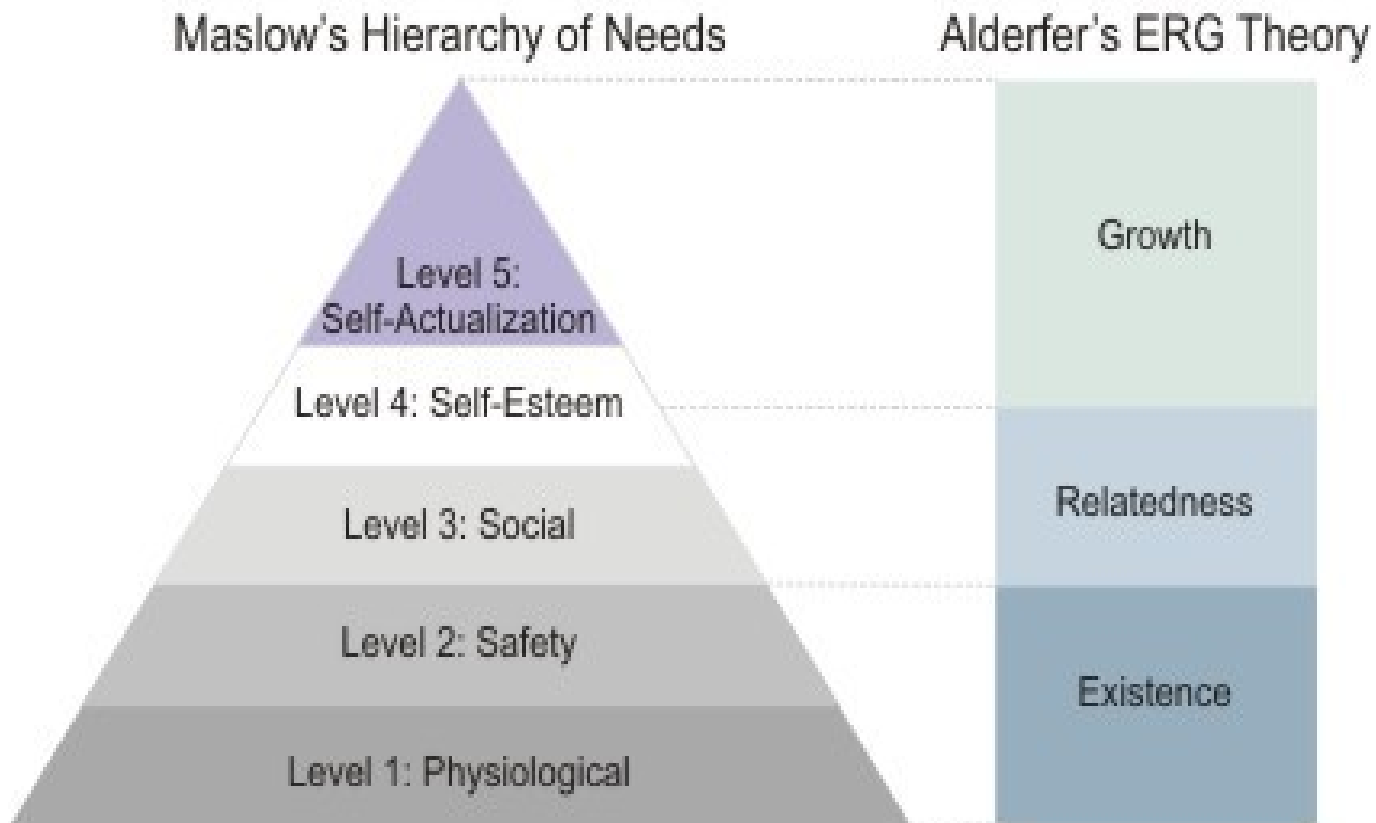
Maslow's Hierarchy of Needs Theory

- As each need become substantially satisfied the next need become dominant
- To motivate someone, you need to understand what level of hierarchy that person is currently on



Alderfer's ERG theory

Figure 1: How Maslow's and Alderfer's Levels Relate





Alderfer's ERG theory



- Maslow's Theory of Needs and Alderfer's ERG theory sees needs as motivating force behind behavior
- Maslow's Need theory was simplified by ERG theory
- According to Clayton Alderfer there are three groups of core needs:-
 - **Existence**- which give us physical well being
 - **Relatedness**- Need for social relationships
 - **Growth Needs**- Need for personal Growth and Development



Alderfer's ERG theory



- Main difference between Maslow's Need Theory and Alderfer's ERG theory is Alderfer didn't assume that these needs exist under rigid hierarchy.



ISO 9001:2008 CERTIFIED



McGregor's Theory X and Theory Y

- Douglas McGregor proposed two distinct views of Human Beings: **Negative** which is labeled **Theory X** and other **Positive** labeled **Theory Y**
- Managers have grouping of assumptions towards employees and based on these they tend to mold their behavior



McGregor X - Y Theories



Theory X	Theory Y
<ul style="list-style-type: none"> * people need close supervision * will avoid work when possible * will avoid responsibility * that they desire only money * people must be pushed to perform 	<ul style="list-style-type: none"> * people want independence in work * people seek responsibility * people are motivated by self-fulfilment * people naturally want to work * people will drive themselves to perform



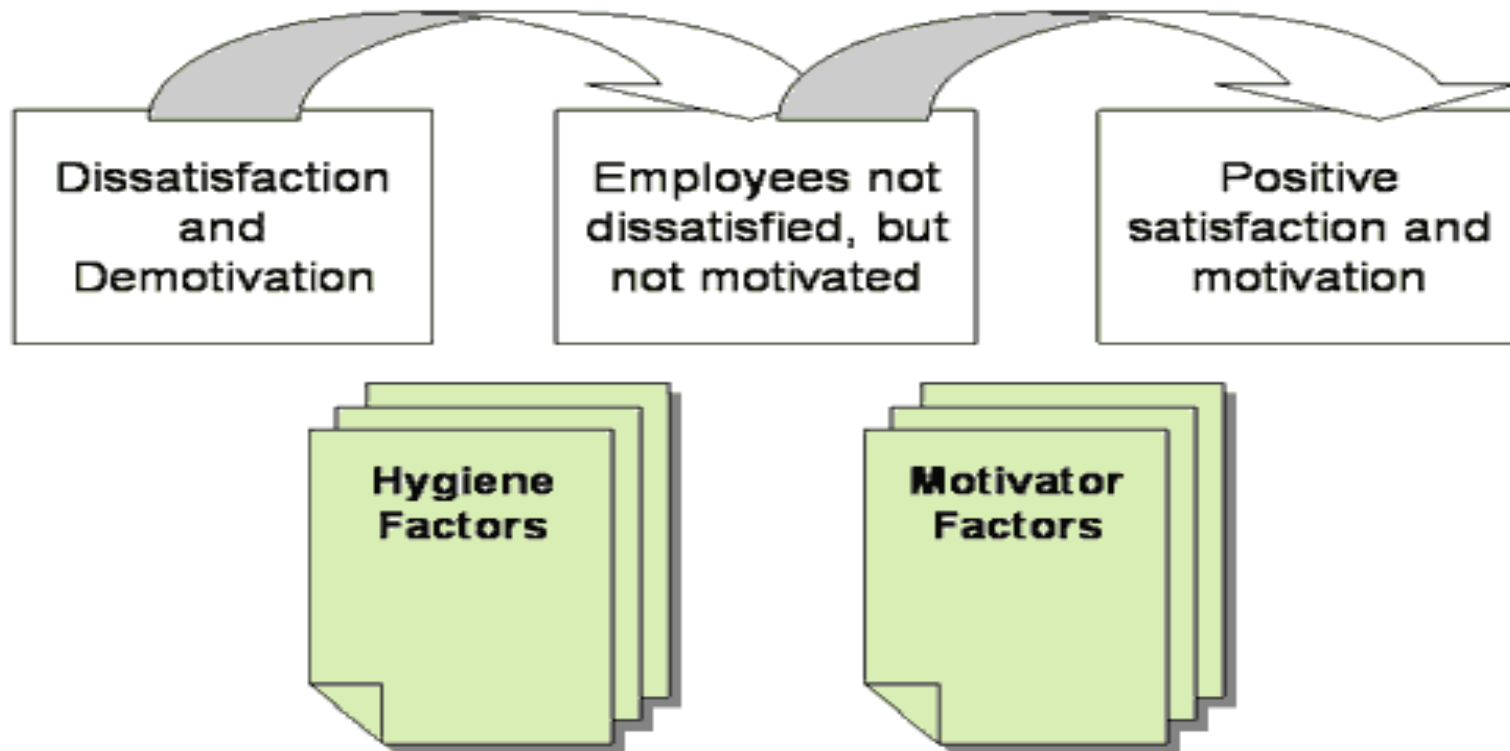
Herzberg's motivation-hygiene theory

- Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction

Psychologist **Frederick Herzberg** believed that:

- **Intrinsic**—natural, real—factors are related to job satisfaction Eg. Advancement, Recognition, Responsibility
- **Extrinsic** factors are related to job dissatisfaction which includes Quality of supervision, Pay, Company Policies, Working Conditions

Herzberg's motivation-hygiene theory





Herzberg's motivation-hygiene theory

- These **extrinsic factors** are called as **Hygiene Factors** which made available adequate employees are not dissatisfied
- **Intrinsic Factors** are called as **Motivators**
- He believed that an individual's attitude toward his or her work can very well determine success or failure
- **Intrinsic factors** such as **achievement**, **recognition**, and **responsibility** were related to job satisfaction
- When people felt good about their work, they tended to attribute these characteristics to themselves.



McClelland's Theory of Needs

- The **Three needs** are the major motives in work:
 - The need for **Achievement:(nAch)** The drive to excel, to achieve in relation to a set of standards, and to strive to succeed.
 - The need for **Power:(nPow)** The need to make others behave in a way that they would not have behaved otherwise.
 - The need for **Affiliation:(nAff)** The desire for friendly and close personal relationships.

nACH (Need for Achievement)

HIGH
Must win at any cost
Must be on top and receive credit

LOW
Fears Failure
Avoids Responsibility

nAFF (Need for Affiliation)

HIGH
Demands blind loyalty and harmony
Does not tolerate disagreement

LOW
Remains aloof
Maintains social distance

nPOW (Need for Power)

HIGH
Desires control of everyone and everything
Exaggerates own position and resources

LOW
Dependent/subordinate
Minimizes own position and resources



Case Study on Content Theories of Motivation



- [Case Study Siemens](#)



Vroom's expectancy theory



- Developed by **Victor Vroom**, expectancy theory defines motivation as a process governing choices among alternative forms of voluntary activity. The components of expectancy theory are instrumentalities, valences, and expectancies.
- Says that strength of a tendency to act in a certain way depends upon strength of an expectation that the act will be followed by given outcome

Vroom's VIE Expectancy Theory



Expectancy--

Belief that if I try hard I can do better

Instrumentality--

Belief that if I do better, I get a better reward

Valence--

Value of the outcome to the person vs indifference or aversion

Self Concept
Self Efficacy
Locus of Control

- traits
- competencies
- values

Environmental Supports

- peer and subordinate support
 - quality of materials & equipment
 - availability of pertinent information
 - previous success at task
- Role Specific Identities**



Vroom's expectancy theory



- Expectancy theory focuses on three relationships
 - Effort- performance relationship
 - Performance-Reward relationship
 - Rewards-Personal goal Relationship
- This theory helps explain why a lot of workers aren't motivated on their jobs and do only the minimum necessary to get by.



Adams' Equity theory

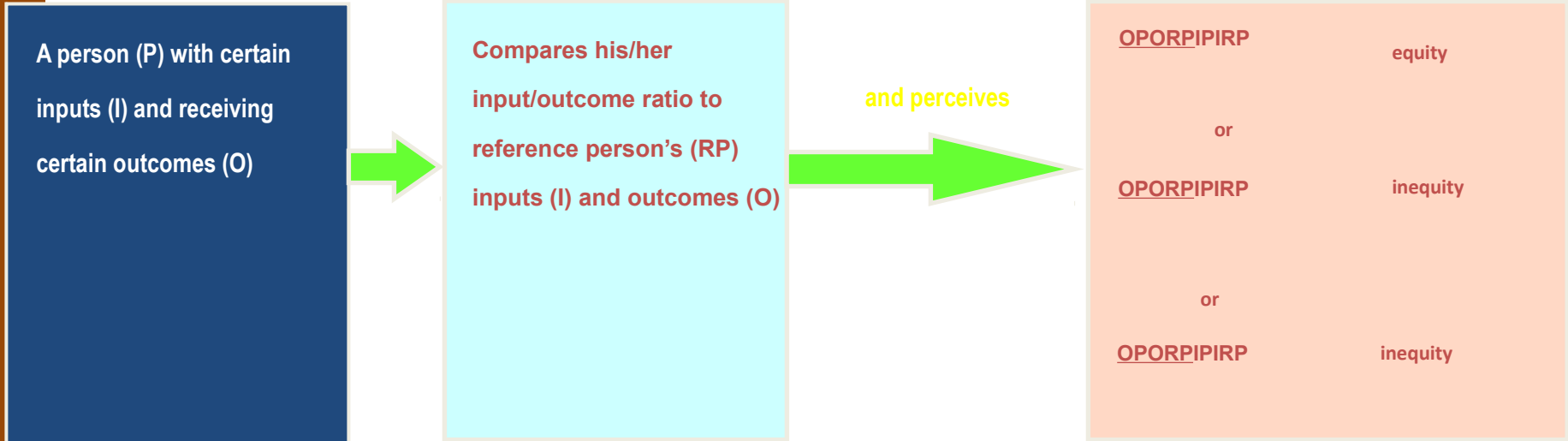
ISO 9001:2008 CERTIFIED



- Theory is proposed by Stacy Adams
- Equity theory focuses on how individuals perceive their reward or pay compared to what others are receiving.
- Employees compare their efforts and rewards with those of others in similar work situations.
- Individuals, who work in exchange for rewards from the organization, are motivated by a desire to be equitably treated at work.
- Equity exists when employees perceive that the ratios of their inputs (efforts) to their outcomes (rewards) are equivalent to the ratios of other similar employees.
- Inequity exists when these ratios are not equivalent.



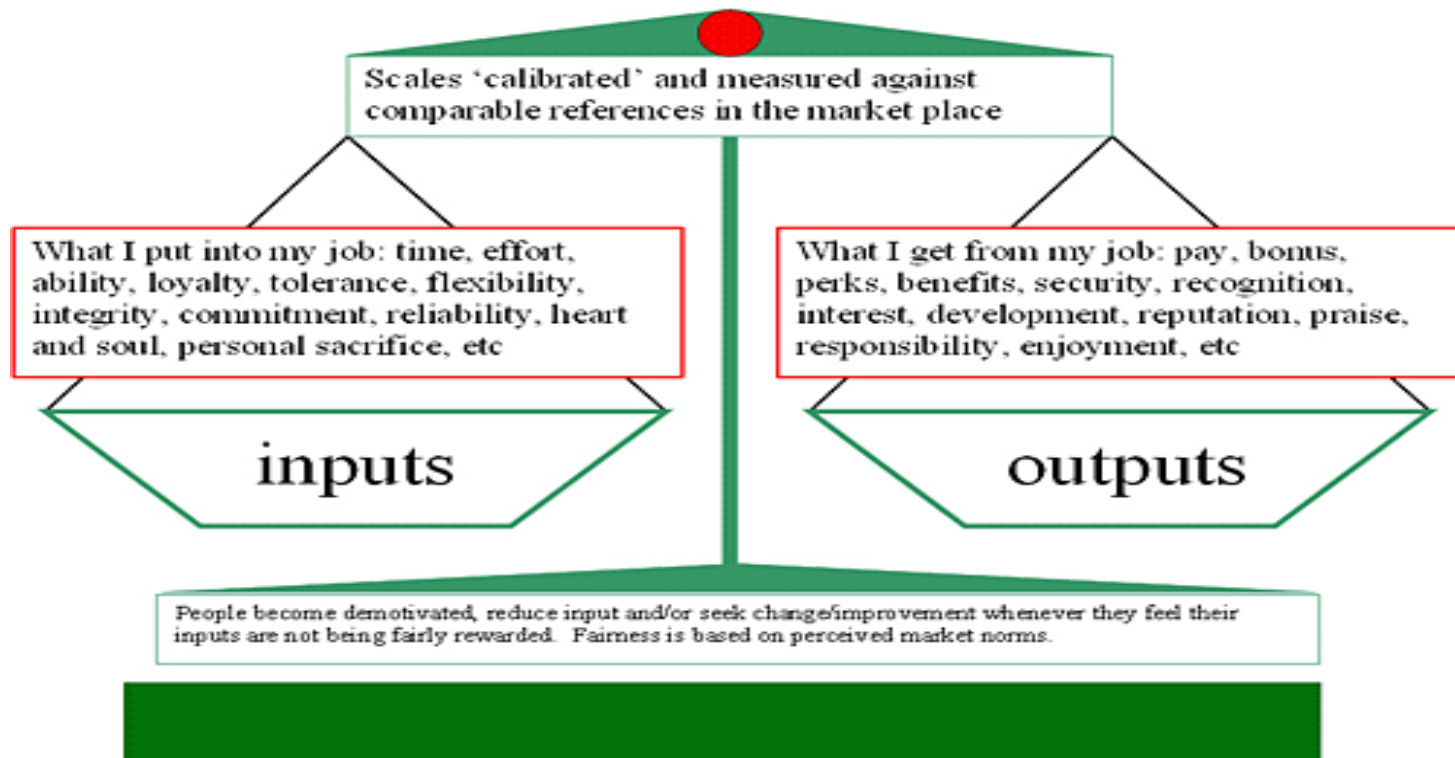
Adams' Equity theory



- IP: Inputs of the person
- OP: Outcomes of the person
- IRP: Inputs of reference person
- ORP: Outcomes of reference person

Adams' Equitytheory

Adams' Equity Theory diagram - job motivation





Goal Setting Theory



- This theory is proposed by Edwin Locke.
- Task goals can be highly motivating if they are properly set and if they are well managed.
- Goals:
 - give direction to people
 - clarify performance expectations
 - establish a frame of reference for feedback



Goal Setting Theory



- Brings management & subordinates together in joint decision making process of goal setting
- Locke believes goal setting can enhance individual work performance and jobsatisfaction



ISO 9001:2008 CERTIFIED



Thank you