

Chapter 5

Motivation

The Concept of Motivation

Motivation comes from the Latin word "mauver", which means "to move".

Three basic processes are lead to Motivation:

- a) Arousal – drive or energy behind actions
- b) Direction – choices we make
- c) Maintenance of Behaviour – sustained energy over a period of time and how long the energy is spent

Chapter 5

Motivation

Motivational Model

Motivation begins with an inner state of need deficiency.

This deficiency produces disequilibrium or tension or an urge to fulfill the need deficiency

It leads to a drive towards fulfilling the need deficiency

(This is termed as the Need-Drive theory of Motivation)

Chapter 5

Motivation

Theories of Motivation

Theories of Motivation are the outcome of series of studies, observations and inferences done by various contributors to the Management thought process.

These theories have passed through various stages of growth, evolution and adaptation starting from the days of F W Taylor, the father of Scientific Management

Chapter 5

Motivation

Theories of Motivation.....

In the beginning of the classical or scientific management approach of Taylor, people were considered as logical “hands” that produced output.

The underlying cause of the people working to produce output was assumed to be driven by the desire to earn the most possible money.

This led to creation of elaborate financial incentive schemes
(Monetary Motivation)

Chapter 5

Motivation

Theories of Motivation.....

Latter day researchers found that human behaviour could not be explained with the assumption that people work driven by the desire to earn more money.

They began looking out for certain other factors that drive human behaviour

Chapter 5

Motivation

Theories of Motivation.....

Elton Mayo and his team conducted the famous Hawthorne Experiments to study the effects of fatigue factors combined with payment by results.

The findings of the experiments confirmed the role of Human Relations as a means of motivating employees.

Theories of Motivation.....

Thus a new angle towards understanding employee Motivation emerged.

Employees get motivated not because of the desire for money alone.

They even get motivated when they are treated well behaviourally.

Chapter 5

Motivation

Theories of Motivation.....

These studies and findings gave rise to various Theories of Motivation, each developed on certain understanding, experiments and findings of Human Behaviour.

The more contemporary Theories mainly comprise of Content Theories, Process Theories and Reinforcement Theory

Chapter 5

Motivation

Content Theories of Work Motivation

They use individual needs in understanding of job satisfaction & work behaviour.

The content theories are:

- a) Maslow's Need Hierarchy Theory
- b) Alderfer's ERG Theory
- c) Herzberg's Two Factor Theory
- d) McClelland's Achievement Theory

Chapter 5

Motivation

a) Maslow's Need Hierarchy Theory

Abraham Maslow created the Need Hierarchy theory in which he observed that human needs are arranged in a hierarchical manner, with two levels comprising of five stages

The two levels are: Deficiency Needs and Social Needs



Chapter 5

Motivation

Maslow's Need Hierarchy Theory.....

The first stage is Physiological Needs while the second stage is Security/Safety Needs.

The third stage is the Social Needs

Together they comprise of the Deficiency Needs Level.

The fourth stage is the Esteem Needs, while the fifth/last stage is the Self Actualization Needs

These two stages form the Social Needs Level

(refer to diagram in course material)

Chapter 5

Motivation

ERG Theory of Motivation

Clayton Alderfer developed this theory taking into account the shortcomings of Maslow's Need Hierarchy Theory.

The major shortcoming of Maslow's Theory was the reality that people do not necessarily fulfill their needs in a hierarchical manner

Alderfer defined three needs:

- a) Existence Needs
- b) Relatedness Needs
- c) Growth Needs

The theory stated that all these Needs may be activated at time (need be only on a hierarchical order)

Chapter 5

Motivation

Maslow's Theory Vs ERG Theory

ERG theory differs from Maslow's Theory on the following points:

- a) While Maslow's Theory propounded that needs are fulfilled in an hierarchical manner, ERG Theory states that needs are fulfilled more than one at the same time.
- b) While Maslow's Theory states that a person satisfies the lower level needs before he satisfies the higher level needs, ERG Theory states that if a person is frustrated at a certain level in satisfying his needs, he would move back to the lower level needs.

Chapter 5

Motivation

McClelland's Theory of Needs

Harvard psychologist David McClelland stated that from the organizational behavior point of view, the most prominent need is the need for achievement, power and affiliation

Chapter 5

Motivation

McClelland's Theory of Needs...

Need for Achievement arises from the prime motive from the "desire to succeed in competitive situations based upon established or perceived standard of excellence"

Denoted by n-Ach, this need creates in the individual the motive to ask for, accept and perform well in challenging tasks which require creativity, ingenuity and hard work. They seek constant improvement in their tasks, are risk takers, set goals which "stretch" them to higher performance and achievement.

Chapter 5

Motivation

McClelland's Theory of Needs...

Need for Power is the desire to affect and control the behaviour of others and manipulate the surroundings.

Denoted as n-Pow, this need when used positively results in development, while when used negatively tends to create autocratic leadership.

In the words of Litwin & Stringer, individuals with n-Pow "usually attempt to influence others directly – by making suggestions, by giving opinions and evaluations" They seek "positions of leadership" and "are usually verbally fluent, often talkative and sometimes argumentative"

Chapter 5

Motivation

McClelland's Theory of Needs...

Need for affiliation,, is the need for the individual to belong and affiliate with people and surroundings.

Denoted by n-Affl, this need manifests in the form of people who are naturally comfortable with people and hence good at "networking". They do not easily "give up" on people and regard them as "vital". They have natural people skills like communication, team playing, mediation, and tend to develop emotional intelligence and empathy in groups.

Chapter 5

Motivation

Herzberg's Two-Factor Theory

Fredrick Herzberg and associates developed the two-factor theory in the late 1950s and early 1960s, when they conducted in-depth interviews on engineers and accountants in Pittsburg.

They felt that employee's relation to work was basic and that his attitude towards work would determine his organization related behaviour.

Chapter 5

Motivation

Herzberg's Two-Factor Theory....

They concluded that there were two factors consistently related to job satisfaction, one of which was termed as Hygiene Factors.

The presence of these do not motivate people. But the absence demotivates people into dissatisfaction and loss of interest.

Chapter 5

Motivation

Herzberg's Two-Factor Theory...

The other factor was termed as Motivation Factor.

These factors related to the nature of work and have a positive influence on the level of satisfaction, efficiency, effectiveness and morale.

Some of these factors include: the job itself, employee recognition, achievement, responsibility, growth and advancement.

Chapter 5

Motivation

In conclusion, we could state that Content Theories of Motivation explain the nature of Motivation in terms of types of needs that people experience.

The concept of motivation is explained by the fact that people have certain fundamental needs, to satisfy which they are motivated to engage in activities.

Content Theories address the “externals” that are said to motivate the individual.

Chapter 5

Motivation

Process theories of Work Motivation

While Content theories address “what” motivates people, the Process theories address “how” motivation occurs.



Chapter 5

Motivation

Vroom's Expectancy Model

This model, created by Victor Vroom, is based on the belief that motivation is determined by the nature of the reward people expect as a result of their job performance.

The underlying assumption is that man as a rational being tries to maximize his perceived values of such rewards.

People are highly motivated if they believe that a certain type of behaviour would lead to a certain type of outcome and the extent of the type of outcome.

Chapter 5

Motivation

Vroom's Expectancy Model...

In this model, there are three elements that are said to contribute to motivation:

- a) Expectancy – the individual's perception that a particular behavior would result in a particular outcome. This is probabilistic in nature and results in what is termed as "first level" outcome
- b) Instrumentality – relates to the person's belief and expectation his performance would lead to (be instrumental) a particular reward what is termed as "second level" outcome. It forms the relationship between performance and rewards.
- c) Valence – depicts the value a person assigns to the desired reward. It is not the actual value of the reward but the perceptual value in the mind of the person.

Chapter 5

Motivation

Vroom's Expectancy Model...

To sum up we state:

$$(M) = (E) * (I) * (V)$$

where (M) = Motivation

(E) = Expectancy

(I) = Instrumentality

(V) = Valence

Motivation is the product of all three factors.

Motivation would be the highest when all the three factors are high.

Motivation would be the least or zero (absent) when any one or more of the factors approaches zero.

(Refer to block diagram depiction of Vroom's Model in the course material)

Chapter 5

Motivation

Equity Theory

Created by Stacy Adams, this theory has two elements based on real life situations:

- a) Every individual expects to get a fair reward for the work he does.
- b) Every individual compares his rewards with the rewards of others in similar work

Chapter 5

Motivation

Equity Theory....

It is based on the recognition that employees are not concerned only with the rewards they receive for the work they do, but they are also concerned and hence get affected by the rewards others receive for similar work done.

This comparison creates an inequity or a feeling of inequality among employees, leading to uneasiness, loss of interest and lack of Motivation.

Chapter 5

Motivation

Equity Theory....

Equity Theory consists of the following postulates:

- a) Feeling of inequity creates a feeling of resentment and tension within individuals.
- b) The extent of this tension depends upon the magnitude and type of inequity.
- c) Steps need to be taken to reduce this inequity and tension.
- d) The greater the extent of perceived inequity, the greater is the strength of motivation.

(Refer to flow chart in the Course material)

Chapter 5

Motivation

Goal Setting Theory

It is based on the assumption that the type and the challenge of the Goal induces Motivation to achieve the Goal.

Edwin Locke proposed that people set Goals for themselves and put efforts to achieve them.

The quality of performance by two factors: a) how difficult the Goal is
b) how specifically defined the Goal is.

(Refer to diagram in Course Material)

Chapter 5

Motivation

Goal setting – Management By Objectives (MBO)

MBO is an effective form of Goal Setting based on:

- a) Involvement leads to commitment
- b) When an employee is involved in Goal setting as well as standard setting, the employee is motivated to perform better towards achievement of organizational Goals.

Chapter 5

Motivation

Goal setting – Management By Objectives (MBO)....

MBO focusses on:

- a) Central Goal Setting – defining and clarifying organizational objective, which are specific and realistic and communicating to all employees clearly
- b) Manager-Subordinate Involvement – The Manager & Subordinates work together, jointly and with consultation.

Chapter 5

Motivation

Summary:

The concept of Motivation is central all global working.

Working in Teams has given way to working in Hierarchies.

Understanding Motivation both through the inquiry of “what motivates” and “how to motivate” is vital.

Group Motivation is possible only if factors that motivate individuals are understood.