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WILL GET UNDERSTANDING OF...

- Motivation?
- Characteristics?
- Importance?
- Types of Motivation?
- Various Motivators?
- Various steps?
- Theories of Motivation?
- Improve Motivation?

MEANING.....

- Derived from Latin word “**movere**” meaning to move
- A psychological process which enables an individual to put effort to achieve desired objective.
- Motivation is the process of creating organizational conditions which will impel employees to strive to attain company goals.
- One of the important aspect of organizational behavior.
- “**Core of management**” by Rensis Likert

Definition of Motivation

- “Motivation is the act of stimulating some one or oneself to get a desired course of action or to push the right bottom to get a desired reaction.”

Michal, J. Jucius

- Motivation is a process of inducing, inspiring and energizing people to work willingly with zeal, initiative, confidence, satisfaction and an integrated manner to achieve desired goals. It is a moral boosting activity.

DEFINITION.....

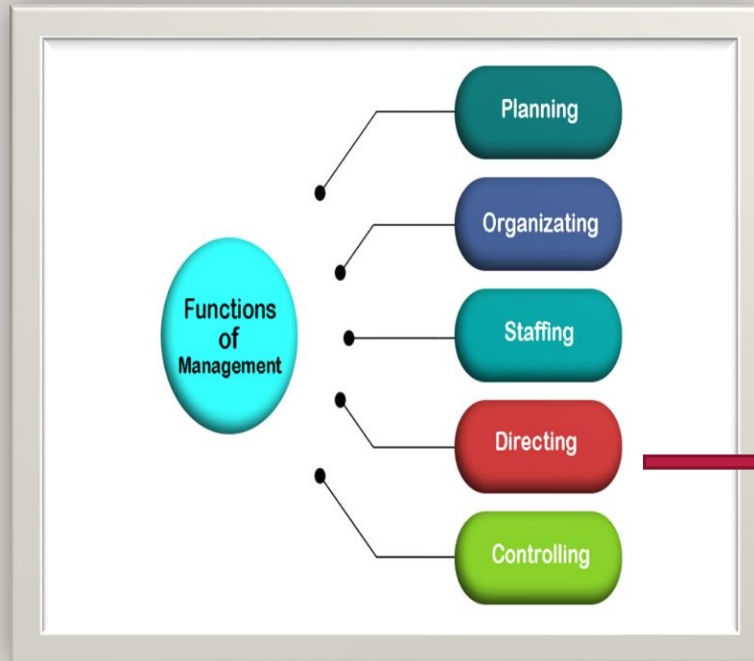
Process starts with a physiological and psychological deficiency or need that activates the behaviour or drive that is aimed at a goal or incentive : **Fred Luthans**

Complex of forces starting and keeping a person at work in the organization: **Dublin**

General term applying to the entire class of drives, desires, needs, wishes and similar forces that induce an individual or a group of people to work: **Koontz and O'Donnel**

DIRECTING AND MOTIVATION

P PLANNING
O ORGANIZING
S STAFFING
D DIRECTING
CO CO-ORDINATING
R REPORTING
B BUDGETING



It refers to the process of instructing, guiding, counselling, motivating and leading people in the organisation to achieve its objectives.

The process of directing involves guiding, coaching, instructing, motivating, leading the people in an organisation to achieve organisational objectives


MORALE VS. MOTIVATION

"Making their spirits soar"

Staff Morale and Motivation


What is Morale?

Morale is *internal feeling* and it is inspired by the *environment*. It depends upon the relations between expectations and reality.



What is Motivation?

Motivation is an act of stimulating someone to get a desired course of action



"You'll be happy to know, Johnson, that since I moved your desk out here in the alley, office morale has gone up 300%."

WHAT IS MORALE?

- ✗ Morale is internal feeling and it is inspired by the environment. It depends upon the relations between expectations and reality.
- ✗ Morale is a composite of feelings, attitudes and sentiments Morale is a group phenomenon.

WHAT IS MOTIVATION?

- ✗ Motivation is an act of stimulating someone to get a desired course of action.
- ✗ Motivation is a function of needs and desires. Motivation is largely an individuals willingness to work.

DIFFERENCE BETWEEN MORALE AND MOTIVATION

CHARACTERISTICS.....

- Component of directing
- Psychological aspect
- Goals directed
- Continuous process
- Integrated
- Positive or negative
- Complex and Dynamic process
- Financial or non-financial

Motivation has following characteristics.

- Motivation is an inner feeling and psychological aspect. However its reaction is physical.
 - Motivation is a process. It is continuous and contains system orientation.
- It stimulates the human being to release his energy and the behavior is directed to realize goals.
- Motivation can be positive or negative.
- It is complex. It is influenced by many variables at a time








IMPORTANCE.....

- High Employee Performance
- Low employee turnover and absenteeism
- Better Organizational Image
- Better Industrial relations
- Acceptability to change
- Better quality orientation
- Better Productivity



MOTIVATORS....

- **Economic motivators:** Economic motivation is connected directly or indirectly with money. Factors such as wages and salary, bonuses, profit-sharing, leave with pay, medical reimbursement, and the like are included under this type of motivation.
- **Non- economic motivators:** Non-economic motivators are not connected with monetary rewards. In the words of Dublin, “non-financial incentives are the psychic rewards, or the rewards of enhanced position, that can be secured in the work organization.” Some of the most commonly used non-financial motivators are:

	Aesthetic - A drive for balance, harmony and form.
	Economic - A drive for a return on investment.
	Individualistic - A drive to stand out as independent and unique.
	Power - A drive to be in control or have influence.
	Altruistic - A drive to help others at the expense of self.
	Regulatory - A drive to establish order, routine and structure.
	Theoretical - A drive for knowledge, learning and understanding.

TYPES.....

Motivation

Intrinsic motivation:

Deciding to do something because you are interested in it and enjoy doing it. Your reasons are internal, they come from within you, and you are not driven by other people or by an end result or outcome.

Extrinsic motivation:

Deciding to do something because you are told you have to do it by someone else. Doing something because of external factors, such as needing to achieve a goal, wanting to get a reward, or seeking to avoid a disadvantage.

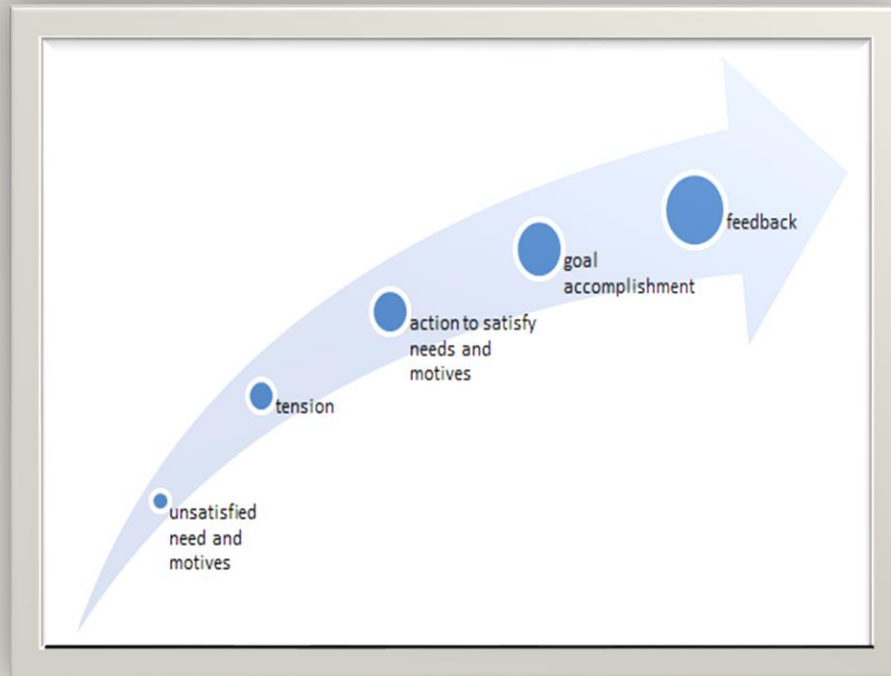
Intrinsic

- Autonomy
- Belonging
- Curiosity
- Love
- Learning
- Mastery
- Meaning
- ...

Extrinsic

- Badges
- Competition
- Fear of failure
- Fear of punishment
- Gold Star
- Money
- Points
- Rewards
- ...

STEPS.....

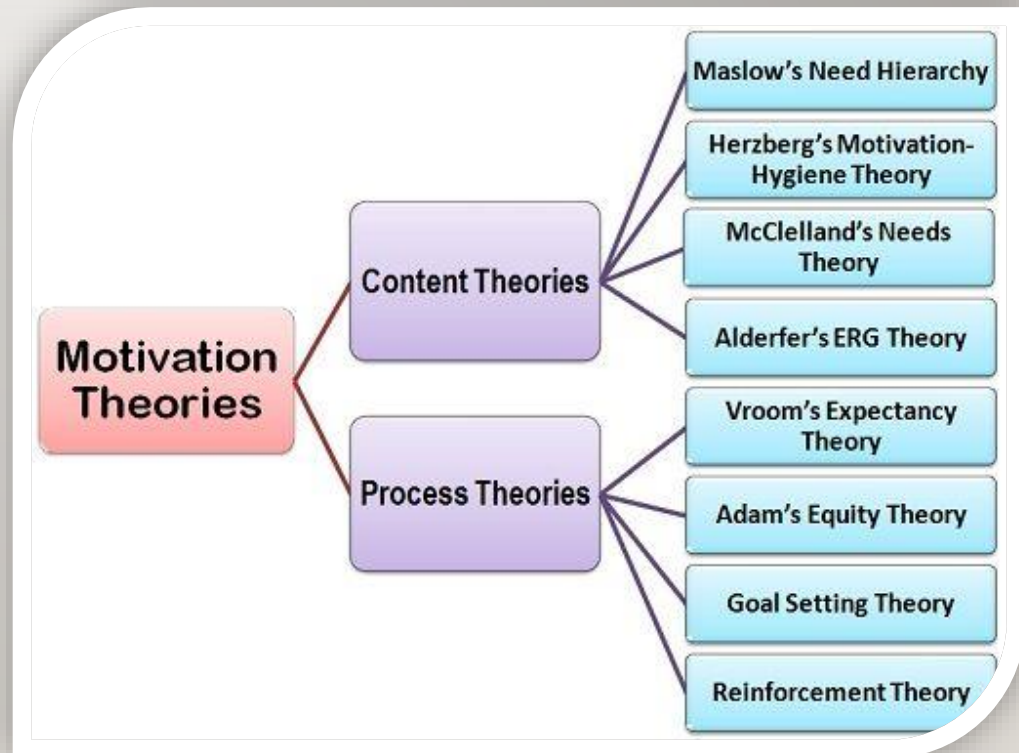
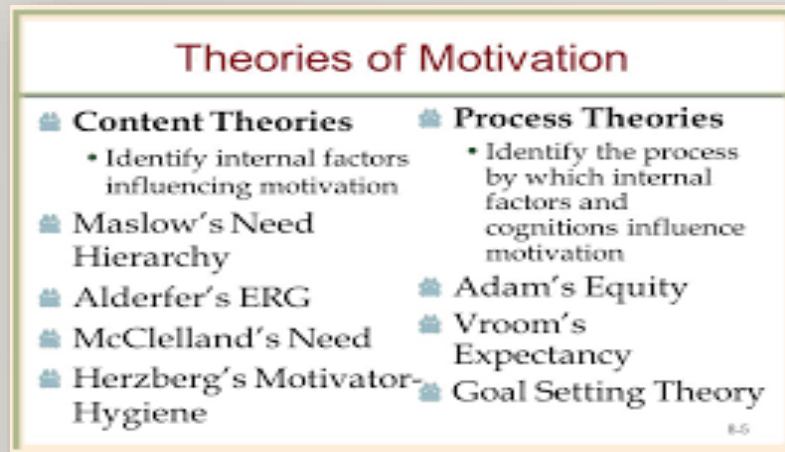


Lewin² has observed that the following steps be adopted in motivation:

- Sizing Up:** This involves ascertaining motivational needs. All employees need motivation but of varying kinds and in varying degrees.
- Preparing a Set of Motivating Tools:** This requires a selection of specific tools of motivation. An executive, from personal experience, from the experiences of others, and with the help of the personnel department, may draw up a list of devices that may motivate different types of people under different circumstances.
- Selecting and Applying Motivation:** The executive should decide the words, the tone of voice and the gestures to be used and make necessary rehearsal for their proper use. Besides, it has also to be considered where and when motivation is to be applied. The place and timing for this purpose are important.
- Feedback:** This involves the finding whether an individual has been motivated; if not, some other device may be applied.

THEORIES.....

Content theories deals with “**what**” motivates, while process theories deals with “**how**” motivation occur



TRADITIONAL THEORY OF MOTIVATION....

- The traditional theory evolved from the work of Frederick W. Taylor. The traditional theory of motivation is based on the assumption that money is the primary motivator. Financial rewards are directly related to performance in the belief that if the reward is great enough, the employees will produce more.

TRADITIONAL THEORY

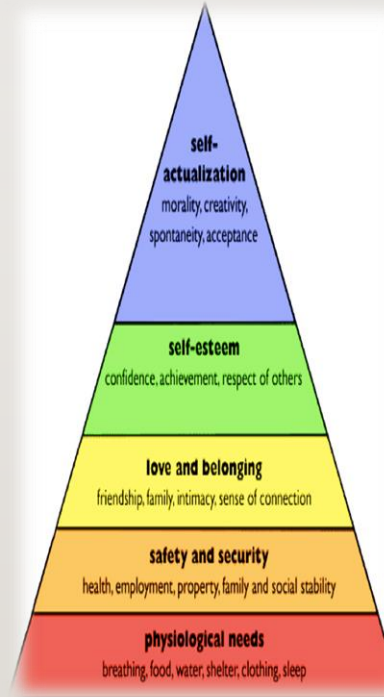
1. Fear & Punishment Theory.
2. Reward & Welfare Theory.
3. Carrot & Stick Approach.

MODERN THEORY

1. Maslow's Theory of Human Needs or Need Hierarchy Theory.
2. Herzberg's Two-Factor Theory.
3. McGregor's Theory-X and Theory-Y.

MASLOW'S NEED HIERARCHY

- Paper named “A Theory of human motivation” (1943)
- It is first systematic model of human motivation
- Lower order needs: physiological, safety and social needs
- Higher order needs: esteem and self actualization



MASLOW'S NEED HIERARCHY....

Five Levels of the Hierarchy of Needs

There are five different levels in Maslow's hierarchy of needs:

- i) **Physiological Needs:** These include the most basic needs that are vital to survival, such as the need for water, air, food and sleep. Maslow believed that these needs are the most basic and instinctive needs in the hierarchy because all needs become secondary until these physiological needs are met.
- ii) **Security Needs:** These include needs for safety and security. Security needs are important for survival, but they are not as demanding as the physiological needs. Examples of security needs include a desire for steady employment, health insurance, safe neighbourhoods and shelter from the environment.
- iii) **Social Needs:** These include needs for belonging, love and affection. Maslow considered these needs to be less basic than physiological and security needs. Relationships such as friendships, romantic attachments and families help fulfill this need for companionship and acceptance, as does involvement in social, community or religious groups.
- iv) **Esteem Needs:** After the first three needs have been satisfied, esteem needs becomes increasingly important. These include the need for things that reflect on self-esteem, personal worth, social recognition and accomplishment.
- v) **Self-actualising Needs:** This is the highest level of Maslow's hierarchy of needs. Self-actualising people are self-aware, concerned with personal growth, less concerned with the opinions of others and interested fulfilling their potential.

ALDFER'S ERG THEORY

Clayton P. Alderfer

- American Psychologist
- Introduced the ERG theory in 1969
- Alderfer's ERG Theory Simplifies Maslow's Hierarchy of Needs
- Alderfer's ERG theory contends there are three basic needs an employee seeks to fulfill. As each need is fulfilled, it serves as motivation to fulfill a different need.

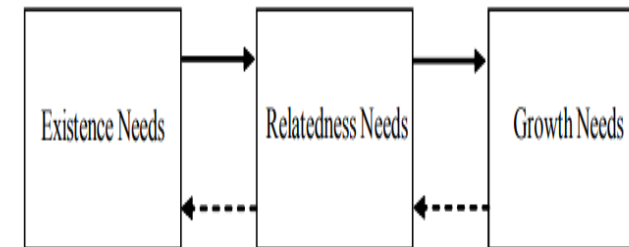
ERG stands for **E**xistence, **R**elatedness and **G**rowth, and these are defined as:

- **Existence** - the need for basic material existence, like physiological health and safety
- **Relatedness** - the need for interpersonal connections, social status and recognition
- **Growth** - the need for personal development, including creative and meaningful work

As each need is met, another need could be satisfied. In fact, at any point, several could be satisfied.



Clayton Alderfer's ERG Theory



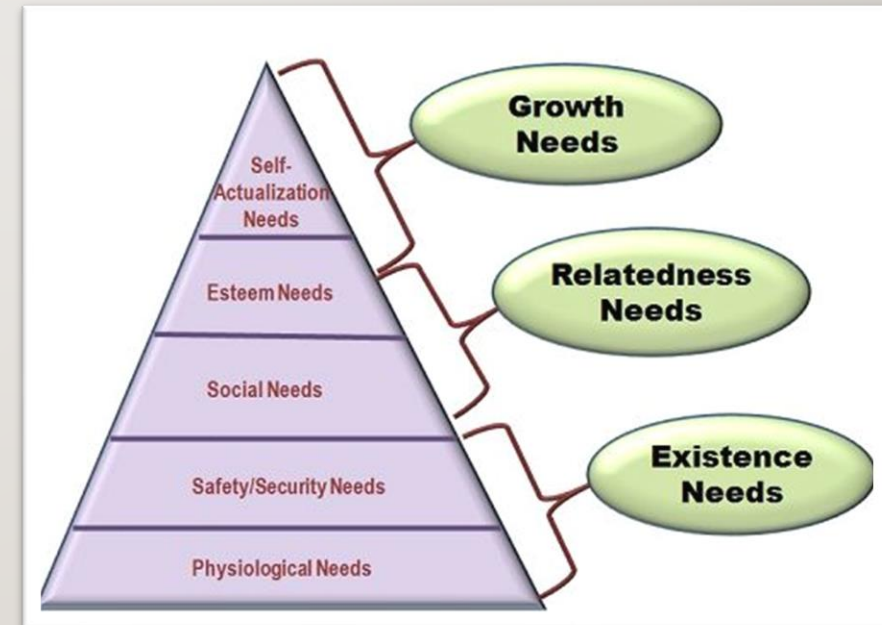
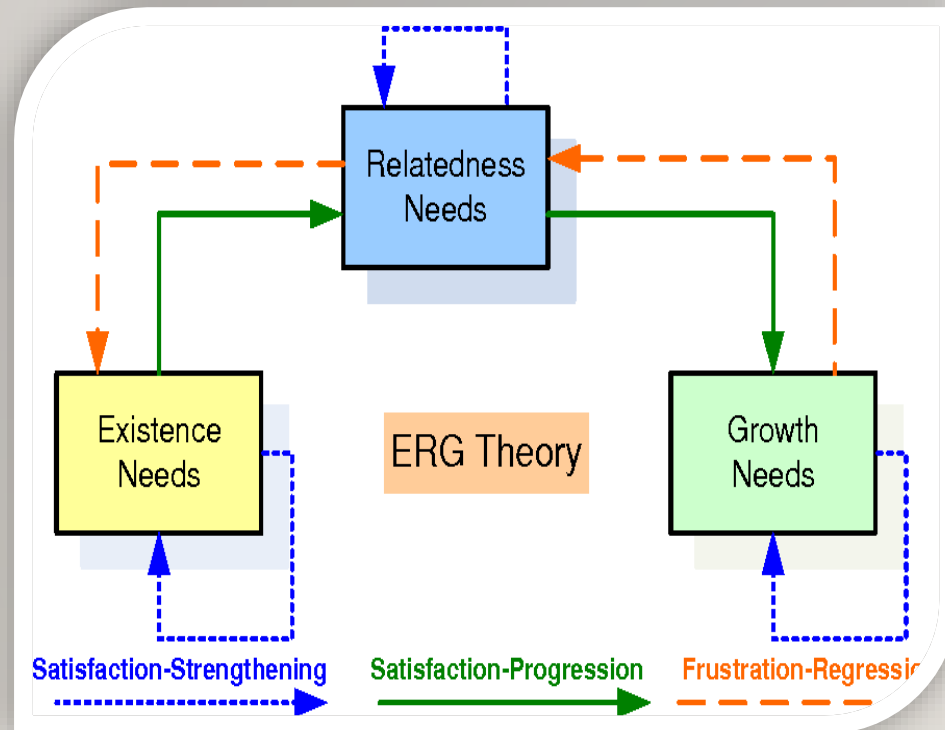
→ Satisfaction → Progression

←----- Frustration ← Regression

ALDFER 'S ERG NEED THEORY

- The ERG theory allows for different levels of needs to be pursued simultaneously.
- The ERG theory allows the order of the needs be different for different people.
- The ERG theory acknowledges that if a higher level need remains unfulfilled, the person may regress to lower level needs that appear easier to satisfy. This is known as the frustration-regression principle.
- Thus, while the ERG theory presents a model of progressive needs, the hierarchical aspect is not rigid. This flexibility allows the ERG theory to account for a wider range of observed behaviors. For example, it can explain the “starving artist” who may place growth needs above existence ones.

ALDFER'S ERG AND MASLOW'S NEED THEORY



THINK ABOUT IT????????

- Motivation as “a core of management”??
- POSDCORB is given by???????
- Difference b/w content and process??
- Need hierarchy??
- ERG theory???
- Need hierarchy is content theory??



ANSWERS.....

QUESTIONS



- Motivation as “a core of management??"
- POSDCORB is given by???????
- Difference b/w content and process??"
- Need hierarchy??"
- ERG theory???
- Need hierarchy is content theory??"

ANSWERS

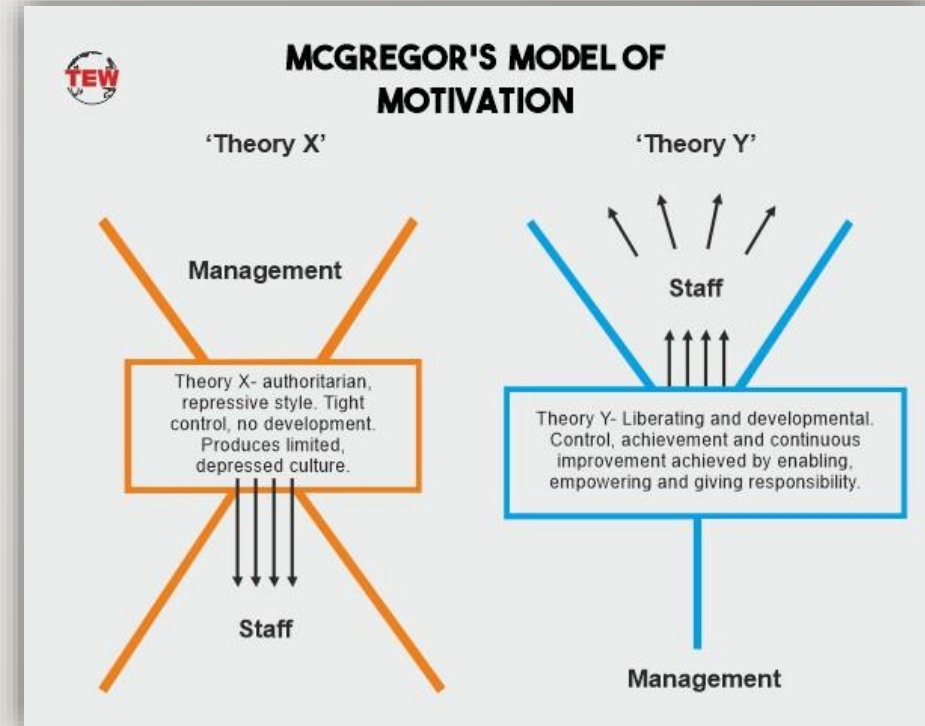
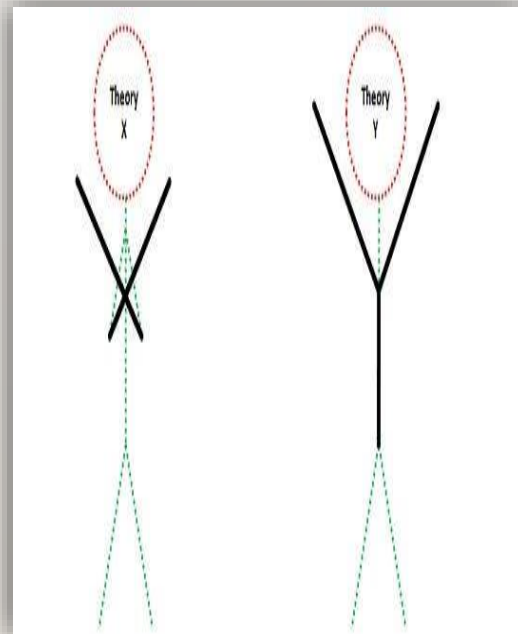
- Rensis Likert
- Luther Gulick
- Content: “what” process: “How”
- Need hierarchy : Maslow
- ERG : Aldfer
- Yes, because it explains that “what” are the motivators.

THEORY X AND THEORY Y OF DOUGHLAS MCGREGOR

- Propounded the theory in his book “The human side of enterprise”(1960)
- This theory explains how nature of human beings and motivational style of leadership affects the organizational objective.
- Based on traditional assumptions about the nature of people.

McGregor X - Y Theories	
 Theory X	 Theory Y
* people need close supervision	* people want independence in work
* will avoid work when possible	* people seek responsibility
* will avoid responsibility	* people are motivated by self-fulfilment
* that they desire only money	* people naturally want to work
* people must be pushed to perform	* people will drive themselves to perform

THEORY X AND THEORY Y OF DOUGHLAS MCGREGOR.....



CONT.....

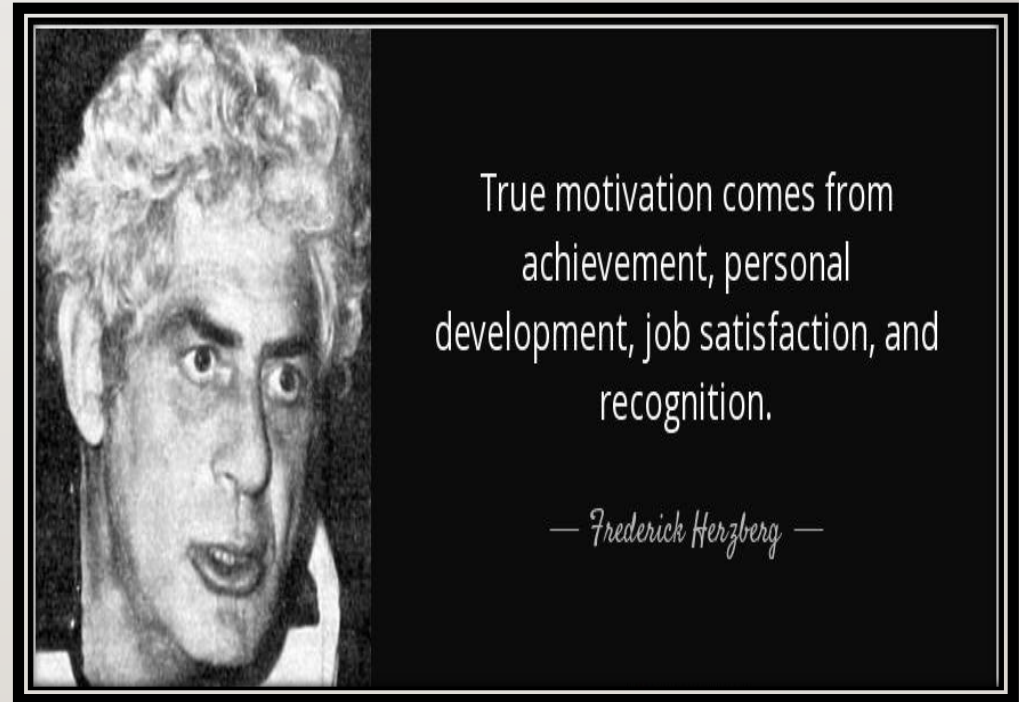
Evaluation.....

- Different people motivated differently.
- No systematic research
- Too much emphasized on informal process
- But used in academic research, business curriculum and also used by practitioners

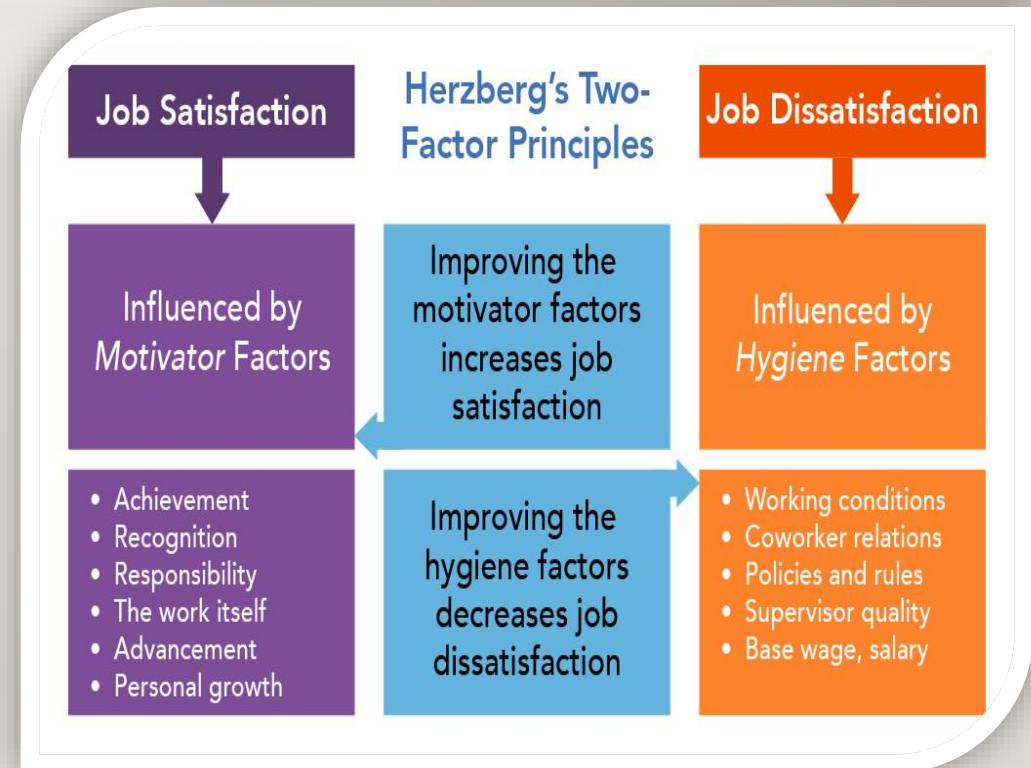
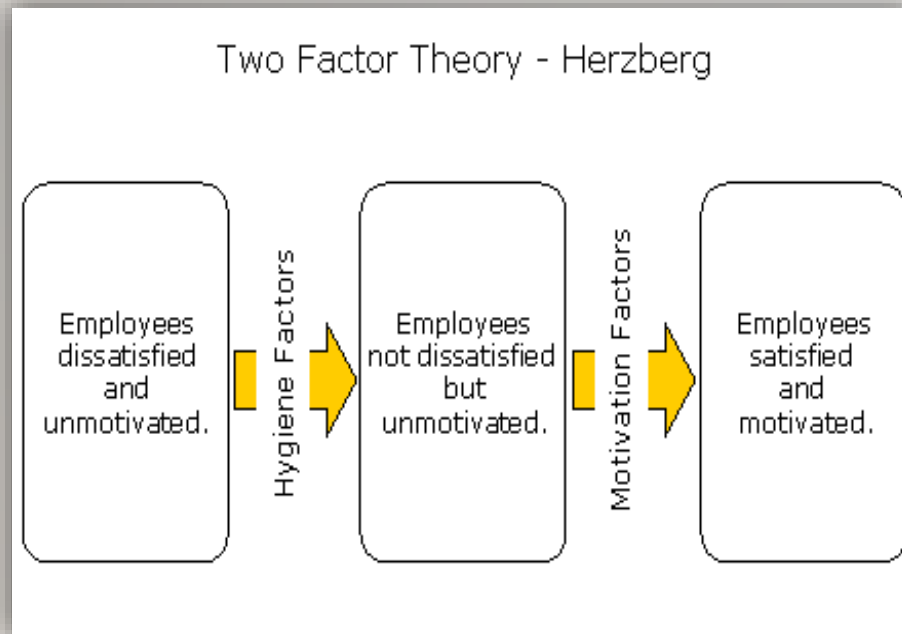
	<u>Theory X</u>	<u>Theory Y</u>
Purpose	Produce economic results	Produce economic results
Application	Production Workers	Managers & Professionals
Conducive to	Large scale operations	Participation & Problem Solving
Style	Authoritarian	Participative
Adopted by	Taylorist – followers	Mayo's human relations followers

HERZBERG 'S TWO FACTOR THEORY

- Also known as motivation- hygiene theory of motivation- maintenance theory
- Job satisfaction factors are different from job dissatisfaction. Thus consist of two factors.
 - 1) Satisfiers (motivators, intrinsic)
 - 2) Dissatisfiers (hygiene, extrinsic)

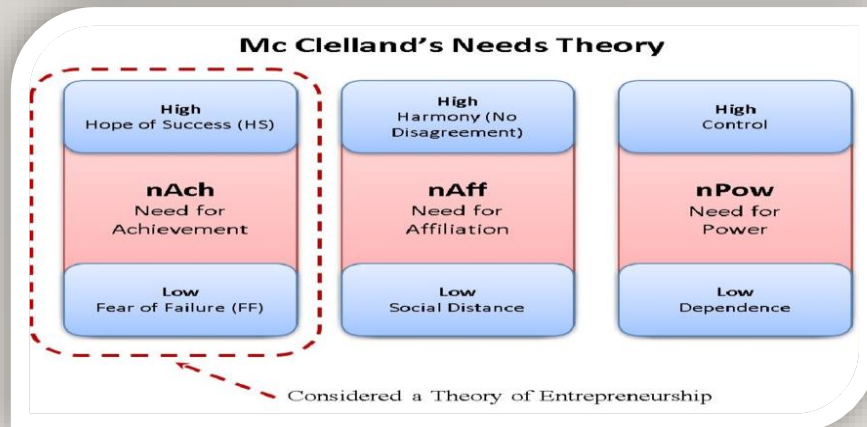


HERZBERG 'S TWO FACTOR THEORY....



MCCLELLAND'S THEORY

- According to him, two motives are innate, namely, striving for pleasure and seeking to avoid displeasure or pain. All the other motives are acquired



■ Acquired needs theory

- Developed by David McClelland
- People acquire needs through their life experiences
- Needs that are acquired:
- Need for Achievement (nAch)

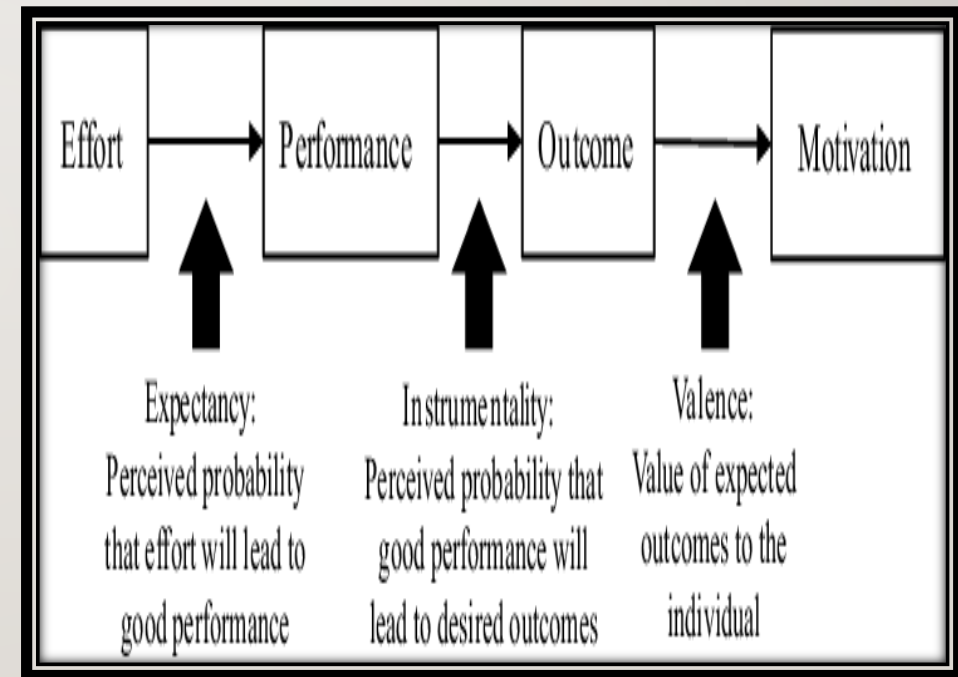
Desire to do something better or more efficiently, to solve problems, or to master complex tasks

People high in (nAch) prefer work that : Involves individual responsibility for results Involves achievable but challenging goals Provides feedback on performance



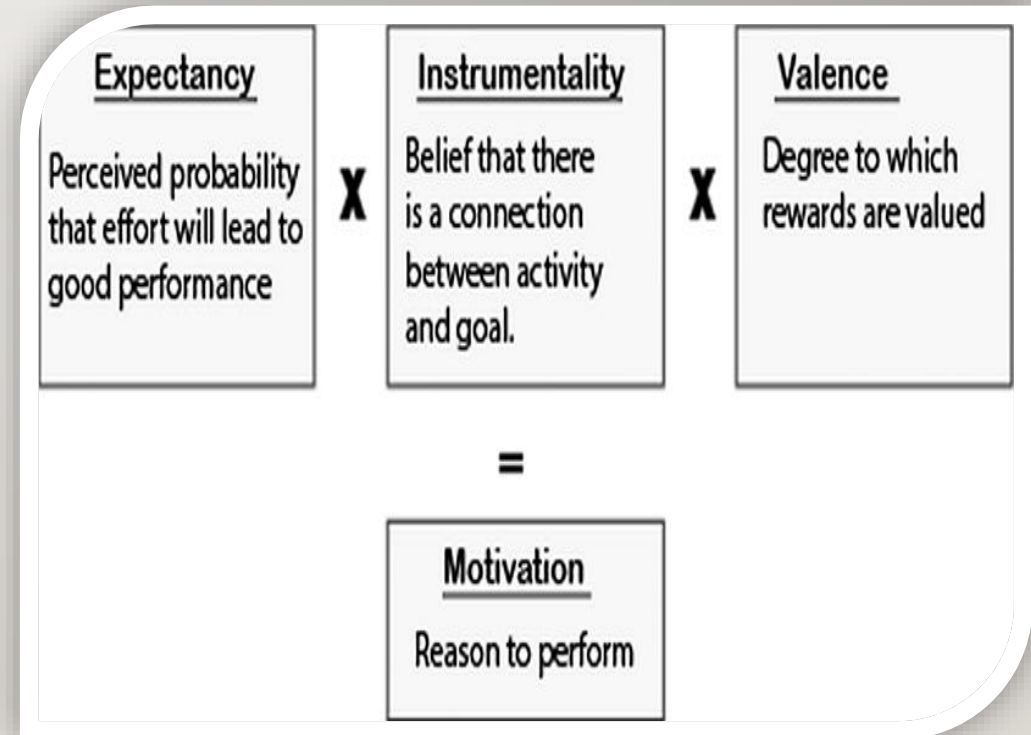
VROOM 'S EXPECTANCY THEORY

- Formulated mainly by Victor H.Vroom (1964)
- Motivation is a product of the values one seeks and one's expectations of the probability that a certain action will lead to those values
- The essence of this theory is that an employee performs a kind of cost-benefit analysis. If the estimated benefit is enough to justify the cost of greater effort he is likely to put in greater effort.



VROOM 'S EXPECTANCY THEORY

- According to expectancy theory, motivation is the result of the sum of the products of valence, instrumentality and expectancy. It can be stated in the form of the following mathematical formula.
- **Motivation = Σ (Valence X Instrumentality X Expectancy)**
- It should be observed here that all the variables are multiplicative in nature. They are not additive. Therefore, the following propositions can be made.
- Motivation is positive only when all variables are positive.
- Motivation is negative when all or any one of the variables is negative.
- Motivation is zero even when any one of the variables is zero.
- Motivation is also low even when any one of the variables is low



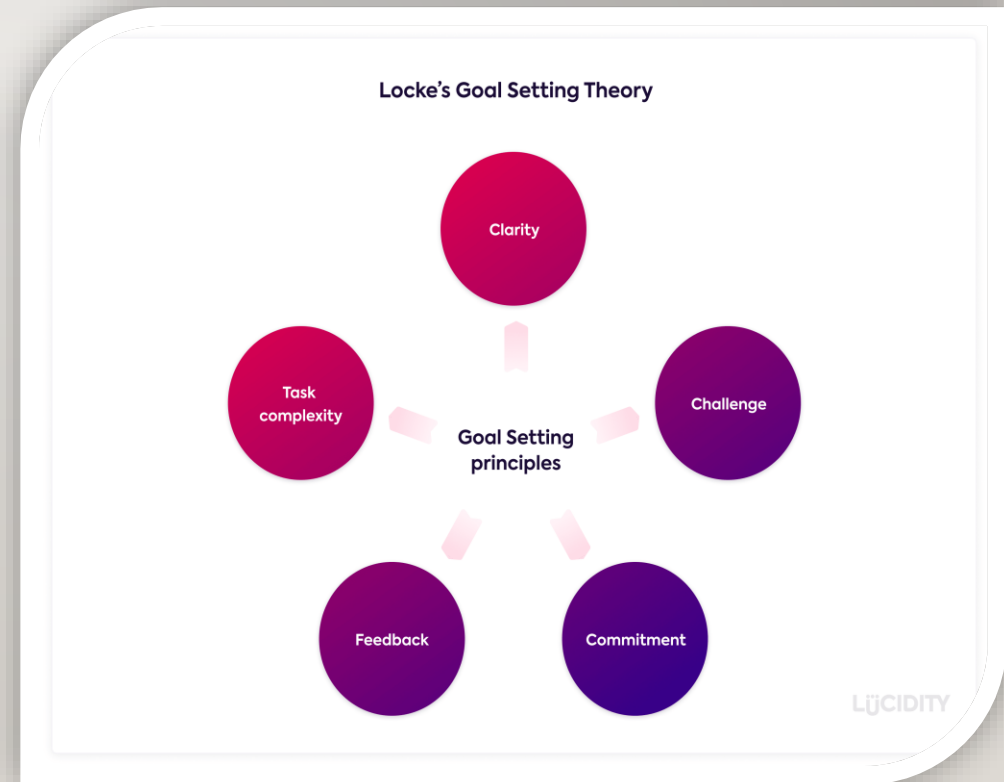
GOAL- SETTING THEORY (EDWIN LOCKE)

- Goal-setting theory (Locke & Latham, 1990) proposes that motivation can be influenced by goals.



Locke's goal-setting theory

- Dr Edwin Locke did research on goal setting and motivation during the 60s.
- Employees were motivated by clear goals and appropriate feedback regarding their achievement.
- Working towards a goal provided the motivation to reach that goal and this, therefore improved performance.
- He found that specific and difficult goals led to better performance than vague goals or goals that were too easy to achieve.



EQUITY THEORY (J STACY ADAMS)

Introduction to Equity Theory

- First developed in **1963** by **John Stacey Adams**
- Employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others.
- The structure of equity in the workplace is based on the ratio of inputs to outcomes

Equity Theory

1)Equity:

A person feels equitably treated when his outcome/input ratio is equal to other person's outcome/input ratio.

$$\frac{\text{Individual's outcome}}{\text{Individual's input}} = \frac{\text{Other's outcome}}{\text{Other's input}}$$

Equitably paid workers are said to feel satisfied.



REINFORCEMENT THEORY (B.F. SKINNER)

INTRODUCTION

- Reinforcement theory of motivation was proposed by B.F. Skinner and his associates.
- It states that individual's behaviour is a function of its consequences.
- It is based on "law of effect", i.e., individual's behaviour with positive consequences tends to be repeated, but individual's behaviour with negative consequences tends not to be repeated.

Reinforcement Theory

Manager
praises the
employee

Positive Reinforcement

- Positive behavior followed by positive consequences

Negative Reinforcement

- Positive behavior followed by removal of negative consequences

Manager
stops nagging
the employee

Manager
demotes the
employee

Punishment

- Negative behavior followed by negative consequences

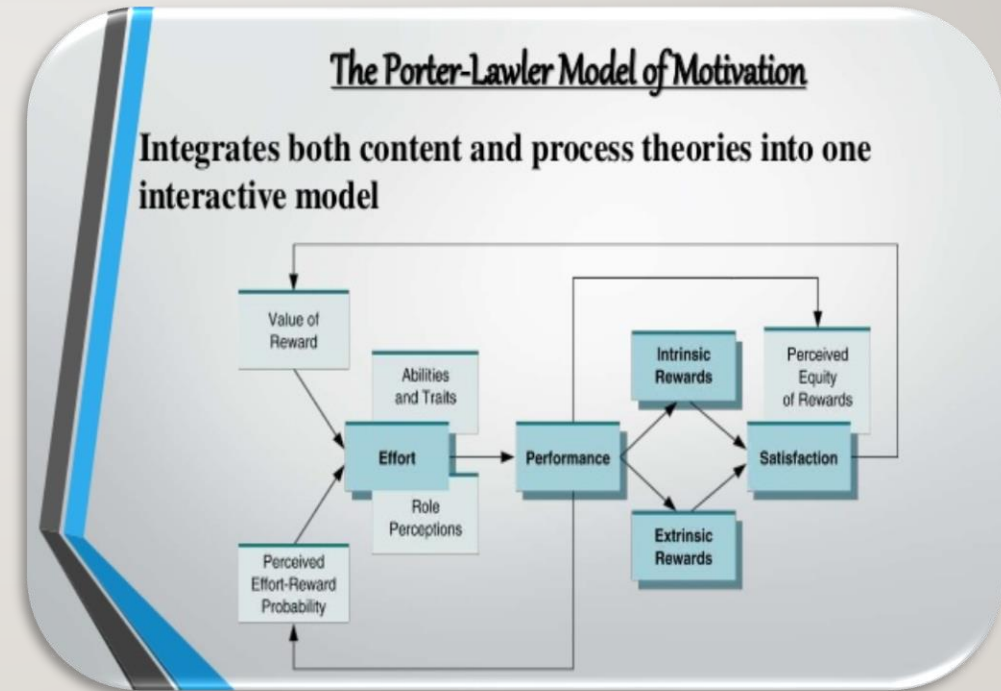
Extinction

- Negative behavior followed by removal of positive consequences

Manager
ignores the
behavior

PERFORMANCE- SATISFACTION THEORY (PORTAR AND LAWLER)

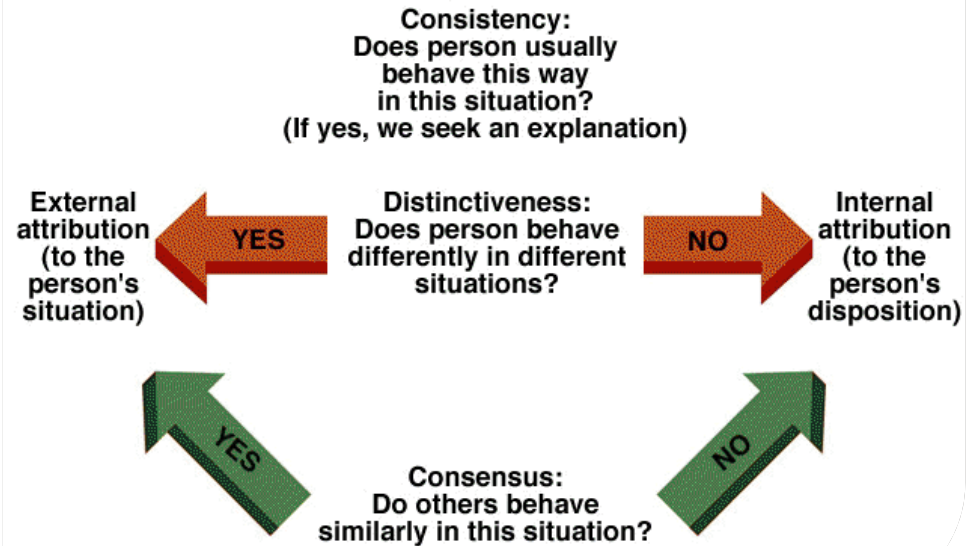
- Comprehensive theory by Portar and lawler in 1968
- If the reward to be obtained is attractive or of expected utility, then the individual will decide to put in the necessary effort to perform the job.
- If the expected reward is not so, he will lower his efforts.



ATTRIBUTION THEORY (HAROLD KELLEY)

David G. Myers, *Social Psychology*, 6ed. Copyright © 1999. The McGraw-Hill Companies, Inc. All Rights Reserved.

Kelly's Theory of Attributions



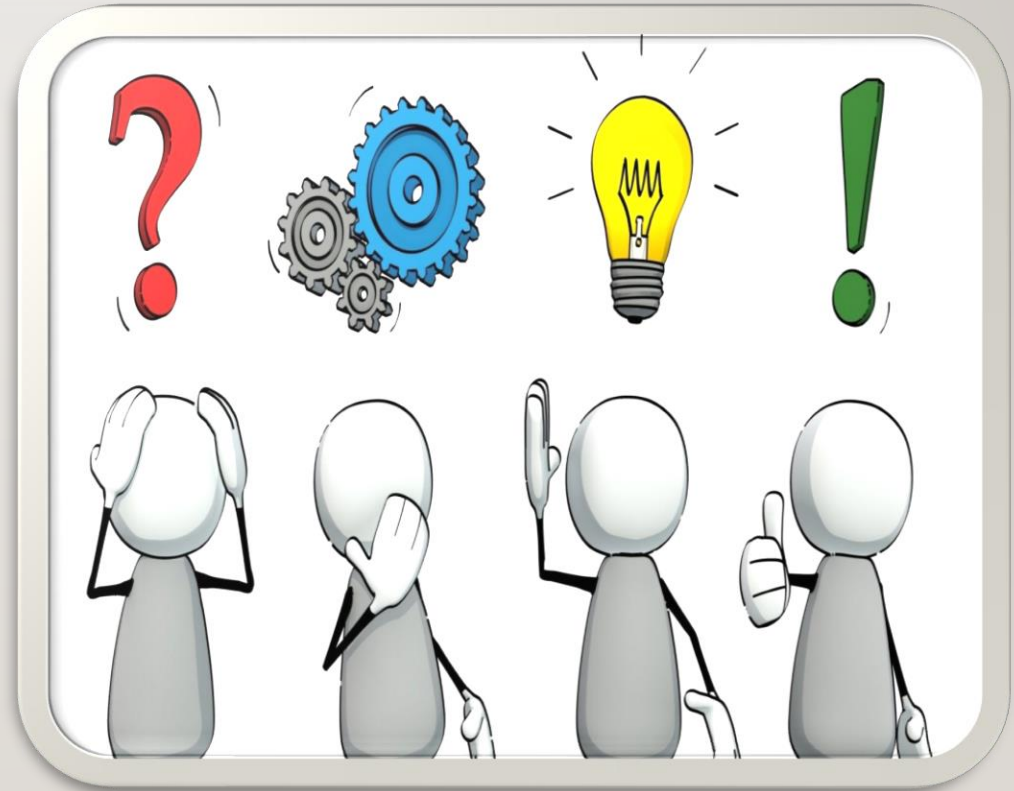
Kelley's theory of causal attribution.

- Proposed by Harold Kelly in 1967.
- The theory says that people assign the cause of behavior to the factors that covaries most closely with the behavior.
- According to theory, behavior can be attributed to dispositional (internal) or Situational (external) factors.

THINK ABOUT IT ??????????????

Think of a person, who in the past did an excellent job of motivating you.
Which of the following approaches did he use? Why?

- a) Lower order or high order needs
- b) Motivational or maintenance factors
- c) ERG needs



HOW TO MOTIVATE???

- Money is powerful motivator
- Job re-design: job enlargement, job enrichment, job rotation
- Involvement in task
- Quality of work environment
- Performance appraisal
- Respect individual's personal rights

The following self-assessment questionnaire may help to illustrate the relative importance of different motivational factors. Rank each item below in order of importance to you. Compare your results with your colleagues. What do they imply?

Pay	
Good colleagues	
Pleasant working environment	
Promotion prospects	
Fringe benefits	
Holidays	
Hours of work	
Sense of achievement	
Job challenge	
Variety	
Security	
Recognition	
Training	
Status	
Doing a worthwhile job	
Interesting work	

PRACTICE QUESTIONS....

- Explain Herzberg's two factor theory
- What are the various theories of motivation? Examine Douglas McGregor's theories X and Y.

Thank you