




THEORIES OF MOTIVATION

Dr. Diksha
Assistant Professor
School of Management
Maharaja Agrasen University

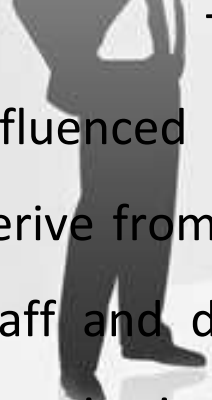


Meaning of Motivation



Motive may be defined as an inner state of our mind that activates and directs our behaviour. It makes us move to act. Motivation is something that moves the person to action and continues him in the course of action already initiated.

According to S.P.Robbins,” Motivation is the willingness to exert high levels of effort towards organizational goals, conditioned by the effort and ability to satisfy some individual need”.

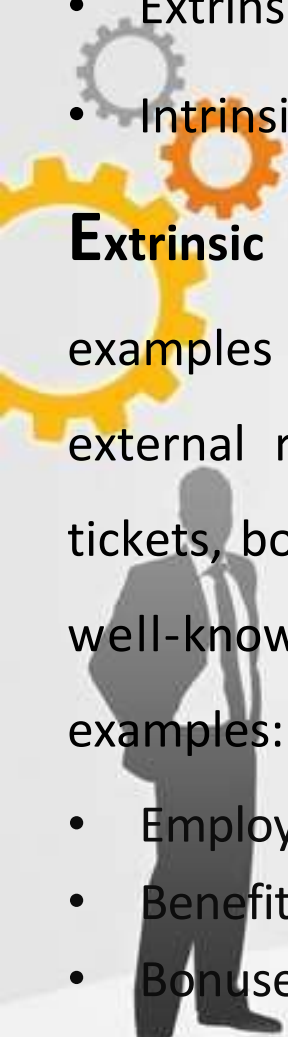


The relationship between the organization and its members is influenced by what motivates them to work and the reward and fulfilment they derive from it. The manager needs to know how best to elicit the co-operation of staff and direct their performance to achieving the goals and objectives of the organization.

Types of Motivation

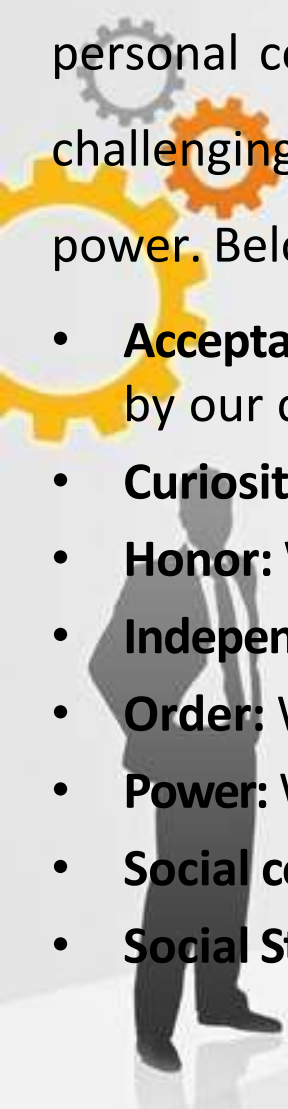
There are mainly two types of motivations such as

- Extrinsic Motivation
- Intrinsic Motivation



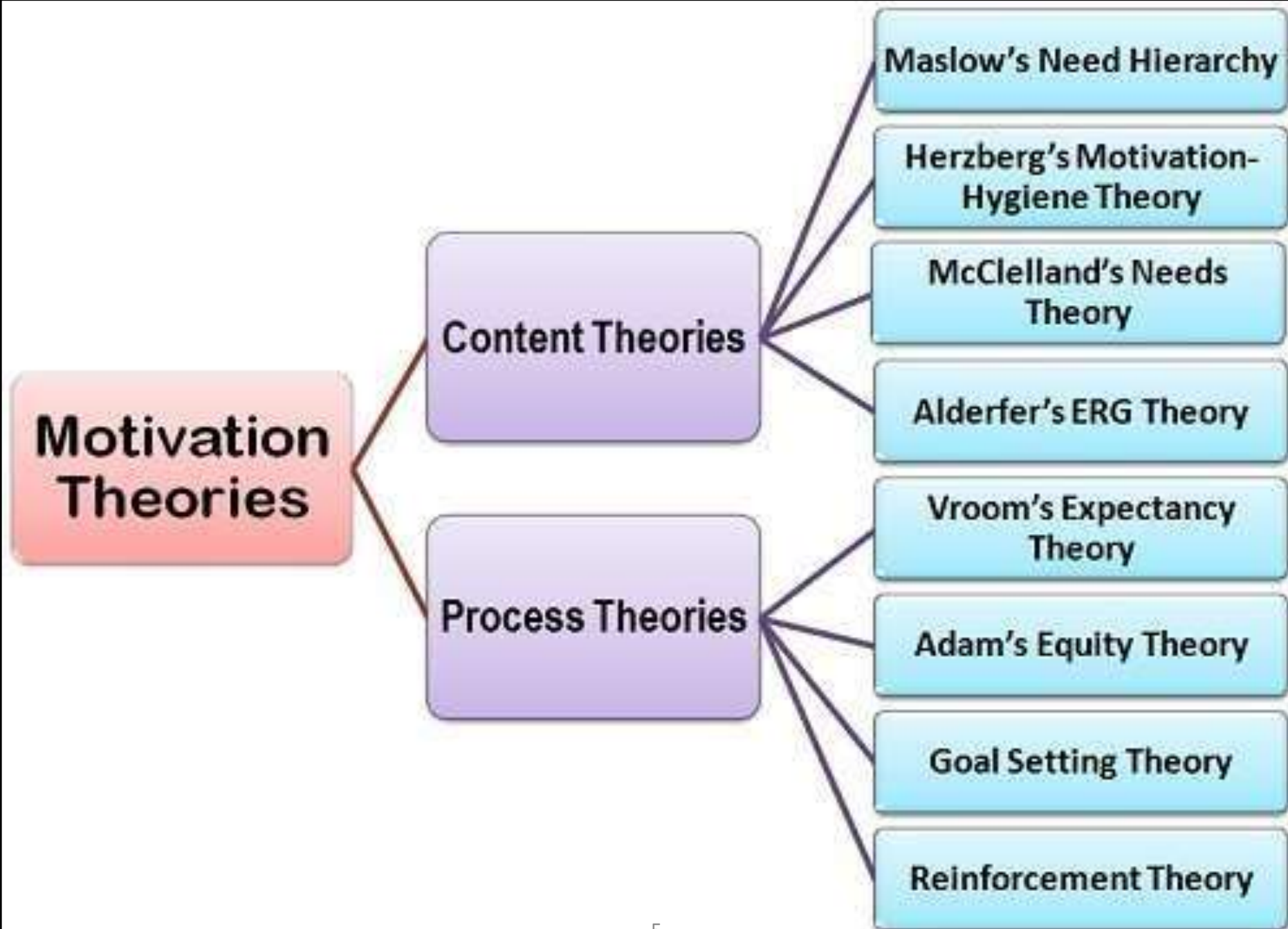
Extrinsic Motivation is geared toward external rewards and reinforcer's. Some examples of external rewards are money, praise, awards, etc. Some examples of external reinforcer's are policy and procedures, disciplinary action, speeding tickets, boundary-setting, etc. Extrinsic motivation is external in nature. The most well-known and the most debated motivation is money. Below are some other examples:

- Employee of the month award
- Benefit package
- Bonuses
- Organized activities



Intrinsic Motivation is geared toward internal rewards and reinforcer's. People may work at a job because it gives them feelings of competence and a sense of personal control doing the job is fun, the work is matter of pride, the tasks are challenging, and so on. Our deep-rooted desires have the highest motivational power. Below are some examples:

- **Acceptance:** We all need to feel that we, as well as our decisions, are accepted by our co-workers.
- **Curiosity:** We all have the desire to be in the know.
- **Honor:** We all need to respect the rules and to be ethical.
- **Independence:** We all need to feel we are unique.
- **Order:** We all need to be organized.
- **Power:** We all have the desire to be able to have influence.
- **Social contact:** We all need to have some social interactions.
- **Social Status:** We all have the desire to feel important.



Content Theories: The content theories find the answer to what motivates an individual and is concerned with individual needs and wants. Following theorists have given their theories of motivation in content perspective:

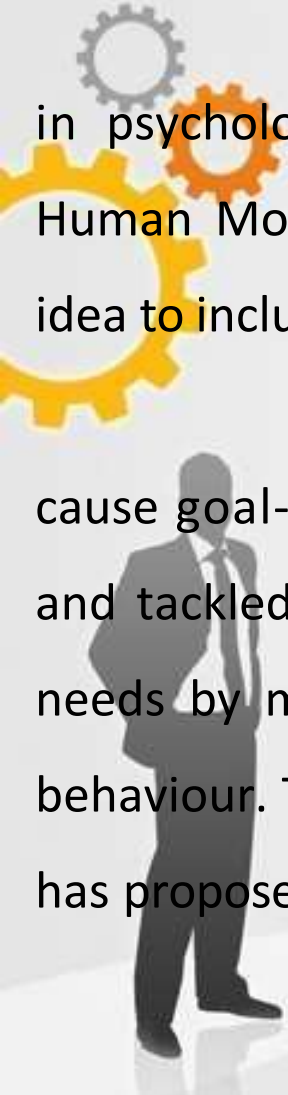
1. Maslow – Hierarchy Of Needs
2. Herzberg's Motivation-hygiene Theory
3. McClelland's Needs Theory
4. Alderfer's ERG Theory

Process Theories: The process theories deal with “How” the motivation occurs, i.e. the process of motivation and following theories were given in this context:

1. Vroom's Expectancy Theory
2. Adam's Equity Theory
3. Goal Setting Theory
4. Reinforcement Theory

Content Theories:

1.Maslow – Hierarchy Of Needs:



Maslow's hierarchy of needs is a theory in psychology proposed by Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in psychological Review. Maslow subsequently extended the idea to include his observations of humans' innate curiosity.

Human behavior is goal-directed. Motivation cause goal-directed behaviour. It is through motivation that needs can be handled and tackled purposely. This can be understood by understanding the hierarchy of needs by manager. The needs of individual serves as a driving force in human behaviour. Therefore, a manager must understand the “hierarchy of needs”. Maslow has proposed “The Need Hierarchy Model”.

MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW

MORALITY,
CREATIVITY,
SPONTANEITY,
PROBLEM SOLVING,
LACK OF PREJUDICE,
ACCEPTANCE OF FACTS

SELF-ACTUALIZATION

SELF-ESTEEM, CONFIDENCE,
ACHIEVEMENT, RESPECT OF
OTHERS, RESPECT BY OTHERS

ESTEEM

FRIENDSHIP, FAMILY,
SEXUAL INTIMACY

LOVE/BELONGING

SECURITY OF BODY, OF EMPLOYMENT, OF
RESOURCES, OF MORALITY, OF THE FAMILY,
OF HEALTH, OF PROPERTY

SAFETY

BREATHING, FOOD, WATER, SEX, SLEEP,
HOMEOSTASIS, EXCRETION

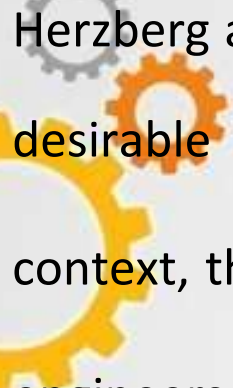
PHYSIOLOGICAL

Abraham Harold Maslow (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, Motivation and Personality.

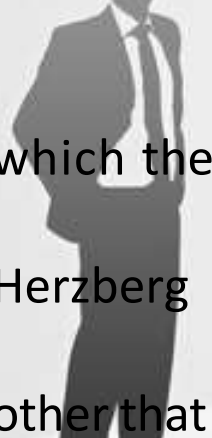
Self-Actualization - A person's motivation to reach his or her full potential. As shown in Maslow's Hierarchy of Needs, a person's basic needs must be met before self-actualization can be achieved.

2. Herzberg's Motivation-Hygiene Theory:

The **Herzberg's Motivation-Hygiene Theory** is given by Fredrick



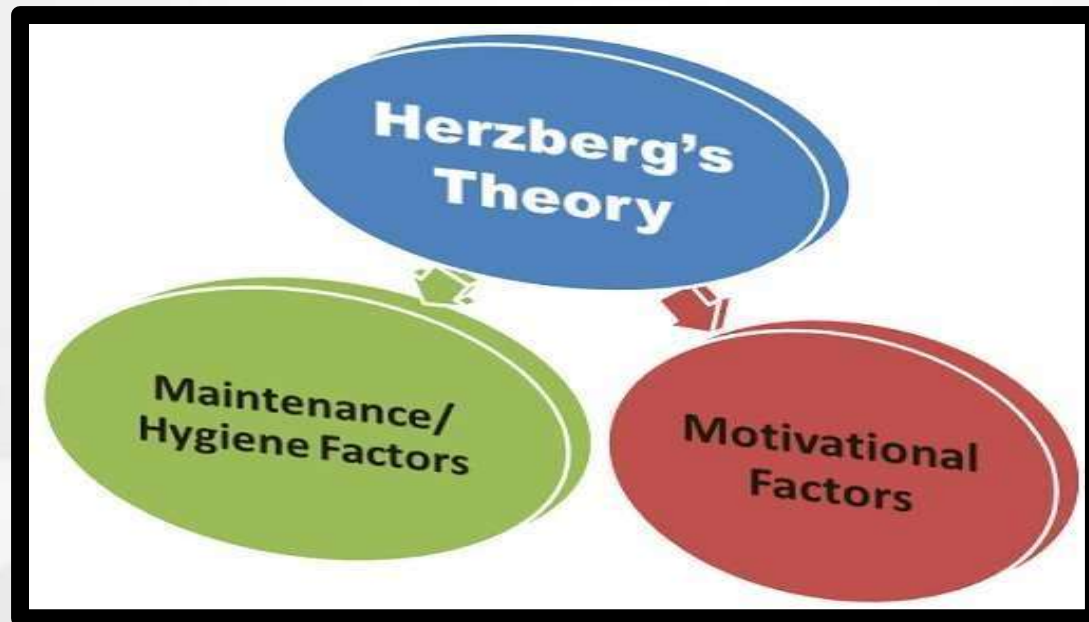
Herzberg and his associates, who studied the variables that are perceived to be desirable to achieve goals and the undesirable conditions to avoid. In this context, the study was conducted wherein the experiences and feelings of 200 engineers and accountants were analyzed.




They were asked to share their previous job experiences in which they felt “exceptionally good” or “exceptionally bad.” Through this study, Herzberg concluded that there are two job conditions independent of each other that affect the behavior differently.

The first set of job conditions has been referred to as **maintenance or hygiene factor**, wherein the same job conditions provide the same level of dissatisfaction, in case the conditions are absent, however, their presence does not motivate in a strong way.

The second set of job conditions is referred to as **motivational factors**, which primarily operate to build strong motivation and high job satisfaction, but their absence does not result in strong dissatisfaction.



- 
- A decorative graphic on the left side of the slide. It features three interlocking gears of different sizes and colors (grey, orange, and yellow) at the top. Below the gears is a dark silhouette of a person in a business suit, standing with their hands on their hips. The background of the slide has a light blue and white gradient with a subtle wave pattern at the bottom.
- **Hygiene Factors:** Herzberg identified ten maintenance or hygiene factors, that are not intrinsic parts of a job, but are related to the conditions in which the job has to be performed. These are company policy and administration, technical supervision, job security, working conditions, interpersonal relationship with peers, subordinates and supervisors, salary, job security, personal life, etc.
 - **Motivational factors:** These factors have a positive effect on the functioning of the employees in the organization. There are six factors that motivate employees: Achievement, Recognition, Advancement, Work-itself, Possibility of growth and Responsibility. An increase in these factors satisfies the employees and the decrease in these will not affect the level of satisfaction.


Thus, Herzberg's Motivation-Hygiene Theory studied the variables which were responsible for the level of satisfaction and had been applied in the industry that has given several new insights.


3. McClelland's Needs Theory: McClelland's Needs Theory was proposed by a psychologist David McClelland, who believed that the specific needs of the individual are acquired over a period of time and gets molded with one's experience of the life. McClelland's Needs Theory is sometimes referred to as Three Need theory or Learned Needs Theory.



- **Need for Power (n-pow):** What is Power? Power is the ability to induce or influence the behavior of others. The people with high power needs seek high-level positions in the organization, so as to exercise influence and control over others. Generally, they are

outspoken, forceful, demanding, practical/realistic-not sentimental, and like to get involved in the conversations.

- 
- **Need for Affiliation (n-affil):** People with high need for affiliation derives pleasure from being loved by all and tend to avoid the pain of being rejected. Since, the human beings are social animals, they like to interact and be with others where they feel, people accept them. Thus, people with these needs like to maintain the pleasant social relationships, enjoy the sense of intimacy and like to help and console others at the time of trouble.
 - **Need for Achievement (n-ach):** McClelland found that some people have an intense desire to achieve. He has identified the following characteristics of high achievers:

- 
- High achievers take the moderate risks, i.e. a calculated risk while performing the activities in the management context. This is opposite to the belief that high achievers take high risk.
 - High achievers seek to obtain the immediate feedback for the work done by them, so as to know their progress towards the goal. Once the goal is set, the high achiever puts himself completely into the job, until it gets completed successfully. He will not be satisfied until he has given his 100% in the task assigned to him.

Hence, McClelland's Needs Theory posits that the person's level of effectiveness and motivation is greatly influenced by these three basic needs.

4.Alderfer's ERG Theory:

Alderfer's ERG Theory is the extension of Maslow's Needs Hierarchy, wherein the Maslow's five needs are categorized into three categories, Viz. Existence Needs, Relatedness Needs, and Growth Needs.

An American psychologist Clayton Paul Alderfer had proposed this theory and believed that each need carries some value and hence can be classified as lower-order needs and higher-order needs. He also found some level of overlapping in the physiological, security and social needs along with an invisible line of demarcation between the social, esteem and self-actualization needs. This led to the formation Alderfer's ERG theory, which comprises of the condensed form of Maslow's needs.

- **Existence Needs:** The existence needs comprises of all those needs that relate to the physiological and safety aspects of human beings and are a prerequisite for the survival.

Thus, both the physiological and safety needs of Maslow are grouped into one category because of their same nature and a similar impact on the behavior of an individual.

- **Relatedness Needs:** The relatedness needs refer to the social needs, that an individual seeks to establish relationships with those for whom he cares. These needs cover the Maslow's social needs and a part of esteem needs, derived from the relationship with other people.
- **Growth Needs:** The growth needs cover Maslow's self-actualization needs as well as a part of esteem needs which are internal to the individual, such as a feeling of being unique, personnel growth, etc.

Thus, growth needs are those needs that influence an individual to explore his maximum potential in the existing environment.

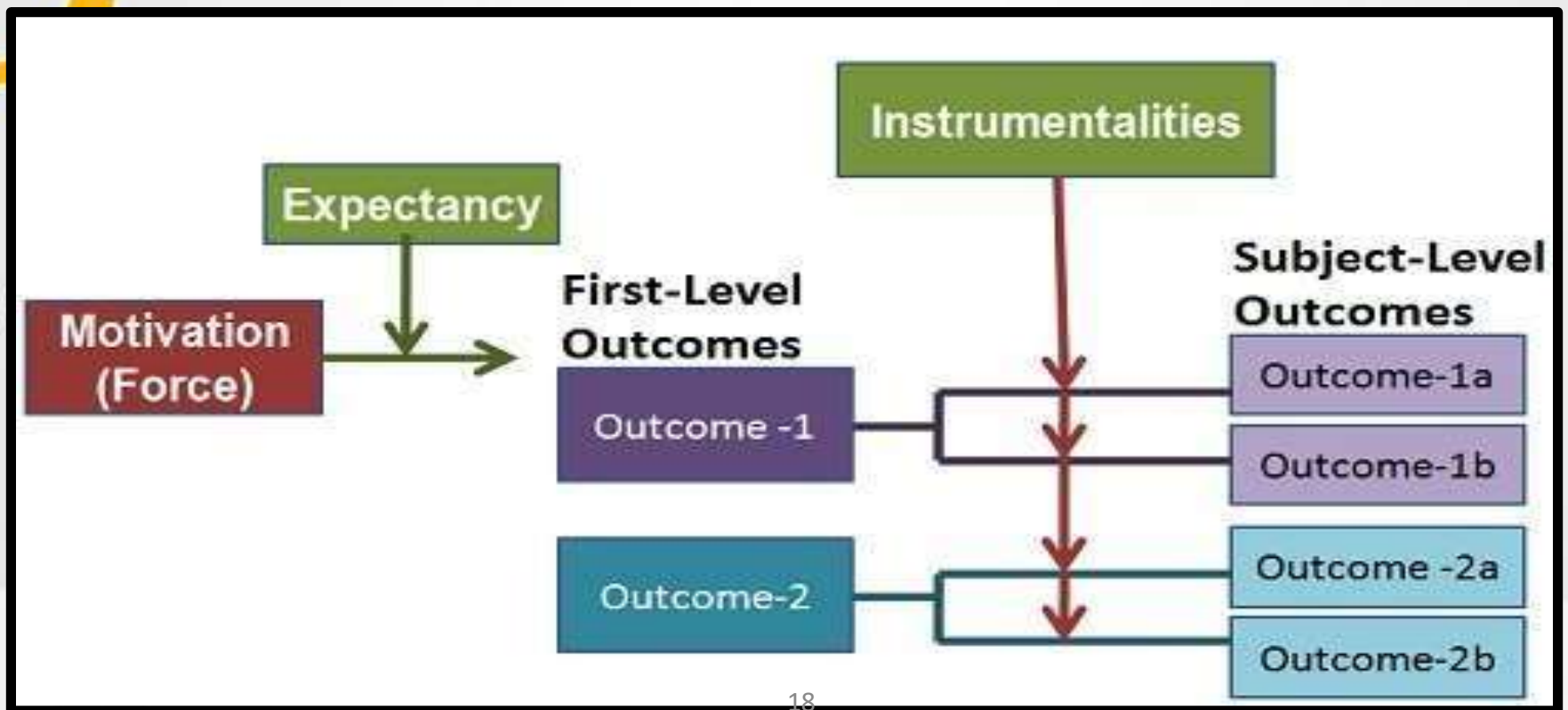
Process Theories:


1.Vroom's Expectancy Theory :Vroom's Expectancy Theory was proposed by Victor. H. Vroom, who believed that people are motivated to perform activities to achieve some goal to the extent they expect that certain actions on their part would help them to achieve the goal.

Vroom's Expectancy Theory is based on the assumption that an individual's behavior results from the choices made by him with respect to the alternative course of action, which is related to the psychological events occurring simultaneously with the behavior. This means an individual selects a certain behavior over the other behaviors with an expectation of getting results, the one desired for. Thus, Vroom's Expectancy Theory has its roots in the cognitive concept, i.e. how an individual processes the different elements of motivation.

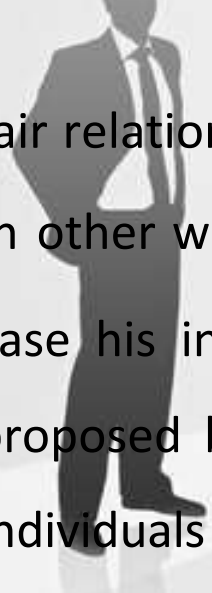
This theory is built around the concept of valence, instrumentality, and Expectancy and, therefore, is often called as **VIE theory**.

- The algebraic representation of Vroom's Expectancy theory is:
- **Motivation (force) = \sum Valence x Expectancy**



- 
- **Expectancy** – a person's belief that more effort will result in success. If you work harder, it will result in better performance.
 - **Instrumentality** – the person's belief that there is a connection between activity and goal. If you perform well, you will get reward.
 - **Valence** – the degree to which a person values the reward, the results of success.


2. Adam's Equity Theory:



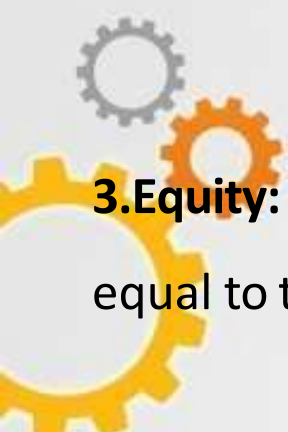
The Adam's Equity Theory posits that people maintain a fair relationship between the performance and rewards in comparison to others. In other words, an employee gets de-motivated by the job and his employer in case his inputs are more than the outputs. The Adam's Equity Theory was proposed by John Stacey Adams, and is based on the following assumptions: Individuals make contributions (inputs) for which they certain rewards (outcomes).

To validate the exchange, an individual compares his input and outcomes with those of others and try to rectify the inequality. There are three types of exchange relationships that arise when an individual input/outcomes are compared with that of the other persons.


1.Overpaid Inequity: When an individual perceives that his outcomes are more as compared to his inputs, in relation to others. The overpaid inequity can be expressed as:


$$\frac{\text{Person's Outcome}}{\text{Person's Inputs}} > \frac{\text{Other's Outcome}}{\text{Other's Inputs}}$$

2.Underpaid Inequity: When an individual perceives that his outcomes are less as compared to his inputs, in relation to others. The Underpaid Equity can be expressed as:

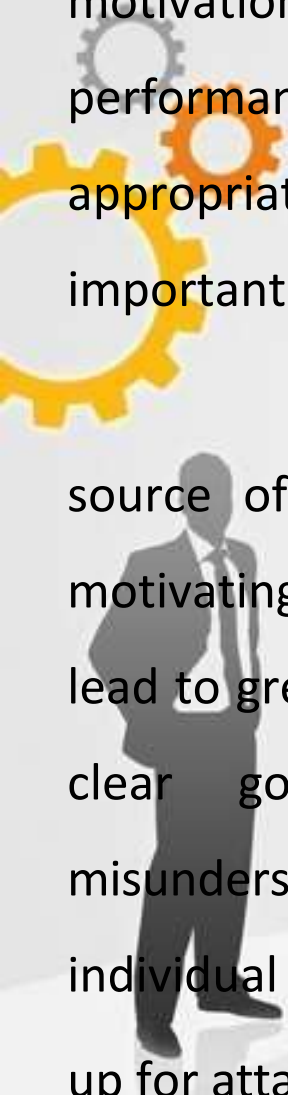

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

3.Equity: An individual perceives that his outcomes in relation to his inputs are equal to those of others. The equity can be expressed as


$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

Thus, Adam's equity theory shows the level of motivation among the individuals in the working environment. An individual is said to be highly motivated if he perceives to be treated fairly. While the feelings of de-motivation arise, if an individual perceives to be treated unfairly in the organization.

3.GOAL SETTING THEORY:



In 1960's, **Edwin Locke** put forward the Goal-setting theory of motivation. This theory states that goal setting is essentially linked to task performance. It states that specific and challenging goals along with appropriate feedback contribute to higher and better task performance. The important **features of goal-setting theory** are as follows:

The willingness to work towards attainment of goal is main source of job motivation. Clear, particular and difficult goals are greater motivating factors than easy, general and vague goals. **Specific and clear** goals lead to greater output and better performance. Unambiguous, measurable and clear goals accompanied by a deadline for completion avoids misunderstanding. Goals should be **realistic and challenging**. This gives an individual a feeling of pride and triumph when he attains them, and sets him up for attainment of next goal.

The more challenging the goal, the greater is the reward generally and the more is the passion for achieving it. Better and appropriate feedback of results directs the employee behaviour and contributes to higher performance than absence of feedback.

Feedback is a means of gaining reputation, making clarifications and regulating goal difficulties. It helps employees to work with more involvement and leads to greater job satisfaction.

Employees' participation in goal is not always desirable. Participation of setting goal, however, makes goal more acceptable and leads to more involvement. goal setting theory has certain eventualities such as:

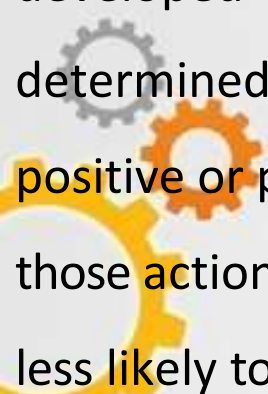
a. Self-efficiency- Self-efficiency is the individual's self-confidence and faith that he has potential of performing the task. Higher the level of self-efficiency, greater will be the efforts put in by the individual when they face challenging tasks.

While, lower the level of self-efficiency, less will be the efforts put in by the individual or he might even quit while meeting challenges.

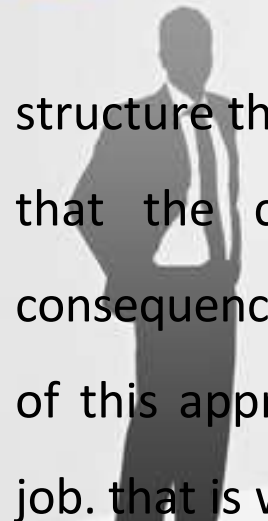
b.Goal commitment- Goal setting theory assumes that the individual is committed to the goal and will not leave the goal. The goal commitment is dependent on the following factors:

- Goals are made open, known and broadcasted.
- Goals should be set-self by individual rather than designated.
- Individual's set goals should be consistent with the organizational goals and vision.

4.Reinforcement Theory:



This theory is based on the concepts of operant conditioning developed by B.F. Skinner. It argues that the behavior of people is largely determined by its consequence. In other words, those actions that tend to have positive or pleasant consequences tend to be repeated more often in future, while those actions that tend to have repeated negative or unpleasant consequences are less likely to be repeated again.



The reinforcement theory suggests that managers should try to structure the contingencies of rewards and punishments on the job in such a way that the consequences of effective job behavior are positive while the consequences of ineffective work behavior are negative or unpleasant. The focus of this approach is upon changing or modifying the behavior of people on the job. that is why it is also regarded as organizational behavior modification.

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

- The basic notion underlying reinforcement theory is the concept of reinforcement itself. An event is said to be reinforcing if the event following some behavior makes the behavior more likely to occur again in the future.

- In organizational settings, four basic kinds of reinforcement can result from behavior which is discussed briefly as under:

1. Positive Reinforcement: A method of strengthening behavior with rewards or positive outcomes after a desired behavior is performed.

- **2. Avoidance / Negative reinforcement:** Used to strengthen behavior by avoiding unpleasant consequences that would result if the behavior was not performed.

3. Punishment: Used to weaken undesired behaviors by using negative outcomes or unpleasant consequence when the behavior is performed.

4. Extinction: Used to weaken undesired behaviors by simply ignoring or not reinforcing that behavior.



THANK

YOU