

## MODULE 5

### Motivation

#### Definition of Motivation

- The psychological meaning of motivation
  - It is the internal mental state of a person which relates to the initiation, direction, persistence, intensity, and termination of behavior (Landy and Becker, 1987).
- The managerial meaning of motivation
  - It is the activity of managers to induce others to produce results desired by the organization or, perhaps, by the manager

#### Work Motivation

- **Work Motivation** is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration

#### Sources of Motivation

- Instrumental Motivation
- Intrinsic Process Motivation
- Goal Internalization
- Internal Self Concept-based Motivation
- External Self Concept-based Motivation

## Theories of Motivation

- Maslow's Need Theory :
  - Physiological needs
  - Safety needs
  - Social Needs or Belonging needs
  - Esteem needs
  - Self-actualization

## ERG Theory

- Existence needs, relatedness needs, and growth needs
- “The less relatedness needs are fulfilled, the more existence needs will be desired.
- The less growth needs are fulfilled, the more relatedness needs will be desired”.

## HERZBERG'S TWO-FACTOR THEORY

- Hygiene factors
  - Technical supervision
  - Interpersonal relationships with peers
  - Salary
  - Working conditions
  - Status
- Motivators
  - Responsibility,
  - Achievement,
  - The work itself,
  - Recognition

## The Job Characteristics Approach

- Based on the idea that the nature of the work itself is a factor that affects motivation and performance facets of work that are associated with the task itself have a positive motivational effect.
- When specific job characteristics are present "employees will experience a positive, self-generated response when they perform well and this internal kick will provide an incentive for continued efforts toward good performance" (Hackman and Suttle, 1977).

## 4 key elements in the job design approach

1. Work outcomes
2. Critical psychological states
3. Core job dimensions
4. Growth need strength.

## Four important work outcomes

- Internal work motivation
- Quality of work
- Job satisfaction
- Absenteeism and turnover

## Work outcomes that are affected by three critical psychological states

- Meaningfulness of work
- Experienced responsibility for outcomes of work occurs
- Knowledge of results

## **MCCLELLAND'S ACHIEVEMENT- POWER THEORY**

- The need for achievement
- The need for power
- The need for affiliation

## **Reinforcement Schedules**

- The timing and frequency that consequences are associated with behavior
- Continuous schedules
- Fixed interval schedules
- Variable interval schedules
- Fixed ratio schedules
- Variable ratio schedules

## **Expectancy Theory**

- There are two kinds of expectancies
- The effort-performance expectancy ( $E \rightarrow P$ )
- The performance-outcome expectancy ( $P \rightarrow O$ )

## **GOAL SETTING THEORY**

- There is a general positive relationship between goal difficulty and performance except for extremely difficult goals beyond one's ability
- Specific goals lead to higher performance than general goals
- Participation in setting goals is related to performance through goal acceptance and commitment, and information sharing
- Feedback about performance with respect to goals is necessary.

## EQUITY THEORY

1. Inputs
2. Outcomes
3. Referents (Adams, 1965).

### Different ways of achieving an equitable balance

- Change the inputs
- Change outcomes
- Rationalize the inputs and outputs and psychological distortion
- Leave the situation
- Act against the other person
- Change the referent

## MCGREGOR'S THEORY X AND THEORY Y

- Theory X states that the average person
  - Inherently dislikes and will avoid work
  - Must be coerced, controlled, directed and threatened to achieve organizational objectives
  - Wishes to be so directed,
  - Avoids responsibility, lacks ambition and desires security
- Theory Y states that the average person
  - Person's work is natural and liked
  - People exercise self-direction and self-control when committed to objectives
  - Commitment depends on rewards, of which the most important is satisfaction of ego and self-actualization which can be directly related to organizational goals
  - People learn to seek responsibility, the opposite is a learned behaviour not inherent
  - Imagination, ingenuity and creativity are widely distributed in the population

### Other new theories

- Control Theory and Agency Theory.
- The Control Theory
  - Those who believe they have sufficient personal control to tolerate unpleasant events experience less stress (Sauter, 1989).
- The Agency Theory
  - Based on the assumption that the interests of principals and agents diverse or may be in conflict with one another.

### Why is Motivation important?

- Under optimal conditions, effort can often be increased and sustained
- Delegation without constant supervision is always necessary
- Motivated employees can provide competitive advantage by offering suggestions & working to satisfy customers
- Motivation can account for Improved Productivity
- Motivation encourages learning among employees
- Motivation also accounts for Organizational Changes
- Individual Differences can be accommodated with the help of motivation

### Application of Motivational Strategies

- Thompson (1990) identified seven practices that can raise the level of motivation of people in work organizations :
  - ♦ Ensure that worker's motives and values are appropriate for the jobs on which they are placed.
  - ♦ Make jobs attractive and consistent with worker's motives and values.
  - ♦ Define work goals that are clear, challenging, attractive and attainable.
  - ♦ Provide workers with the personnel and material resources that facilitate their effectiveness.
  - ♦ Create supportive social environments.
  - ♦ Reinforce performance.
  - ♦ Harmonize all these elements into a consistent sociotechnical system.