Motivation

Concept, Nature, Process and Theories

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Motivation

Latin Word → Movere → To Move

Definition:

Motivation can be defined as an inner state that activates, energizes or moves behavior towards a goal.
Motivation

As the process that accounts for an individual’s intensity, direction and persistence of effort toward attaining a goal.

Soichiro Honda Success story
Inspiring career story of Henri Ford
What Is Motivation?

Direction

Intensity

Persistence
Motivation

- **Intensity**: how hard a person tries.
- **Direction**: intensity needs to be channeled in a direction favorable to the organization for job satisfaction.
- **Persistence**: a measure of how long a person can maintain his or her effort...

Motivated individuals stay with a task long enough to achieve their goals.
Motivation: nature & importance

• Nature
  • One motive may result in many different behaviors
  • Motives are the energizing forces within us
  • The same behavior may result from many different motives
  • Motives may operate in harmony or in conflict
  • Motives come and go
  • Motives interact with environment
Motivation: nature & importance

Importance
Performance = Ability x Motivation

- Puts human resources into action
- Improves level of efficiency of employees
- Leads to achievement of organizational goals
- Leads to stability of work force
Motivation Process

1. Motive
   - Prompts the people to action, it activates the thrust towards reaching a goal.

2. Goal
   - Motives creates a state of imbalance. Attaining goal restores it.

3. Behavior
   - It is a series of activities under taken. Behavior directed to attain goal.

Tension Reduction

The diagram illustrates the motivation process as a circular flow, where the tension reduction is influenced by the motive (motivation), goal, and behavior, and vice versa.
A Job Performance Model of Motivation

Individual Inputs:
- Ability, Job knowledge, temperament & Traits
- Emotions, Moods, & Affect
- Beliefs & Values

Job Context:
- Physical Environment
- Task Design
- Rewards & Reinforcement
- Supervisory Support & Coaching
- Social Norms
- Organizational Culture

Skills

Motivational Processes:
- Arousal
- Attention & Direction
- Intensity & Persistence

Motivated Behaviors

Enable, Limit
A Job Performance Model of Motivation (cont.)

Individual Inputs → Motivational Processes → Motivated Behaviors → Performance

Motivational Processes:
- **Focus**: Direction, What we do
- **Intensity**: Effort, how hard we try
- **Quality**: Task strategies, the way we do it
- **Duration**: Persistence, how long we stick to it

Skills → Performance

Enable, Limit → Motivated Behaviors

Individual Inputs:
- Skills

Job Context:
- Enable, Limit
Model of Motivation

Unsatisfied Need → Tension → Drives → Mobilization of Behaviour → Incentive → Drive Reduction → Satisfaction

MOTIVATION
Theories of Motivation

**Content Theory**
- **Maslow’s Theory**
- **Herzberg Two Factor Theory**
- **Alderfer’s ERG Theory**

**Process Theory**
- **Vroom’s Expectancy Theory**
- **Adam’s Equity Theory**
- **Goal-Setting Theory**

**What Motivates**
- **How motivates**
Theories of Motivation: Content Theories

- **Content theories:** Focus on factors within the person that energize, direct, sustain, and stop behavior. They attempt to determine the specific needs that motivate people (individual needs for job satisfaction, behavior, and reward systems). Aware of differences in people.
Maslow’s Need Hierarchy

Abraham Maslow hypothesized that within each human being, there exists a hierarchy of five needs -

- **Physiological** – hunger, thirst, shelter and all bodily needs.
- **Safety** – security & protection from physical & emotional harm.
- **Social** – affection, belongingness, acceptance, friendship.
- **Esteem** – internal esteem includes self-respect, autonomy & achievement. External esteem – status, recognition & attention.
- **Self-actualization** – drive to become what one is capable of becoming includes growth, achieving one’s potential & self-fulfillment.
The theory states that although no need is ever fully gratified, a substantially satisfied need no longer motivates. According to Maslow, if you want to motivate someone, you need to understand what level of the hierarchy that person is currently on and focus on satisfying those needs at or above that level.
Theories of Motivation: Content Theories

Herzberg Two Factor Theory
- Frederick Herzberg with the belief that an individual's relation to work is basic & that one's attitude toward work can very well determine success or failure proposed this theory.
- According to him certain characteristics tend to be consistently related to job satisfaction & others to job dissatisfaction.
- Intrinsic factors such as work itself, responsibility & achievement seem to be related to job satisfaction.
- Extrinsic factors such as supervision, pay, company policies & working conditions lead to job dissatisfaction.
Ideal situation where employees are highly motivated and have few complaints:

High Hygiene + High Motivation = Ideal Situation

Mediocre situation where employees have few complaints, but are not highly motivated:

High Hygiene + Low Motivation = ↑Complaints ↓Motivation

Mediocre situation where employees are motivated, but have a lot of complaints:

Low Hygiene + High Motivation = ↑Complaints ↓Motivation

Worst situation where employees are not motivated and have a lot of complaints:

Low Hygiene + Low Motivation = Worst Situation

(Two-Factor Theory, 2009)
Alderfer ERG Theory

- Alderfer after reworking on Maslow’s theory argued that there are three groups of core needs – existence, relatedness & growth.
- **Existence** – concerned with providing our basic material requirements. They include the items of physiological and safety needs.
- **Relatedness** – the desire for maintaining important interpersonal relationship. Thus includes the social need.
- **Growth** – an intrinsic desire for personal development. This includes both self esteem and self actualization needs.
Relationship of all content theory of Motivation

Need Hierarchy

- Self Actualization
- Esteem
- Belongingness
- Security
- Physiological

ERG Theory

- Growth
- Relatedness
- Existence

Two Factor Theory

- Motivation
- Hygiene