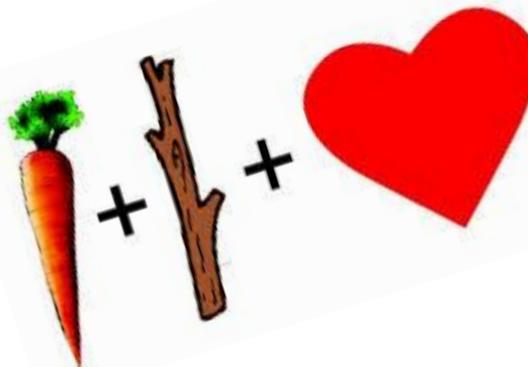


MOTIVATION

ZAHRA DEHGHANI

ROADMAP

- Motivation
- Nature of Motivation
- Types of Motivation
- Motivators
- Theories of Motivation



Motivation

The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

Key Elements

1. **Intensity:** how hard a person tries
2. **Direction:** toward beneficial goal
3. **Persistence:** how long a person tries



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Motivation :-

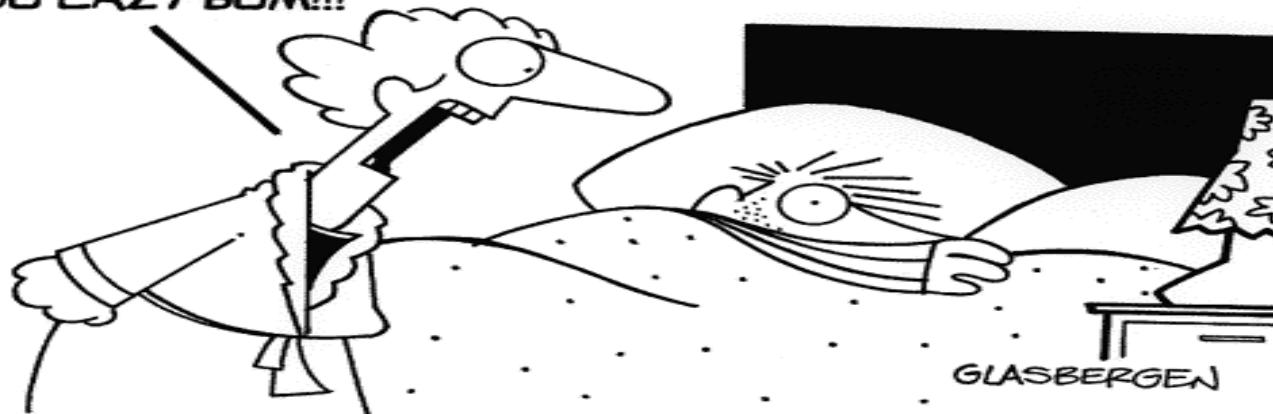
The internal and external factors that stimulate people to take actions that lead to achieving a goal

NATURE OF MOTIVATION

- Is an internal feeling of an individual
- Is a continuous process
- Is a complex process
- Motives of an individual change from time to time
- Motivation is different from satisfaction

HEY! GET OUT OF BED
AND GET TO WORK,
YOU LAZY BUM!!!

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How Motivational Speakers Get Motivated.

TYPES OF MOTIVATION



✓ **Positive or incentive motivation**

- based on reward
- praise and credit for work
- wages and salaries
- appreciation
- pull mechanism

✓ **Negative or fear motivation**

- based on force or fear
- push mechanism

MOTIVATORS

✓ Intrinsic Motivators

A person's internal desire to do something, due to such things as interest, challenge, and personal satisfaction.

✓ Extrinsic Motivators

Motivation that comes from outside the person and includes such things as pay, bonuses, and other tangible rewards.



THEORIES OF MOTIVATION



MAJOR THEORIES OF MOTIVATION

I. Need Approaches:

- Maslow's Hierarchy of Needs
- Alderfer's ERG Theory
- Herzberg's Two Factor Theory
- McClelland's Learned Needs Theory

II. Cognitive Approaches:

- Expectancy Theory
- Equity Theory/ Social Comparison
- Goal Setting Theory

III. REINFORCEMENT THEORY OR OPERANT CONDITIONING : *How Rewards & Reinforcements Sustain Motivation Over Time*

(Behavior Modification)

THEORIES OF MOTIVATION

- ✓ **Maslow's needs hierarchy theory**
- ✓ **Douglas McGregor's Theory X and Theory Y**
- ✓ **Herzberg's Motivation-Hygiene Theory**
- ✓ **Clayton Alderfer's ERG Theory**
- ✓ **David McClelland's Theory of Needs**
- ✓ **John Stacey Adams Equity Theory**
- ✓ **Victor Vroom's Expectancy Theory**

1. MASLOW'S NEEDS HIERARCHY

THEORY

“We each have a hierarchy of needs that ranges from "lower" to "higher." As lower needs are fulfilled there is a tendency for other, higher needs to emerge.”

Maslow's theory rests on a number of basic assumptions:

- Lower-level needs must be satisfied before higher-level needs become motivators
- A need that is satisfied no longer serves as a motivator
- There are more ways to satisfy higher-level than there are ways to satisfy lower-level needs

MASLOW'S HIERARCHY OF NEEDS

✓ Lower-Order Needs

Needs that are satisfied externally; physiological and safety needs.



✓ Higher-Order Needs

Needs that are satisfied internally; social, esteem, and self-actualization needs.

2. THEORY X AND THEORY Y - DOUGLAS MCGREGOR

- ✓ Douglas McGregor's theory of motivation or XY theory proposes that organizations follow one of two approaches in their management of people

- ✓ Theory X and Y are two sets of assumption about the nature of people

THEORY X

- ✓ The average employee does not like work and will attempt to avoid it.
- ✓ As employees are lazy they do not want responsibility and have no ambition.
- ✓ Individuals prefer to be directed and want security above everything else.
- ✓ Individuals need to be closely supervised and controlled.



THEORY Y

- ✓ Individuals exercise self control and self-direction to achieve objectives that they are committed to. Threats of punishment are unnecessary.
- ✓ The rewards of achievement generate commitment from employees.
- ✓ If individuals are given freedom there is opportunity to increase productivity.



3. HERZBERG'S MOTIVATION-HYGIENE THEORY

The theory argues that:

- ✓ The **motivation factors or motivators** are the primary causes of motivation and address the question "why work harder";

- ✓ The **hygiene factors** are necessary conditions to achieve a state of neutrality and address the question "why work here".

HERZBERG'S MOTIVATION-HYGIENE THEORY

Hygiene factors — the sources of dissatisfaction

- ✓ Extrinsic factors (context of work)
- ✓ Company policy and administration
- ✓ Unhappy relationship with employee's supervisor
- ✓ Poor interpersonal relations with one's peers
- ✓ Poor working conditions

HERZBERG'S MOTIVATION-HYGIENE THEORY

Motivators— the sources of satisfaction

- ✓ Intrinsic factors (content of work)
- ✓ Achievement
- ✓ Recognition
- ✓ Challenging, varied, or interesting work
- ✓ Responsibility
- ✓ Advancement

4. ERG THEORY (CLAYTON ALDERFER)

- ✓ A variation of Maslow's hierarchy of needs
- ✓ Both similar to and different from Maslow's need hierarchy
- ✓ Satisfied and unsatisfied needs operate in much the same way
- ✓ Movement upward is the same



ERG THEORY

There are three groups of core needs: existence, relatedness, and growth.

Core Needs

Existence: provision of basic material requirements.

Relatedness: desire for relationships.

Growth: desire for personal development.

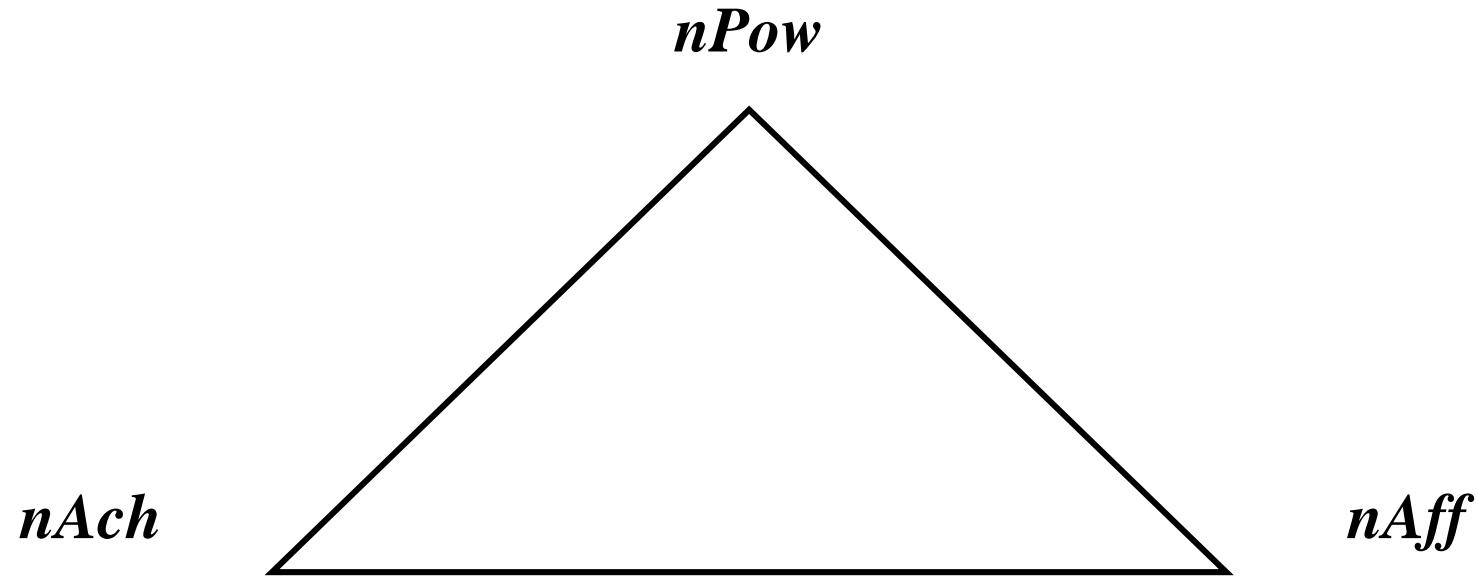
Concepts:

More than one need can be operative at the same time.

If a higher-level need cannot be fulfilled, the desire to satisfy a lower-level need increases.

5. DAVID MCCLELLAND'S THEORY OF NEEDS

- ✓ Need for Achievement
- ✓ Need for Affiliation
- ✓ Need for Power



WORK PREFERENCES OF PERSONS HIGH IN NEED FOR ACHIEVEMENT, AFFILIATION, AND POWER

INDIVIDUAL NEED	WORK PREFERENCES	JOB EXAMPLE
High need for achievement	<ul style="list-style-type: none">- Individual responsibility- Challenging but achievable goals- Feedback on performance	<u>Field sales person with challenging quota and opportunity to earn individual bonus</u>
High need for affiliation	<ul style="list-style-type: none">- Interpersonal relationships- Opportunities to communicate	<u>Customer service representative; member of work unit subject to group wage bonus plan</u>
High need for power	<ul style="list-style-type: none">- Control over other persons- Attention- Recognition	<u>Formal position of supervisory responsibility; appointment as head of special task force or committee</u>

6. EXPECTANCY THEORY

Involves 3 cognitions/perceptions:

1. Expectancy -
will

the perceived probability that effort
lead to task performance. E link

2. Instrumentality -

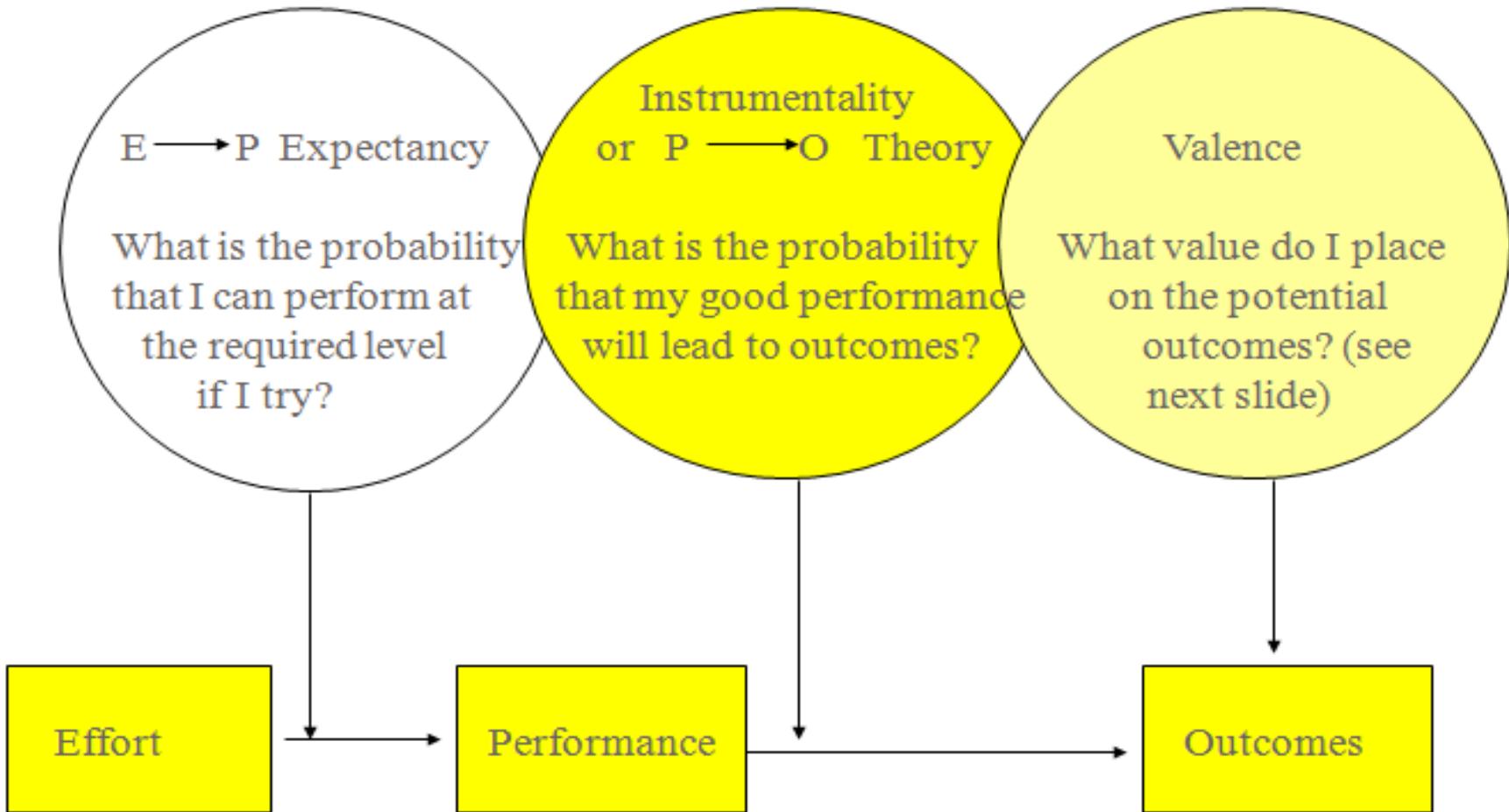
the perceived probability that
performance will lead to rewards. I link

3. Valence -

the anticipated value of a particular
outcome to an individual.

EXPECTANCY THEORY

(Text adds “Personal Goals” after Outcomes)



7. EQUITY THEORY

Equitable Situation:

$$\frac{\text{Outcomes}_{\text{Self}}}{\text{Job Inputs}_{\text{Self}}} = \frac{\text{Outcomes}_{\text{Reference Person}}}{\text{Job Inputs}_{\text{Reference Person}}}$$

Inequitable Situations:

- A. Under-reward or “Cheated” (from Self’s point of view)

$$\frac{\text{Outcomes/Inputs}_{\text{Self}}}{\text{Outcomes/Inputs}_{\text{Reference Person}}} = \frac{4/5}{5/5} < 1$$

- B. Over-reward or “Guilty” (from Self’s point of view)

$$\frac{\text{Outcomes/Inputs}_{\text{Self}}}{\text{Outcomes/Inputs}_{\text{Reference Person}}} = \frac{5/4}{5/5} > 1$$

- C. Either way, a person is “motivated” to restore equity with R.P.

Thankyou