

## MOTIVATION

Motivating is the management process influencing people's behaviour based on this knowledge of what makes people "tick". Motivating and motivation both deal with the range of conscious human behaviour somewhere between two extremes - reflex actions and learned actions.

*Upon completion of this module you should be able to:*

1. *Explain why leaders and researchers have been so interested in leadership.*
2. *Define motivation and motivating.*
3. *Explain the basic assumptions of motivating process in organization.*
4. *Identify five contemporary motivation theories and their origins.*
5. *Differentiate among five contemporary motivation theories.*
6. *Discuss the present challenges to leaders'/officers' motivating practices.*

### THE SAM WALTON STORY

The Challenge Of Motivation - Motivation is a human psychological characteristic that contributes to a person's degree of commitment. Factors that cause, channel and sustain human behaviour in a particular committed direction. Conscious and sub-conscious behaviour.

### ASSUMPTIONS

1. Good thing
2. Motivation integrally tied to a person's performance (ability, resources, conditions)
3. Motivation is in short supply - needs replenishing.
4. Motivation is a tool with which leaders can arrange job relationships. Know what drives people. Knowledge about motivation joins strategic plans.

### MANY MOTIVATION THEORIES

Each theory attempts to describe what human being are and what they can become. Motivation was one of the earliest concepts with which management wrestled. \***Frederick Taylor** - Management determined the most efficient way to perform repetitive tasks. Then motivated workers with a system of wage incentives. The more workers produced, the more they earned. The assumption was that workers are lazy and could only be motivated by money. Legacy - paying salesman on a commission basis.

1.  
TRADITIONAL  
MODEL

FREDERICK  
TAYLOR

2.  
HUMAN  
RELATIONS  
MODEL

ELTON MAYO

### *MONEY OR SOCIAL RELATIONS*

Boredom and repetitiveness of many tasks actually reduces motivation while social contact help create and sustain motivation. Leaders motivate employees/subordinates by acknowledging their social needs and by making them feel useful and important.

\* *Traditional Model - Accept management authority in return for high wages*

\* *Human Relations Model - Accept management authority because they are treated with consideration.*

\* *Traditional View - Theory X - Holds that people have an inherent dislike of work. Although workers may view it as a necessity, they will avoid it whenever possible. The view is that leaders must push subordinates to work.*

\* *Human Relations View - Theory Y - Holds that work is as natural as play or rest. People want to work and derive a great deal of satisfaction from work. Capacity to accept, even seek responsibility and supply imagination ingenuity and creativity to organizational problem. This is achieved by participative management.*

#### **CONTEMPORARY VIEWS OF MOTIVATION**

*LANDY & BECKER - research*

Five categories of motivation theory and practice:

1. *Need theory*
2. *Equity theory*
3. *Expectancy theory*
4. *Reinforcement theory*
5. *Goal setting theory*

#### **NEED THEORY**

Focuses on what people require to live fulfilling lives. According to need theory, a person is motivated when he / she has not yet attained certain levels of satisfaction with his / her life. A satisfied need is not a motivator.

*MASLOW HIERARCHY OF NEEDS* - Five needs ranging from the most basic physiological needs to the highest needs of self actualization. According to **Maslow**, individuals will be motivated to fulfill whichever need is prepotent (most powerful) for them at the given time.

Current Situation and Recent Experiences - Starting with the physical need which are most basic, each need must be satisfied before the individual desires to satisfy a need at the next higher level - wage, food, shelter. After all needs are met, the need for self actualization arises.

#### **ERG - \*Clayton Alderfer**

Three categories - 1) Existence, 2) Relatedness, 3) Growth

When higher needs are frustrated, lower needs will return even though they were already satisfied. **Maslow** believed that once a need is satisfied, it loses its power to motivate behaviour.

Three needs \***John W. Atkinson**

1. The need for achievement (*nAch*)
2. The need for power (*nPow*)
3. The need for affiliation (*nAff*)

ABRAHAM  
MASLOW

<p>THE NEED FOR ACHIEVEMENT</p> <p>DAVID C. MCCLELLAND</p>	<p><b>David C. McLelland Research</b></p> <p>The drive to succeed or excel is related to how well individuals are motivated for their work tasks. People with high need for achievement like to take responsibility for solving problems, set difficult goals for themselves and take highly calculated risks to meet these goals. (nAch) Highly motivated by challenging and competitive work situation. Converse is true of people with low achievement need. (Correlation between high achievement needs and experience.)</p>	
<p>THE NEED FOR AFFILIATION</p> <p>ELTON MAYO</p>	<p><b>Elton Mayo - Hawthorne Experiments (aFf)</b></p> <p>People want to be around their co-workers.</p>	
<p>THE NEED FOR POWER</p>	<p>The need for power (nPow) deals with the degree of control a person desires over his/her situation. Fear of failure/success - invasion of actors' lives loses control of their privacy.</p> <p><i>IMPORTANCE OF MATCHING THE INDIVIDUAL AND THE JOB</i></p> <p>Subordinates with high achievement needs thrive on work that is challenging, satisfying, stimulating and complex. They welcome autonomy, varicity and frequent feedback from supervisors.</p> <p>Employees with low achievement prefer situation of stability, security and predictability. They respond better to consideration than to impersonal high pressure supervisors. Workplace and co-workers provide social satisfaction.</p> <p>The Two-Factor Theory of Motivation - *<b>Frederick Herzberg</b> Job satisfaction and job dissatisfaction - two set factors:</p> <ul style="list-style-type: none"> <li>i. <b>Dissatisfiers</b> - called hygiene factors - salary, working conditions and company policy.</li> <li>ii. <b>Satisfiers - (motivating factor)</b> achievement, recognition, responsibility and advancement.</li> </ul> <p><b><u>EQUITY THEORY</u></b></p> <p>Equity theory is based on the assumption that a major factor in job motivation is the individual's evaluation of the equity or fairness of the reward received.</p> <p>The ratio between the individuals job inputs and job rewards.</p> <p>This theory like the needs theory, contends that view of what satisfies and what dissatisfies people. The equity theory focuses on money as the most significant rewards in the workplace. People compare what they are being paid for their efforts with what others in similar situation receive for theirs. When they feel inequity exist, a state of tension develops within them which they try to resolve by adjusting their behaviour. Studies have shown that an individual's reaction to inequity depends on his / her experiences of inequity.</p>	

Work relationships are not static and inequalities are not usually isolated or one-time events. It is suggested that there will be a threshold up to which an individual will tolerate a series of unfair events which eventually push the individual over the brink “*The straw that breaks the camel’s back*” seems minor in comparison but is like saying “*enough is enough*”. Strong workers who believe that they have been unfairly treated can be disrupted, weak ones become withdrawn and resentful.

### **EXPECTANCY THEORY**

The expectancy theory says that people choose how to behave among alternative courses of action based on their expectations of what there is to gain from each action. The proponents of this view suggest four (4) assumptions.

1. Behaviour is determined by a combination of factors in the individual and factors in the environment.
2. Individuals make conscious decisions about their behaviour in the organization.
3. Individuals have different needs, desires and goals.
4. Individuals decide between alternate behaviour on the basis of their expectation that a given behaviour will lead to a desired outcome.

These assumptions are the basis for so-called expectancy model. It has three components:

1. Performance outcome expectancy - Person expects certain consequences of their behaviour. These expectations in turn affect their decision on how to behave.
2. Valence - The outcome of a particular behaviour has a specific valence or power to motivate which varies from individual to individual.
3. Effort performance expectancy - People’s expectation of how difficult it will be to perform successfully, affects their decision about behaviour. Given a choice, individuals tend to select the level of performance that seems to have the best chance of achieving an outcome they value.

If I do this, what will be the outcome?

Is the outcome worth the effort to me?

What are the chances of achieving an outcome worthwhile to me?

An individual’s behaviour will depend on the types of outcome expected. Some outcomes act as **intrinsic rewards** - rewards that are felt directly by the individuals. Esteem, satisfaction of developing new skills.

**Intrinsic rewards** - the expectancy that the outcome will lead to other outcomes. If my work is good it will be noticed. If I get noticed, I will get a promotion.

Expectancy where the outcome is known does not provide any motivation. People’s behaviour is to procrastinate (*eg. Paying your light bill*)

Leaders must therefore, 1) determine the reward valued by each subordinate  
2) determine the reward you value.

- Make performance level attainable.
- Link rewards to performance.
- Analyse what factors might counteract the effectiveness of reward.
- Make sure reward is adequate.

**REINFORCEMENT THEORY** - Psychologist **B.F. Skinner**

This theory speaks to how the consequence of past behaviour affect future actions in a cyclical learning process.

*Stimulus - Response - Consequence - Future Response*

*response* - on this view, the individual's voluntary behaviour (*response*) to a situation or event

*stimulus* - is the cause of specific consequence. If those consequences are positive, the individual will, in future, tend to have similar responses in similar situation. The converse is true for unpleasant situation.

A person is motivated when he/she responds to stimuli in constant patterns of behaviour over time.

*LINK MOTIVATION AND BEHAVIOUR*

Four common methods of behaviour motivation.

1. Behaviour modification - Positive reinforcement, desirable behaviour are encouraged by positive consequence (raise praise).
2. Avoidance learning - Subordinates change behaviour to avoid unpleasant consequences (criticism, poor evaluation).
3. Extinction - The absence of reinforcement. Ignore all laxness.
4. Punishment - The application of negative consequence.

**Reinforcement and Freewill**

To many people, the idea of behaviour is disturbing since it implies that an individual's behaviour can be controlled by a person's past experience and present circumstances. This seem to challenge the deeply held belief that human beings freely chose how to act.

**Empowering Subordinates - Button Experiments**

*Hammer rules for using behaviour modification techniques:*

Don't reward individuals equally. Rewards should be based on performance. Rewarding every one equally in effect, reinforces poor or average behaviour and ignore high performance.

Be aware that failure to respond can also modify behaviour (failing to deservingly praise a good job).

Be sure to tell individuals what they must do.

Be sure to tell individuals what they are doing wrong.

Be careful about public punishment

Be fair

### **GOAL SETTING THEORY**

Proposed by psychologist **Edwin Lock**, suggests that the natural human inclination to set and strive for goals is useful only if the individual both understands and accept a particular goal.

Workers will not be motivated if they do not possess and know that they do not possess the skill needed to achieve the goal.

Individuals are motivated when they behave in ways that move them to certain clear goals that they can accept and reasonably expect to attain.

#### **Four Phases of a Person's Reasoning**

1. Establishment of a standard to be attained.
2. Evaluation of whether the standard can be achieved
3. Evaluation of whether the standard matches personal goals.
4. The standard is accepted, the goal is thereby set and behaviour proceeds towards the goal.

Research shows that when goals are specific and challenging, they function more effectively as motivating factors in both individual and group performance.

Research shows that motivation and commitment are higher when subordinates participate in the setting of goals.

**QUESTIONS AND ANSWERS**

1	<p><b>Ques. Define Motivation and Motivating.</b></p> <p>Ans. Motivation is a human psychological characteristic. It includes the factors that cause, channel and sustain human behaviour. Motivation deal with what makes people tick. The leadership process of motivation uses knowledge of motivation in an attempt to influence subordinates.</p>	
2	<p><b>Ques. Explain the basic assumptions of motivation process in an organization.</b></p> <p>Ans. Motivation is believed to be a good thin in short supply.</p>	
3	<p><b>Ques. Identify five contemporary motivation theorem.</b></p> <p>Ans. Each to some degree, accounts for what people believe is important to them and what is going on around them.</p>	
4	<p><b>Ques. Differentiate among motivation theories</b></p> <p>Ans. <i>Need Theory and Equity Theory</i> - people's satisfaction and dissatisfaction <i>Reinforcement Theory</i> - deals with how the consequences of a specific behaviour affect its repetition. <i>Goal Setting Theory</i> - focuses on the process of setting goals and how the goal themselves affect motivation</p>	
5	<p><b>Ques. According to Atkinson, what determines the strength of an individual's motivational drive</b></p> <p>Ans.</p>	
6	<p><b>Ques. What are Herzberg's two factor approach to job satisfaction and dissatisfaction?</b></p> <p>Ans.</p>	
7	<p><b>Ques. On what assumption is the Expectancy theory based?</b></p> <p>Ans.</p>	

8	<b>Ques.</b> Define performance, outcome expectancy, valence and effort performance.	
9	Ans <b>Ques.</b> How does reinforcement theory explain behaviour.  Ans.	
10	<b>Ques.</b> Why is behaviour modification controversial?  Ans.	

ABRAHAM  
MASLOW

5. *Self actualization* - self fulfilment, achieving one's potential
4. *Esteem* - Self respect, autonomy, status, recognition
3. *Social* - affection, belongingness, acceptance, friendship
2. *Safety* - security from physical and emotional hero
1. *Physical goal* - Human thirst, shelter, sex

CLAYTON  
ALDERFER

*Existence Related Growth*

Basic existence requirements desire for maintaining interpersonal relation growth.  
An intrinsic desire for personal development.

More than one need may be operative at the same time. If you stifle higher level needs, lower level needs tend to increase.

FREDERICK  
HERZBERG

Motivation - Hygiene theory - two factor theory attitude towards work. People feel good or bad about their jobs - opposite of satisfaction *not* dissatisfaction.

DOUGLAS  
MCGREFFOR

**Theory X** - negative

**Theory Y** - positive

**Theory X** - *Four Assumptions*

1. Subordinates inherently dislike work and whenever possible, will attempt to avoid it.
2. Since employees dislike work, they must be coerced, controlled or threatened with punishment to achieve goals.
3. Employees will avoid responsibilities and such formal direction whenever possible.
4. Most work place security above all other factors with work and will display little ambition.

**Theory Y**

Employees can view work as being natural as rest or play.

People will exercise self direction and self control if they are committed to the objectives.

The average person can learn to accept, even seek responsibility.

The ability to make innovative decisions is widely dispersed throughout the population and is not necessarily the sole province of those management.

**CONTEMPORARY**

McClelland Theory of Needs - *Three Needs*

DAVID  
MCLELLAND

1. **Achievement** - The drove to excel, to achieve in relation to a set of standards.
2. **Need for Power** - The need to make others behave in a way that they would not behave otherwise.
3. **Need for Affiliation** - The need for friendly and close interpersonal relationship

<p><i>EDWIN LOCKE</i></p>	<p><b>GOAL SETTING - Theory</b></p> <p><b>Do your best!</b></p> <p>Specific hard goals produce in a higher level of out put than does generalized goals.</p> <p>The specificity of the goal itself as an internal stimuli.</p>	
<p><i>VICTOR VROOM</i></p>	<p><b>REINFORCEMENT THEORY</b></p> <p>A behaviouristic approach which agrees that an individual's purpose direct his / her action. Behaviour is directly related to conditions of one's environment. Will the behaviour be respected if the similar conditions occur again.</p> <p><b>EQUITY THEORY</b></p> <p>We perceive what we get from a job situation (outcome) and what we out in (input) and compare our outcome - input ratio with outcome - input of relevant others.</p> <ol style="list-style-type: none"> <li>1. <b>Change their inputs</b></li> <li>2. <b>Change their outcome</b></li> <li>3. <b>Distort perceptions of self</b></li> <li>4. <b>Distort perceptions of others</b></li> <li>5. <b>Choose a different referent</b></li> <li>6. <b>Leave the field</b></li> </ol> <p>Equity theory demonstrates that motivation is influenced significantly by relative rewards.</p> <p><b>effort</b> - performance relationship  <b>performance</b> - rewards relationship  <b>rewards</b> - personal goal relationship</p> <p><b>Effort Performance Relationship</b>  The probability perceived by the individuals that excites a given amount of effort will lead to performance.</p> <p><b>Performance Relationship</b>  Reward relationship the degree to which the individual believes that performance at a particular level will lead to the attainment of a desired outcome.</p> <p><b>Reward Relationship</b>  Personal goal relationship. The degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual.</p>	