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Empowering Communities...

Motivation



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Motivation

- Any influence that triggers, directs or maintains behavior
- Research is based upon different variables that affect motivation
 - Individual Differences
 - Organizational Contexts
 - Manager Behaviours



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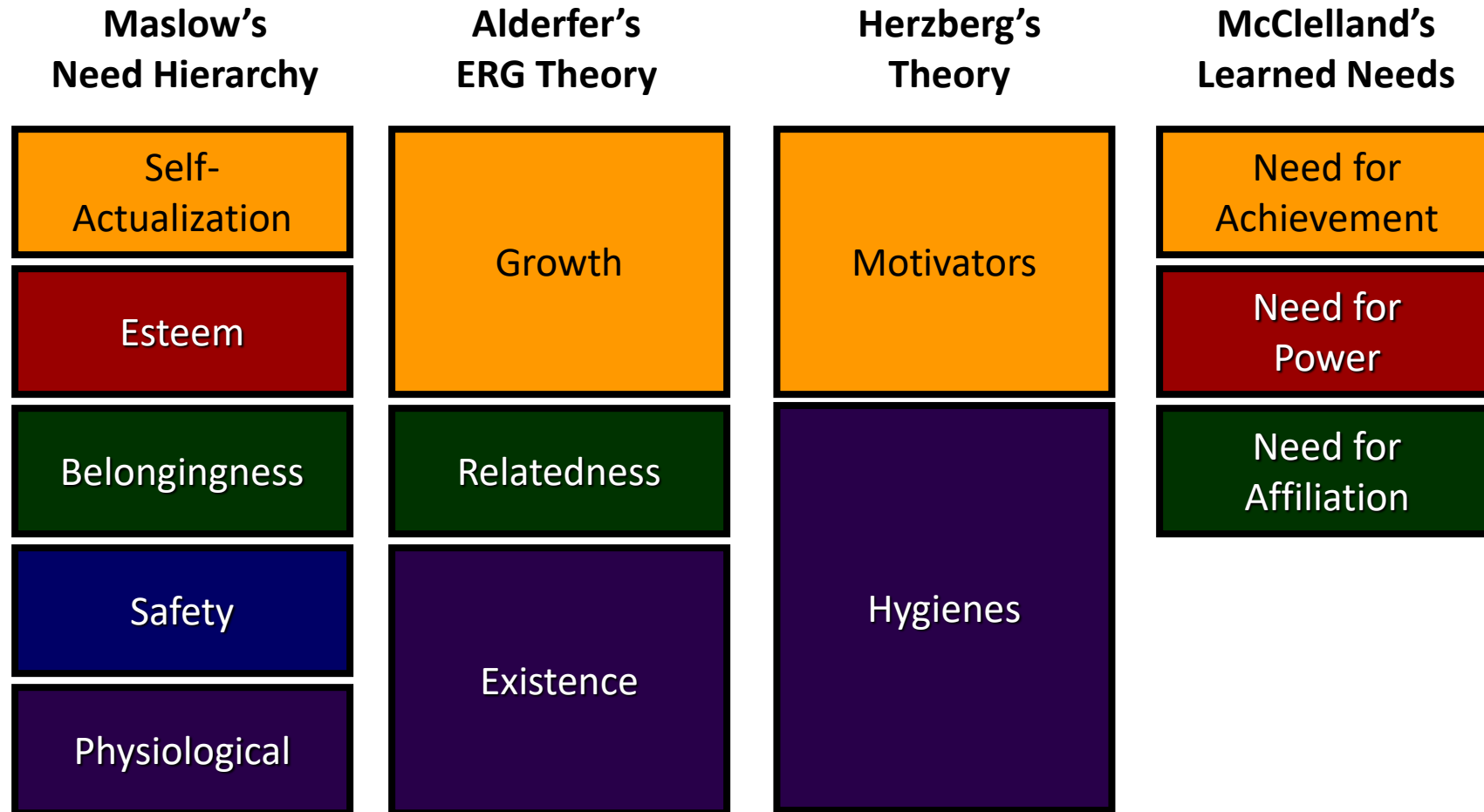
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Content Versus Process Motivation Theories

- Content theories
 - explain why people have different needs at different times
- Process theories
 - describe the processes through which needs are translated into behaviour



Content Versus Process Motivation Theories





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Maslow's Hierarchy

- Each individual has needs, or feelings of deficiency that drive their behavior
- Once a need is satisfied, then it is no longer motivating
- Needs are in a hierarchy that an individual moves up as they satisfy levels of needs



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Practical Implications of Content Theories

- People have different needs at different times
- Offer employees a choice of rewards -a flexible reward system
- Do not rely too heavily on financial rewards
 - they mainly address lower level needs



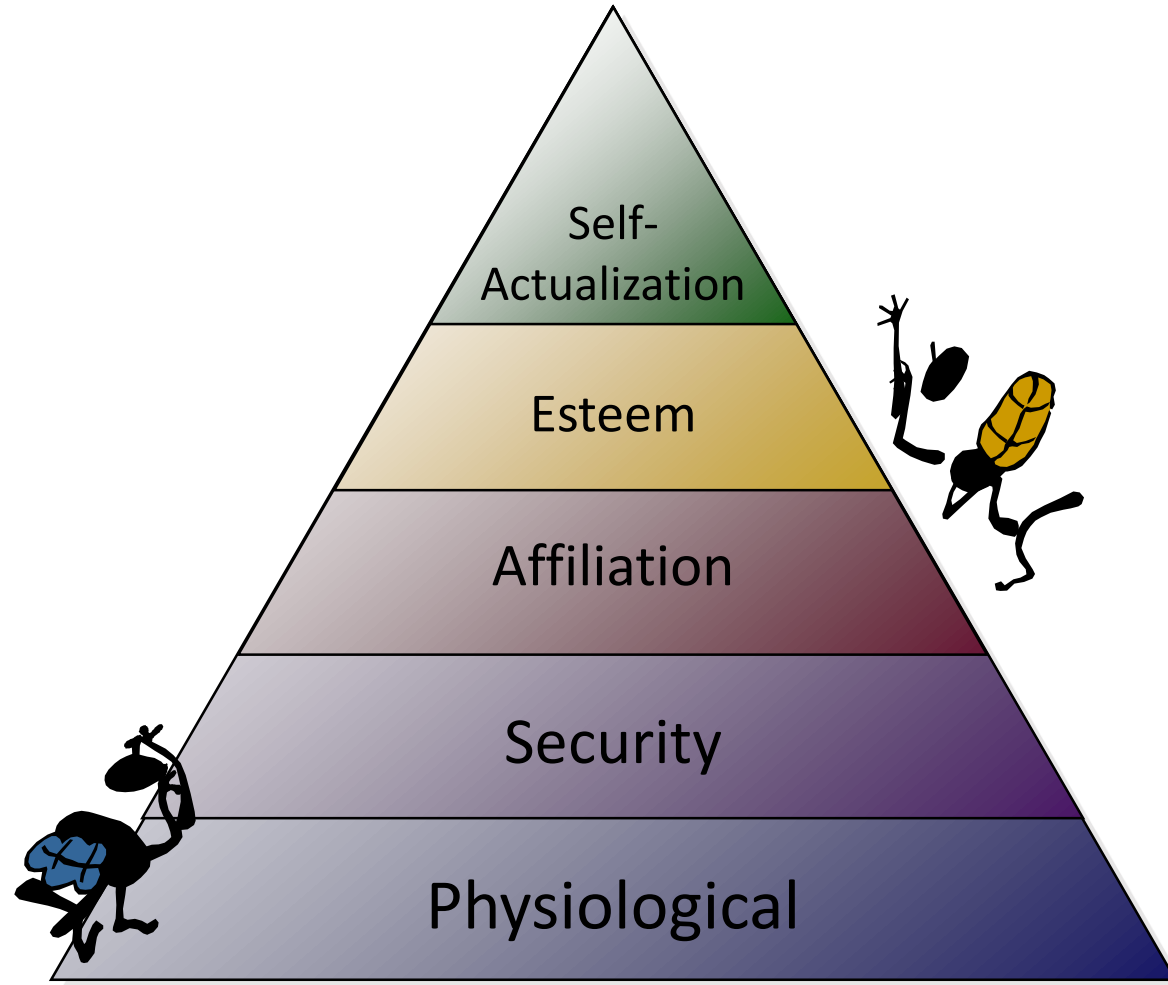
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Maslow's Hierarchy



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Levels of Needs

- Physiological/Survival needs
 - Food, Clothing, Shelter, Air
- Security
 - Feel safe, absence of pain, threat, or illness
- Affiliation
 - friendship, company, love, belonging
 - first clear step up from physical needs



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Need levels (cont.)

- Esteem Needs
 - self-respect, achievement, recognition, prestige
 - cues a persons worth
- Self-Actualization
 - personal growth, self-fulfillment, realization of full potential
 - Where are YOU on the hierarchy???



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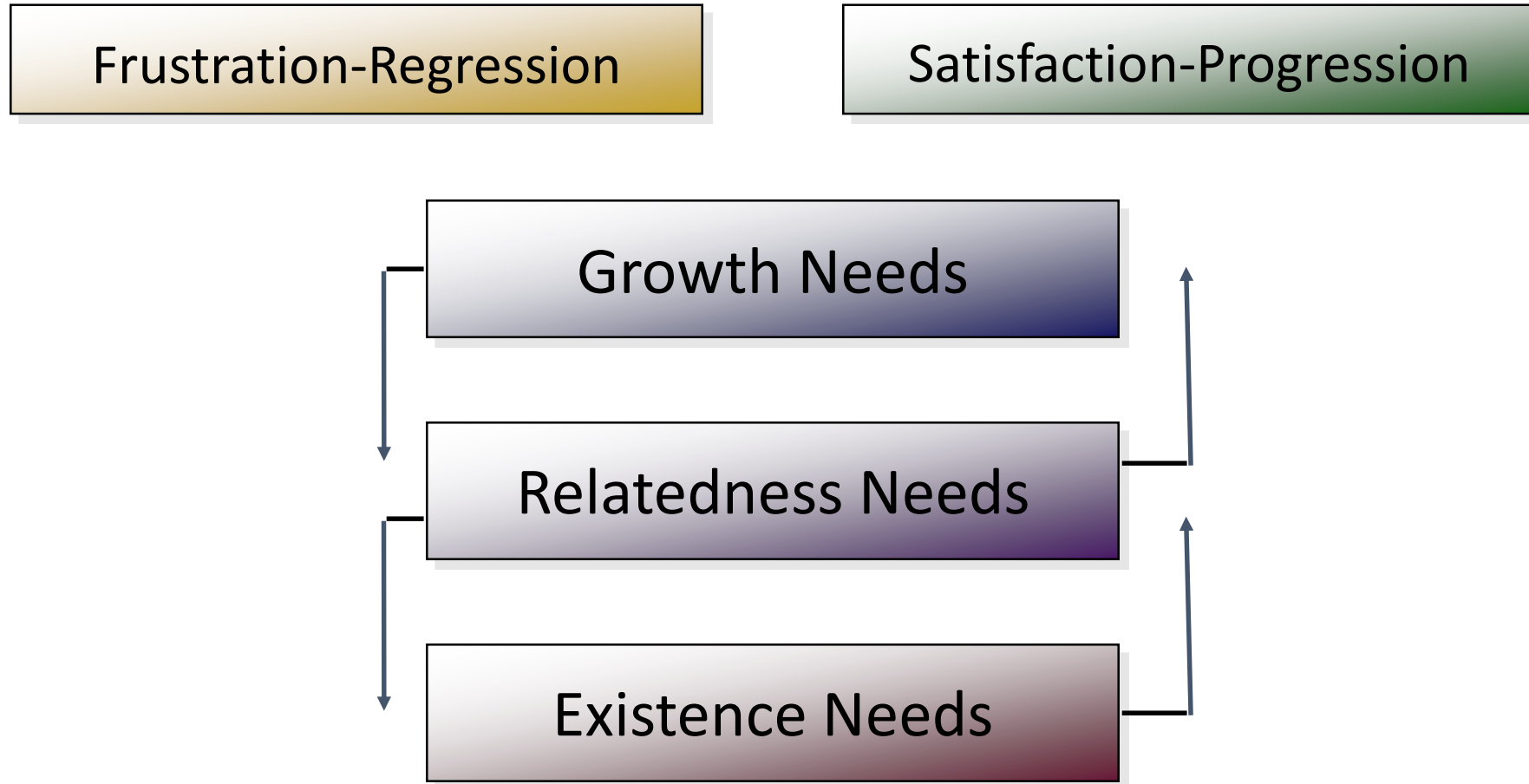
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Alderfer's ERG

- Consolidates Maslow into 3 categories
- Existence-physiological and security
- Relatedness-affiliation
- Growth-esteem and self-actualization



ERG Model of Motivation





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Frustration-Regression

- Differs from Maslow
- When unable to satisfy upper level needs, the individual will revert to satisfying lower level needs
- Interesting point from research....growth stimulates growth



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McClelland's Learned Needs

- Needs are acquired through interaction with environment
- Not a hierarchy, but degrees of each type of need or motive



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Types of Needs

- N Ach-motive to meet some standard of excellence or to compete
- N Aff-motive to develop and maintain close and meaningful relationships
- N Pow-desire to influence and control others and the environment



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Herzberg's Two Factor Theory

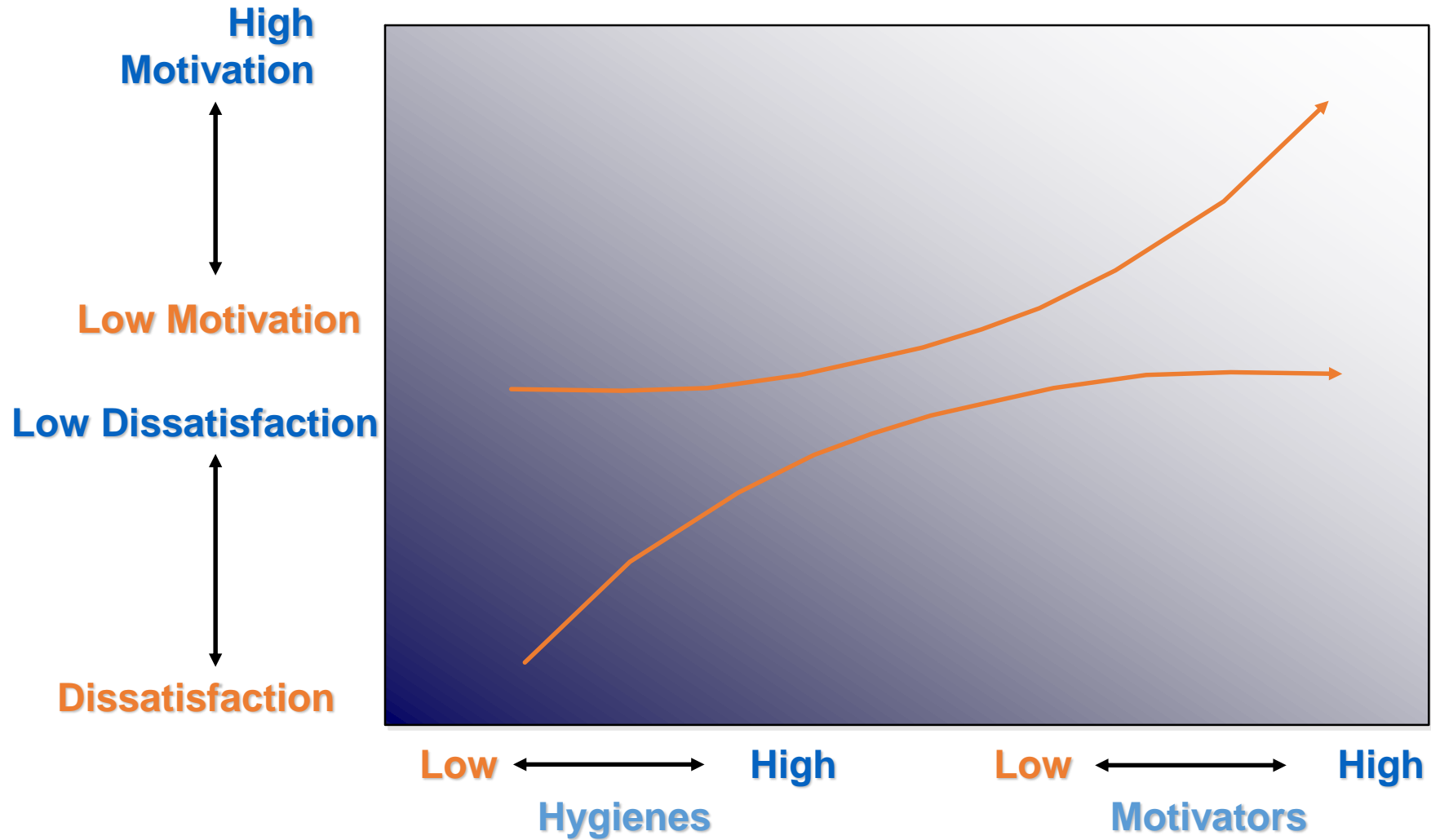
- Some variable prevent job dissatisfaction and some variables produce motivation
- Hygiene factors-basic needs that will prevent dissatisfaction
 - light, temperature, pay, parking
- Motivators
 - when present cause high levels of motivation
 - interesting work, advancement, growth, etc.

Herzberg's Two Factor Theory



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Process Theories

- Reinforcement Theory
- Expectancy
- Equity
- Justice Theory
- Goal Setting



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Types of Reinforcement

- Positive Reinforcement-rewards
- Punishment-Application of a negative outcome
- Negative Reinforcement-removal of negative outcomes when behavior is performed
- Extinction-absence of reinforcement (removal of positive reinforcement)
- Drawbacks



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Types of Rewards

- Extrinsic-external rewards such as money, fringe benefits, job security
- Intrinsic-internal satisfaction outcomes from doing work
- Satisfaction-employee's attitude about work situations



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Equity Theory

- Individuals try to find a balance between their inputs and outputs relative to a referent other
- However, a referent other is not always present



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Results of Inequity

- Equity-I am being treated fairly
- Under-rewarded-will look to increase rewards, or decrease inputs to match rewards
- Over-rewarded-will change referent to match cognitions or increase inputs
- Leaving and distortion



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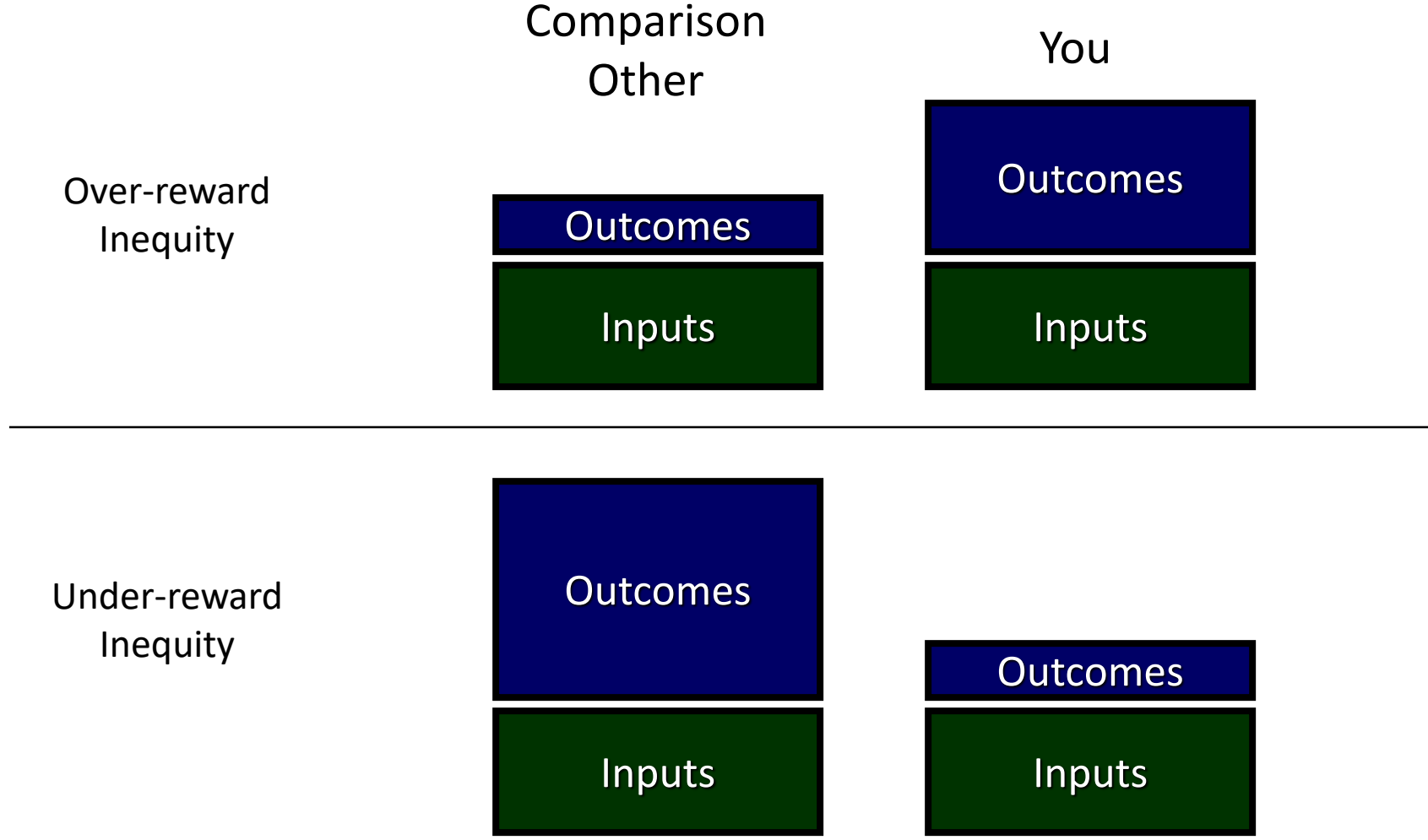
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Reinforcement Theory

- Behaviors are functions of consequences that they produce
- If a behavior is followed by a pleasant experience it will be repeated
- In order to change behaviors the consequences must be changed



Over-reward Versus Under-reward Inequity





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Goal Setting Theory

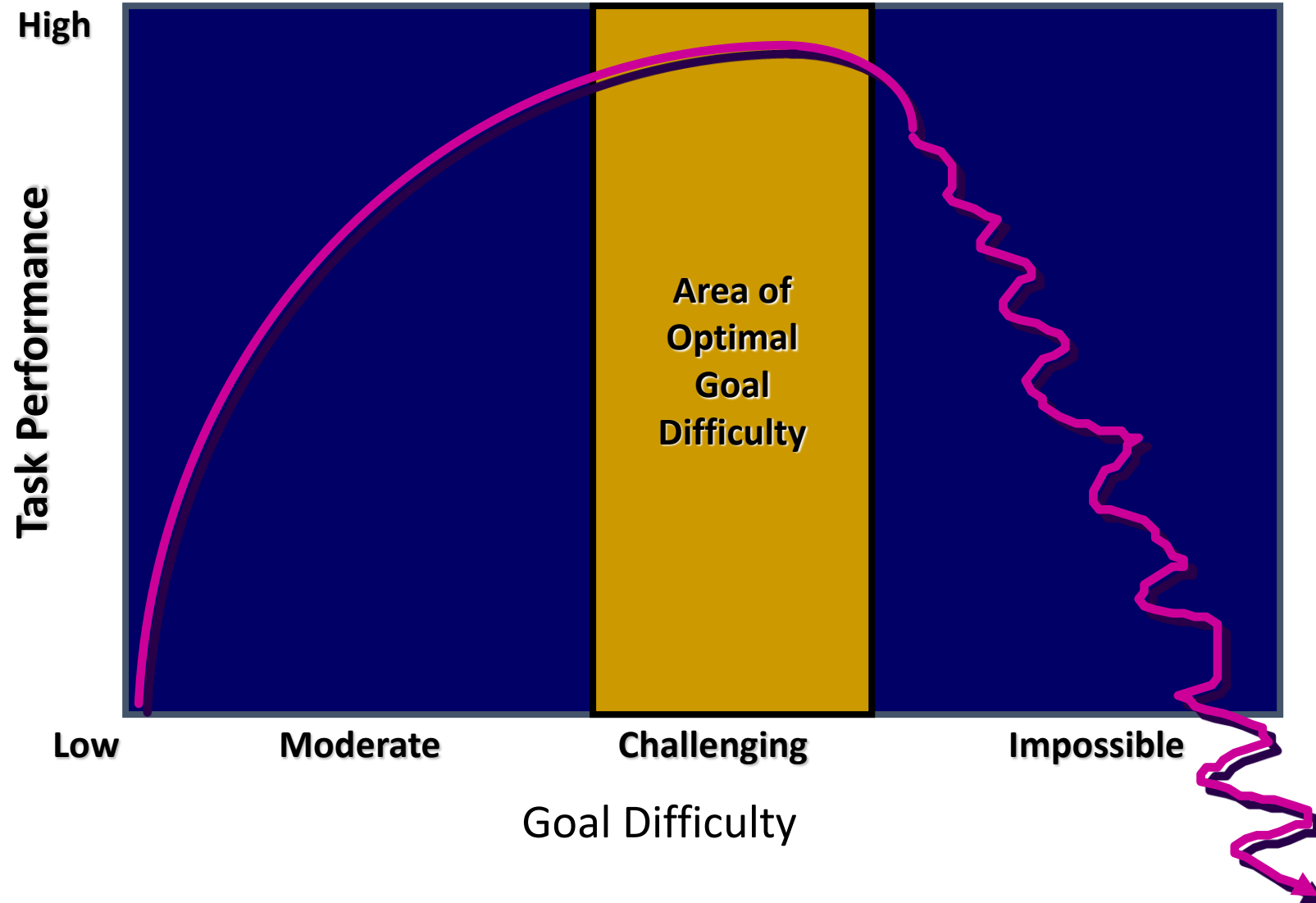
- Assignment of specific, moderately difficult, and providing feedback will provide motivation to work
- Employee participation
- Receive rewards
- Provide competencies for achievement

Effect of Goal Difficulty on Performance



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Expectancy Theory

- Combines goal setting and reinforcement theories
- Three questions drive motivation
 - With effort can I perform?
 - With performance, will I be rewarded?
 - Do I value the rewards?



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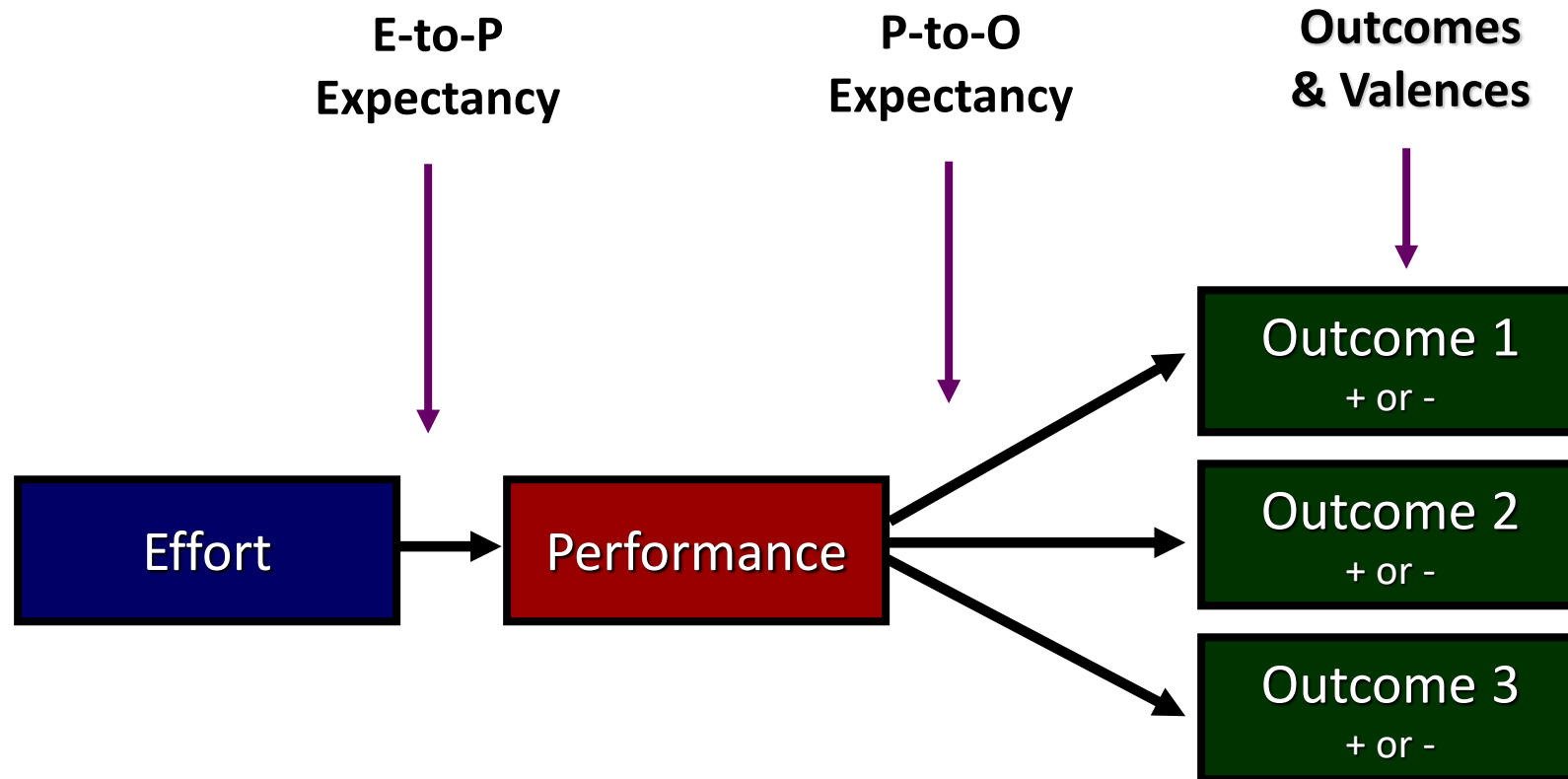
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Terms

- Expectancy-belief that effort will lead to performance
- Instrumentality-performance leads to rewards (does performance level matter)
- Valence-value of rewards



Expectancy Theory of Motivation





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Justice Theory

- Procedural Justice - fairness issues concerning the methods, mechanisms, and processes used to determine outcomes
- Distributive Justice - concerns the fairness of outcomes, includes equity theory
- Interactional Justice - concerns the way one is treated informally during procedures and distributions



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आ नो भद्राः क्रतवो यन्तु विश्वतः

ऋग्वेद १-८९

"Let noble thoughts come to me from all directions"

