

Lecture: 9

MOTIVATION

Motivation is the reason for people's actions, willingness, and goals. Motivation is derived from the word *motive* which is defined as a need that requires satisfaction. These needs could be wants or desires that are acquired through influence of culture, society, lifestyle, etc. or generally innate. Motivation is one's direction to behaviour, or what causes a person to want to repeat a behaviour, a set of force that acts behind the motives. An individual's motivation may be inspired by others or events (extrinsic motivation) or it may come from within the individual (intrinsic motivation). Motivation has been considered as one of the most important reasons that inspires a person to move forward in life. Motivation results from the interaction of both conscious and unconscious factors. Mastering motivation to allow sustained and deliberate practice is central to high levels of achievement e.g. in the worlds of elite sport, medicine or music.

Psychological theories

Motivation can be conceived of as a cycle in which thoughts influence behaviours, drive performance affects thoughts, and the cycle begins again. Each stage of the cycle is composed of many dimensions including attitudes, beliefs, intentions, effort, and withdrawal which can all affect the motivation that an individual experience. Most psychological theories hold that motivation exists purely within the individual, but socio-cultural theories express motivation as an outcome of participation in actions and activities within the cultural context of social groups.

Natural theories

The natural system assumes that people have higher order needs, which contrasts with the rational theory that suggests people dislike work and only respond to rewards and punishment. According to McGregor's Theory Y, human behaviour is based on satisfying a hierarchy of needs: physiological, safety, social, ego, and self-fulfilment.

Physiological needs are the lowest and most important level. These fundamental requirements include food, rest, shelter, and exercise. After physiological needs are satisfied, employees can focus on safety needs, which include "protection against danger, threat, deprivation." However, if management makes arbitrary or biased employment decisions, then an employee's safety needs are unfulfilled.

The next set of needs is social, which refers to the desire for acceptance, affiliation, reciprocal friendships and love. As such, the natural system of management assumes that close-knit work

teams are productive. Accordingly, if an employee's social needs are unmet, then he will act disobediently.

There are two types of egoistic needs, the second-highest order of needs. The first type refers to one's self-esteem, which encompasses self-confidence, independence, achievement, competence, and knowledge. The second type of needs deals with reputation, status, recognition, and respect from colleagues. Egoistic needs are much more difficult to satisfy.

The highest order of needs is for self-fulfilment, including recognition of one's full potential, areas for self-improvement, and the opportunity for creativity. This differs from the rational system, which assumes that people prefer routine and security to creativity. Unlike the rational management system, which assumes that humans don't care about these higher order needs, the natural system is based on these needs as a means for motivation.

The author of the reductionist motivation model is Sigmund Freud. According to the model, physiological needs raise tension, thereby forcing an individual to seek an outlet by satisfying those needs *Ziegler, Daniel (1992). Personality Theories: Basic Assumptions, Research, and Applications.*

Self-management through teamwork

To successfully manage and motivate employees, the natural system posits that being part of a group is necessary. Because of structural changes in social order, the workplace is more fluid and adaptive according to Mayo. As a result, individual employees have lost their sense of stability and security, which can be provided by a membership in a group. However, if teams continuously change within jobs, then employees feel anxious, empty, and irrational and become harder to work with. The innate desire for lasting human association and management "is not related to single workers, but always to working groups". In groups, employees will self-manage and form relevant customs, duties, and traditions.

Wage incentives

Humans are motivated by additional factors besides wage incentives. Unlike the rational theory of motivation, people are not driven toward economic interests per the natural system. For instance, the straight piecework system pays employees based on each unit

of their output. Based on studies such as the Bank Wiring Observation Room, using a piece rate incentive system does not lead to higher production. Employees actually set upper limits on each person's daily output. These actions stand "in direct opposition to the ideas underlying their system of financial incentive, which countenanced no upper limit to performance other than physical capacity." Therefore, as opposed to the rational system that depends on economic rewards and punishments, the natural system of management assumes that humans are also motivated by non-economic factors.

Autonomy: increased motivation for autonomous tasks

Employees seek autonomy and responsibility in their work, contrary to assumptions of the rational theory of management. Because supervisors have direct authority over employees, they must ensure that the employee's actions are in line with the standards of efficient conduct. This creates a sense of restriction on the employee and these constraints are viewed as "annoying and seemingly functioned only as subordinating or differentiating mechanisms." Accordingly, the natural management system assumes that employees prefer autonomy and responsibility on the job and dislike arbitrary rules and overwhelming supervision. An individual's motivation to complete a task is increased when this task is autonomous. When the motivation to complete a task comes from an "external pressure" that pressure then "undermines" a person's motivation, and as a result decreases a person's desire to complete the task.

Rational motivations

The idea that human beings are rational and human behaviour is guided by reason is an old one. However, recent research (on satisfying for example) has significantly undermined the idea of homo economicus or of perfect rationality in favour of a more bounded rationality. The field of behavioural economics is particularly concerned with the limits of rationality in economic agents.

References:

[https://regi.tankonyvtar.hu/hu/tartalom/tamop412A/2011-0023_Psychology/030300.scorml#:~:text=The%20main%20content%20theories%20are,setting%20theory%20\(Figure%201\).](https://regi.tankonyvtar.hu/hu/tartalom/tamop412A/2011-0023_Psychology/030300.scorml#:~:text=The%20main%20content%20theories%20are,setting%20theory%20(Figure%201).)