

MOTIVATION

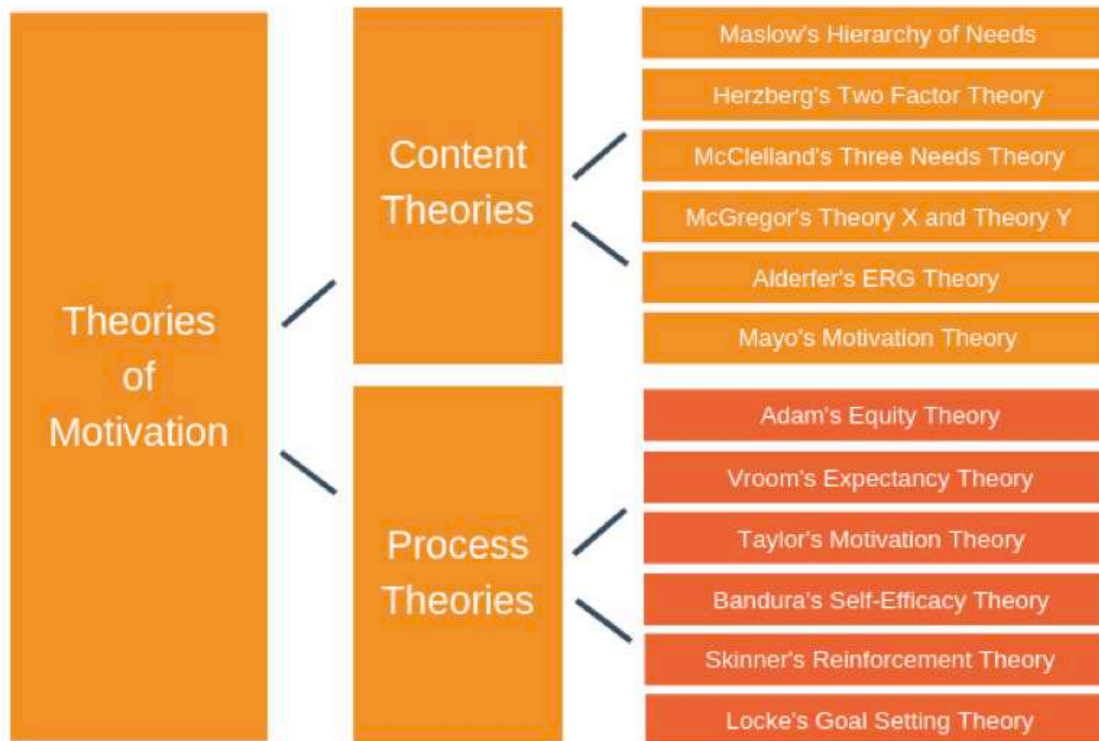
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MOTIVATION THEORIES

Theories of Motivation



Hierarchy of needs theory

Maslow's Hierarchy of needs



Satisfaction Progression

Higher order and Lower level needs

Deficiency Needs

Growth Needs

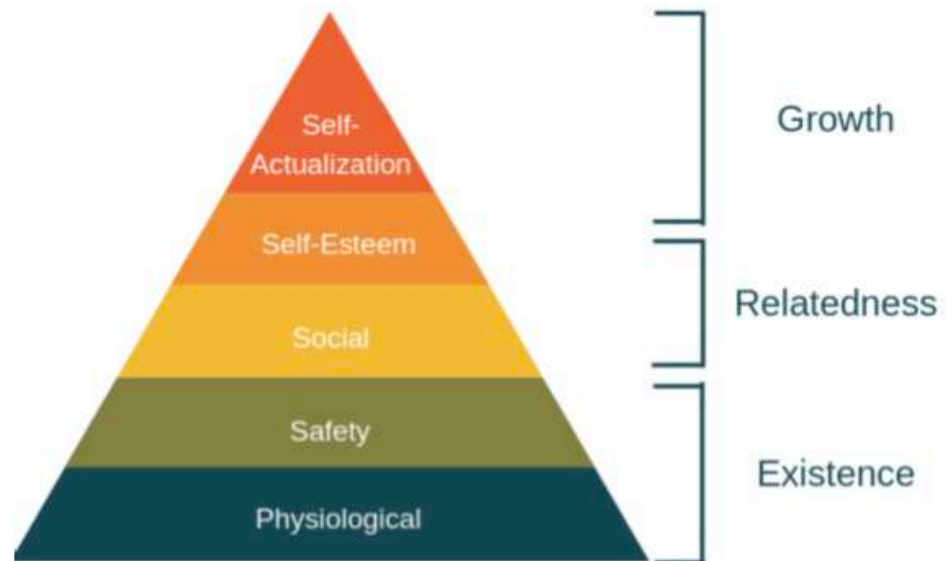
- Higher order needs can be fulfilled only after satisfaction of lower level needs.
 - Physiological and safety needs are where people start – called **lower order needs** – predominantly satisfied externally
 - Social, esteem and self-actualization are **higher order needs** – satisfied internally
 - First 4 : Physiological, Safety, Social and Self-Esteem Needs
- Self Actualization



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Similarities with Maslows

Needs are more or less same. He just condensed it to 3 categories

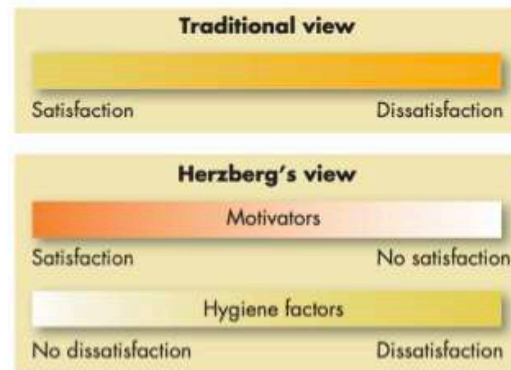


Please note that growth contains "Self actualization" as well internal component of "Self-Esteem" needs. A lot of coaching institutes are teaching wrong to their students.

Differences

- Frustrated Regression Instead of Satisfaction Progression - When a person fails to satisfy his higher-order needs, he gets **frustrated** and moves (**Regression**) to lower level needs.
- Multiple needs can exist simultaneously.

Contrasting view of Satisfaction and Dissatisfaction



Theory

- Opposite of satisfaction is not dissatisfaction, as was traditionally believed
- Factors that lead to job satisfaction as separate and distinct from those that lead to job dissatisfaction. Hence, managers who seek to eliminate factors that can create job dissatisfaction may bring about peace, but not necessarily motivation

Hygiene Factors

- Herzberg characterized conditions such as quality of **supervision, pay, company policies, physical working conditions, relationships with others and job security** as hygiene factors – when these are adequate, people will not be dissatisfied, but they will not be satisfied either
- Herzberg also used "KITA Factors"

Motivators

Factors associated with work itself, or with the outcomes directly derived from it, such as **promotional opportunities, personal growth opportunities, recognition, responsibility and achievement** are called motivation factors

3 needs

- Need for achievement (nAch) – drive to excel
- Need for power (nPow) – need to make others behave in a way they would not have otherwise
- Need for affiliation (nAff) – desire for friendly and close interpersonal relationships

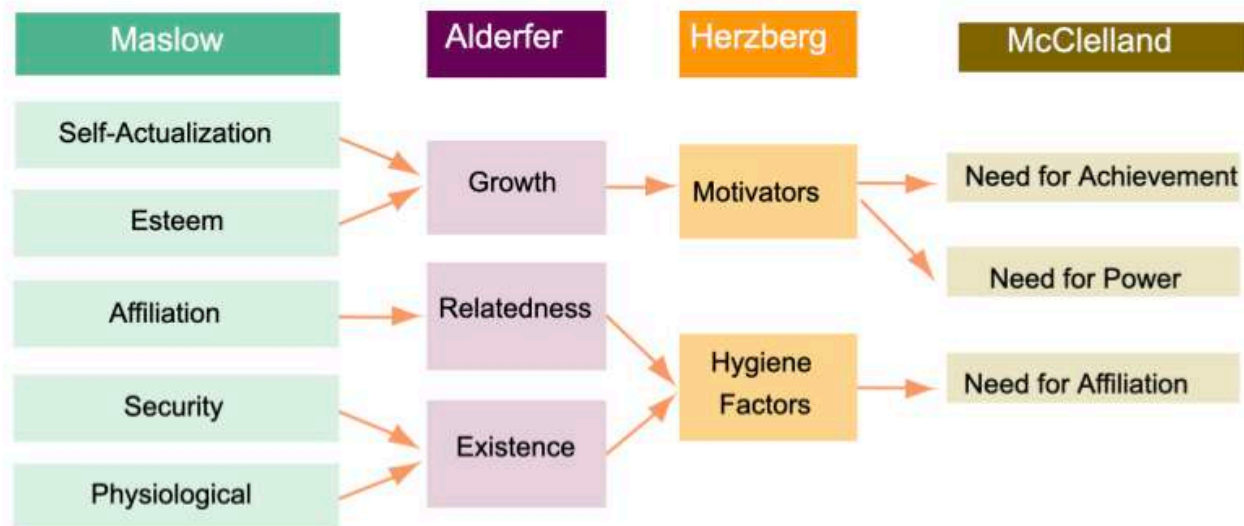
Achievers

- McLelland focused most on nAch
- High achievers perform best **when they perceive their probability of success as 50-50** – dislike gambling with high odds because they get no achievement satisfaction from success that comes purely by chance and they dislike low odds because then there is no challenge to their skills
- When jobs have a high degree of personal responsibility and feedback and an intermediate degree of risk, high achievers are strongly motivated

Who can Be Good Manager

- High need to achieve does not necessarily make someone a good manager, especially in large orgs – since they are not keen on influencing others to do well
- Needs for affiliation and power tend to be closely related to managerial success – best managers are high in their need for power and low in their need for affiliation
- These needs are in the subconscious and hence measuring and ranking them is not possible

Comparison of 4 Theories



Theory X and Theory Y

Assumptions

Theory X

People are lazy and will avoid work if possible.
To get people to work hard you need to control and monitor them.
People dislike and avoid responsibility.

Theory Y

Given the right conditions people can enjoy work as much as leisure.
If people are motivated, they will work hard towards the organizations goals.
People can learn to accept and then seek out responsibility.

Management Style

People want to be directed

People are imaginative and creative by nature

Typically used

Autocratic

Democratic aka participative

Unskilled production work

Knowledge workers

Theory Z

Features

- Mutual Trust
- Strong bond between the company and the employees
- Employees Involvement

By

William Ouchi

Instinctive Theory of Motivation

Features

- Root cause behind motivation is biological/genetic

By

Mayo's Theory of Motivation

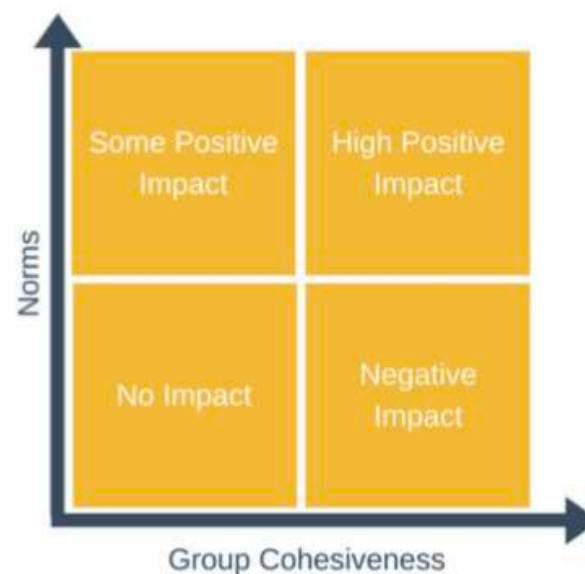
Hawthorn Effect

This states that changes in behavior happen when you are monitoring or watching employees. The mere presence of someone watching you changes the way you behave. You start to perform better.

Mayo's Theory

- Mayo proposed that employees aren't that motivated by pay and environmental factors. Instead, positive relational factors play a bigger role in productivity.
- The importance of group working cannot be overstressed. It is the group that determines productivity, not pay and not processes.
- For example, if someone is working too fast they will be ostracised from the group. Likewise, if someone is working too slow the same thing will happen.

Mayo's Matrix



- **Group cohesiveness:** You can think of it as being how well the group gets on, their comradery.
- **Norms:** You can think of norms as being whether the group encourages positive or negative behaviors.



Process Theories

Adam's Equity Theory

- It is a cognitive based theory
- As per theory, an individual's motivation level is correlated to his perception of equity, fairness and justice practiced by the management.
- **Referents:** The four comparisons an employee can make are termed as "referents". These are:
 - Self-inside: An employee's experience in a different position inside his present organization.
 - Self-outside: An employee's experience in a situation outside the present organization.
 - Other-inside: Another employee or group of employees inside the employee's present organization.
 - Other-outside: Another employee or employees outside the employee's present organization
- The employees who perceive inequity and are under negative tension can make following six choices:
 - Change in input
 - Change their outcome
 - Choose a different referent
 - Quit the job
 - Change self perception
 - Change perception of others

Exhibit 7-6 Equity Theory

Ratio Comparisons*	Perception
$\frac{O_A}{I_A} < \frac{O_B}{I_B}$	Inequity due to being underrewarded
$\frac{O_A}{I_A} = \frac{O_B}{I_B}$	Equity
$\frac{O_A}{I_A} > \frac{O_B}{I_B}$	Inequity due to being overrewarded

*Where $\frac{O_A}{I_A}$ represents the employee; and $\frac{O_B}{I_B}$ represents relevant others

Expectancy Theories

By Theory

Victor Vroom

Within the theory there are three variables at play:

- Expectancy: Effort → Performance (E → P)
 - Self-efficacy
 - Goal Difficulty
 - Perceived control
- Instrumentality: Performance → Outcome (P → O)
- Valence: Outcome → Reward (V(R))

All three factors must be present to motivate employees effectively.



Motivational Force Motivational Force = Expectancy x Instrumentality x Valence (MF)

Taylor's Motivation Theory

Theory



Remarks

- Similar to theory X
- Leadership Style: Autocratic style

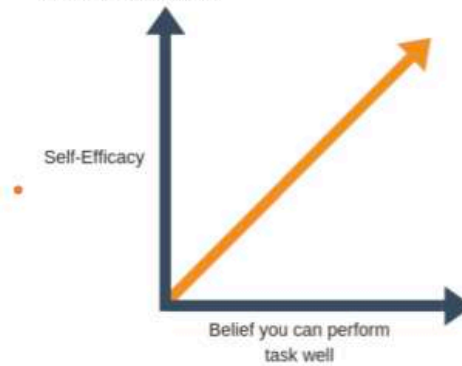


Self Efficacy Theory

By Theory

Bandura

- Self-Efficacy is the belief that you are capable of achieving a specific goal or performing a specific task.
- The higher your self-efficacy the more you will believe you are capable of achieving a task or goal. Conversely, the lower your self-efficacy the less you will believe you are capable of achieving a task.



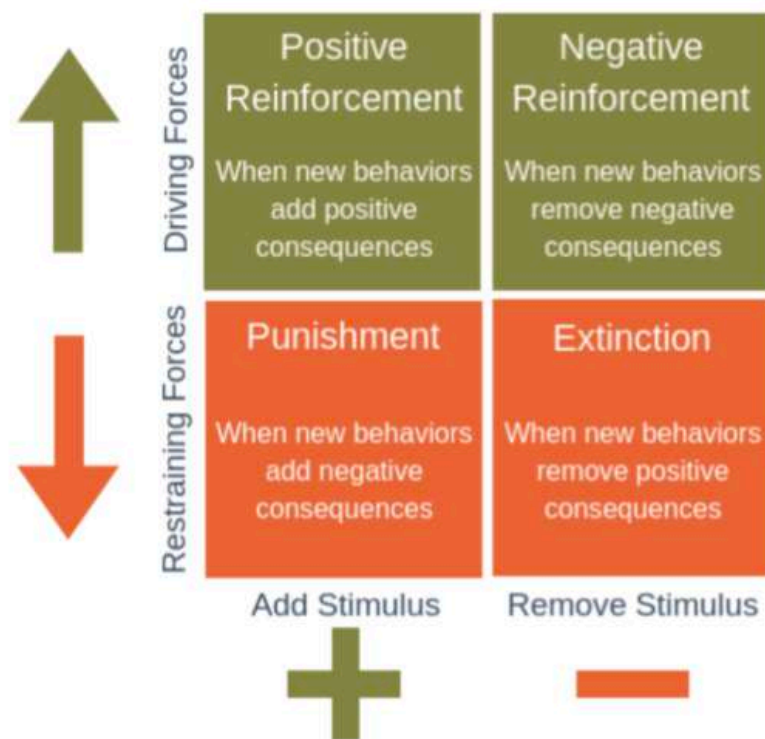
How to Increase Self Efficacy

- Bandura has proposed 4 ways in which self efficacy can be increased
 - Enactive mastery – gaining relevant experience with the task
 - Vicarious modeling – becoming more confident because you see someone else doing the task
 - Verbal persuasion – best way for a manager to use this is through the Pygmalion effect or Galatea effect which is a form of self-fulfilling prophecy in which believing something can make it true
 - Arousal

Reinforcement Theory

By Theory

Skinner



Goal Setting Theory

By Five Principles of Goal Setting

- Locke and Latham
- Clarity
- Challenging, but not too challenging
- Commitment: Explicitly committed to
- Feedback: Should be regular
- Task Complexity: As uncomplicated as possible

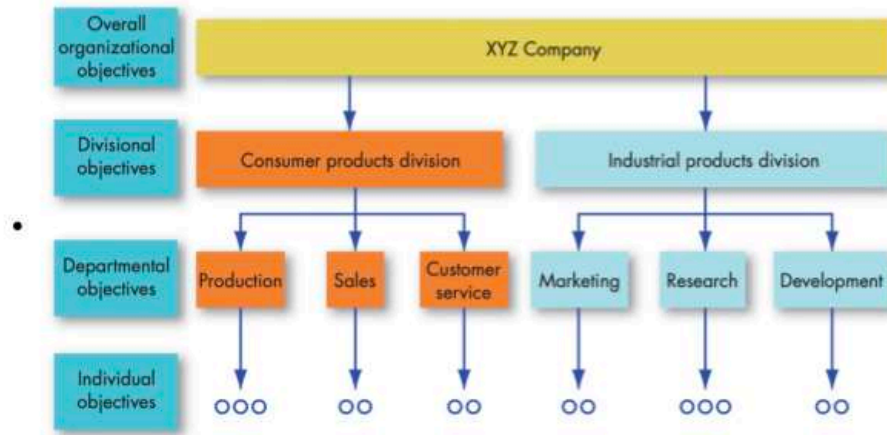
SMART Technique

- Specific
- Measurable
- Achievable
- Realistic
- Time-targeted



MBO

- Systematic way of utilising goal setting



- The organization's overall objectives are translated into specific objectives for each level (divisional, departmental, individual). But because lower-unit managers jointly participate in setting their own goals, MBO works from the bottom up as well as from the top down.
- The result is a hierarchy that links objectives at one level to those at the next. And for the individual employee, MBO provides specific personal performance objectives.

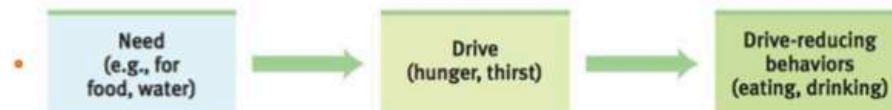
Self Determination Theory

- Edward Deci and Richard Ryan
- A theory of motivation that is concerned with the beneficial effects of intrinsic motivation and the harmful effects of extrinsic motivation.
- proposes that people prefer to feel they have control over their actions, so anything that makes a previously enjoyed task feel more like an obligation than a freely chosen activity will undermine motivation

Cognitive Evaluation Theory

- By Edward Deci
- A version of self-determination theory which holds that allocating extrinsic rewards for behavior that had been previously intrinsically rewarding tends to decrease the overall level of motivation if the rewards are seen as controlling.

Drive Reduction Theory



- Based on Behaviouristic Approach and concept of Homeostasis

Hack and Oldham Job Characteristic Model

By

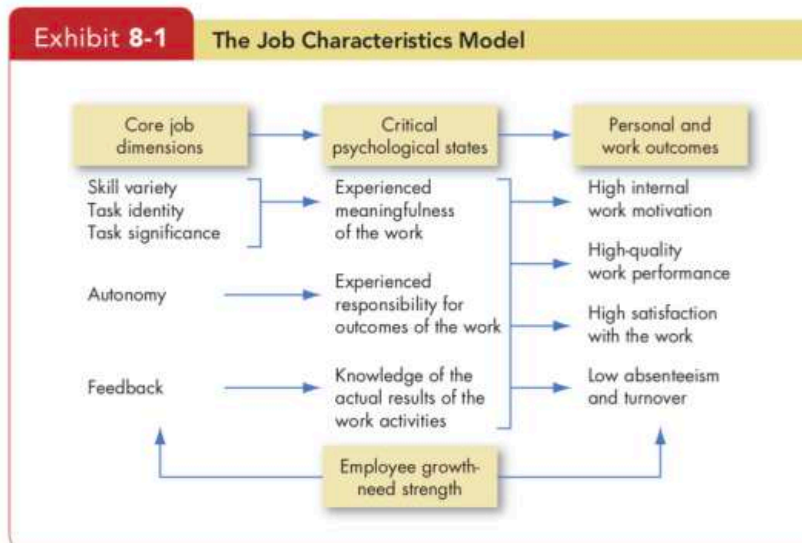
Developed by Richard Hackman and Greg Oldham

5 Core Job Dimensions

Any job can be described in terms of 5 core job dimensions

- Skill variety
- Task identity – degree to which a job requires completion of a whole and identifiable piece of work
- Task significance – degree to which a job affects the lives or work of other people
- Autonomy
- Feedback

JCM



$$MPS = \frac{\text{variety} + \text{identity} + \text{significance}}{3} * \text{Autonomy} * \text{Feedback}$$



ANY INTELLIGENT FOOL CAN MAKE
THINGS **BIGGER** AND MORE COMPLEX.
IT TAKES A TOUCH OF **GENIUS** - AND A
LOT OF COURAGE TO MOVE IN
OPPOSITE DIRECTION

-EINSTEIN



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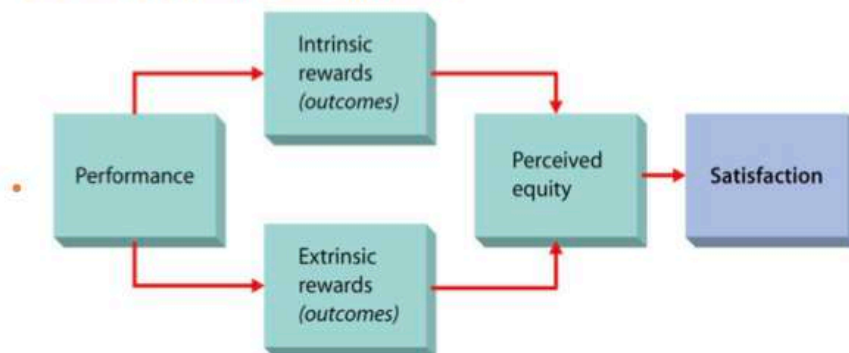
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Porter and Lowler Model of Motivation

• Extension of Vroom's Expectancy Model



3D Thoery of Attribution

• By: Bernard Weiner



Argyris's Thoery of Motivation

Immaturity / Maturity Continuum



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Model of Organizational Justice

Exhibit 7-7

Model of Organizational Justice

