

MOTIVATION

What is motivation?

a need or desire that energizes and directs behavior



What Is Motivation?

Motivation is derived from Latin words *movere* which means “to move”

Motivation is the result of processes, internal or external to the individual, that arouse enthusiasm and persistence to pursue a certain course of action.

Meaning & definition

- **Motivation** is a theoretical construct used to explain behaviour.
- It gives the **reason for people's actions, desires, and needs.**
- Motivation can also be defined as one's direction to behavior, or what causes a person to want to repeat a behavior and vice versa.
- **A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behaviour**

What Is Motivation?

- **Motivation**

- Is the result of an interaction between the person and a situation; it is not a personal trait.
- Is the process by which a person's efforts are energized, directed, and sustained towards attaining a goal.
 - ❖ **Energy:** a measure of intensity or drive.
 - ❖ **Direction:** toward organizational goals
 - ❖ **Persistence:** exerting effort to achieve goals.
- Motivation works best when individual needs are compatible with organizational goals.

Motivation

- “Motivation is defined as the process that initiates, guides, and maintains goal-oriented behaviors. Motivation is what causes us to act....It involves the biological, emotional, social, and cognitive forces that activate behavior.”

definition

- *"The term motivation refers to factors that activate, direct, and sustain goal-directed behavior..."*
- *Motives are the "whys" of behavior - the needs or wants that drive behavior and explain what we do.*
- *We don't actually observe a motive; rather, we infer that one exists based on the behavior we observe."*

DEFINITION

Motivation is a process which begins with a physiological or psychological need or deficiency which triggers behaviour or a drive that is aimed at a goal or an incentive.

Definition of Motivation

- “Motivation is the act of stimulating some one or oneself to get a desired course of action or to push the right bottom to get a desired reaction.”

Michal, J. Jucius

- Motivation is a process of inducing, inspiring and energizing people to work willingly with zeal, initiative, confidence, satisfaction and an integrated manner to achieve desired goals. It is a moral boosting activity.

- Motivation is:
- internal state or condition that activates behavior and gives it direction;
- desire or want that energizes and directs goal-oriented behavior;
- influence of needs and desires on the intensity and direction of behavior.

- Motivation involves :
- the biological,
- emotional,
- social and
- cognitive forces that activate behavior.

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Nature of Motivation

- A Psychological concept.
- It is total and not piece-meal.
- It may be financial or non-financial.
- It may be positive or negative.
- It is a continuous process.
- It is need based.
- It differs from one person to another.
- It is a complex process.

NATURE OR CHARACTERISTICS OF MOTIVATION

- ▶ **i) Energetic force**
- ▶ **ii) An internal feeling**
- ▶ **iii) Intervening variable**
- ▶ **iv) Work related behaviour**
- ▶ **v) Positive or negative**
- ▶ **vi) Equilibrium**
- ▶ **vii) Complex process**



NATURE OF MOTIVATION

- ➡ Motivation is a unending process
- ➡ It is a psychological concept
- ➡ It is concerned with each and every individual of organization
- ➡ It is always hampered by frustration
- ➡ Motivation leads to the Goals
- ➡ It works as a unifying force
- ➡ Motivation may be positive or Negative
- ➡ Motivation may be Intrinsic or Extrinsic
- ➡ Motivation may be Financial or Non-financial

components to motivation

- *Activation* involves the decision to initiate a behavior, such as enrolling in a psychology class.
- *Persistence* is the continued effort toward a goal even though obstacles may exist.
- *Intensity* can be seen in the concentration and vigor that goes into pursuing a goal.
- For example, one student might coast by without much effort, while another student will study regularly, participate in discussions and take advantage of research opportunities outside of class.
- The first student lacks intensity, while the second pursues his educational goals with greater intensity.

Types of Motives

- Extrinsic Vs. Intrinsic Motivation
- Extrinsic motivations are those that arise from outside of the individual and often involve rewards such as trophies, money, social recognition or praise.
- Intrinsic motivations are those that arise from within the individual, such as doing a complicated crossword puzzle purely for the personal gratification of solving a problem.

Motives

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graph TD; Motives --> Biological["Biological motives (Primary motives)"]; Motives --> Social["Social motives (Secondary motives)"]; Motives --> Personal["Personal motives"];
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Biological motives (Primary motives)

- Hunger
- Thirst
- Need for oxygen
- Regulation of body Temperature
- Need for sleep
- Avoidance of pain
- Elimination of waste
- Sex motive
- Maternal motive

Social motives (Secondary motives)

- Achievement motive
- Aggressive motive
- Power motive
- Acquisitive motive
- Curiosity
- Gregariousness

Personal motives

- Habits
- Goals of life
- Levels of aspirations
- Attitudes and interests

Biological Motivation and Homeostasis

- Biological motives are called as physiological motives.
- These motives are essential for the survival of the organism.
- Such motives are triggered when there is imbalance in the body.
- The body always tends to maintain a state of equilibrium called “**Homeostasis**” - in many of its internal physiological processes.

I) Physiological Motives:

- **a. Hunger motive:**
- **b. Thirst motive**
- **c. Need for oxygen:**
- **d. Motive for regulation of body temperature**
- Maintenance of normal body temperature (98.6°F or 37.0°C) is necessary

- **e. Need for sleep:**
- **f. Need for avoidance of pain**
- **g. Drive for elimination of waste:**
- **h. Sex motive**
- **i. Maternal drive:**

II) Social Motives

- social motives are specific only to human beings.
- These are called social motives, because they are learnt in social groups as a result of interaction with the family and society.
- That is why their strength differs from one individual to another

- **a. Achievement motive:**
- **b. Aggressive motive: react aggressively when faced frustrations**
- **c. Power motive**
- **d. Acquisitive motive:**
- **e. Curiosity motive: exploration motive**
- **f. Gregariousness:**

III) Personal Motives:

- **a. Force of habits:**
- having formed different habits like chewing tobacco, smoking, alcohol consumption, etc. There may be good habits also like regular exercising, reading newspapers, prayers, meditations, etc.
- Once these habits are formed, they act as drivers and compel the person to perform the act.

- **b. Goals of life:**
- Every normal individual will have some goals in the life. They may be related to education, occupation, income, sports, acquisition of property, public service, social service, etc.
- Once a goal is set, he will be motivated to fulfil that goal

- **c. Levels of aspirations:**
- Aspiration is aspiring to achieve or to get something or a goal.
- But such achievement depends upon the level of motivation the individual has.
- Every individual will have a goal in his life and strive to reach that goal

- **d. Attitudes and interests:**
- Our attitudes and interests determine our motivation.
- These are specific to individual. For example, a person within the family, may have positive attitude towards family planning and all others having negative attitudes.

Unconscious motivation

- Sigmund Freud, the famous psychologist has explained elaborately about unconscious motivation.
- According to him, there are certain motives of which we are unaware, because they operate from our unconscious.
- These motives or desires which are repressed by our conscious remain in our unconscious and will be influencing our behaviour.

- Our irrational behaviour, the slip of tongue, slip of pen, amnesia(deficit in memory), multiple personality, somnambulism, etc., are some examples of such behaviours for which we do not have answers apparently.
- These motives can be delineated only by psychoanalysis.
- Many times psychosomatic disorders like paralysis, headaches, gastric ulcers, etc., also may be due to unconscious motivation

Theories of Motivation

Instinct Theory of Motivation

- The term **instinct** was first coined by Wilhelm Wundt in 1870s to refer to any repeated behavior.
- The inherent tendencies depicted by an organism to engage in certain unlearned patterns of behavior are referred to as instincts.
- Psychoanalysts have identified two kinds of basic instinct: “**eros**” or life instinct, and “**thanatos**” or death instinct.

- Robert C. Birney and Richard C. Teevan, claimed that the following are the characteristics of a behaviour that is motivated through an instinct:
- **automatic**
- **irresistible**
- **happens at some point in one's development**
- **triggered by an environmental occurrence**
- **happens in each member of the species**
- **Unmodifiable**
- **does not require training**

- William McDougal proposed his own understanding of what an instinct is.
- He stated that an instinct must be:
 - unlearned
 - uniform in expression
 - universal in a species

- The Instinct Theory of Motivation views biological or genetic programming as the cause of motivation.
- This claim means that all humans have the same motivations due to our similar biological programming.
- This theory says that the root of all motivations is the motivation to survive.
- From our motivation to survive, all other motivations emerge.
- And, as we act or behave with this kind of motivation, all our actions are therefore considered as instincts.

Drive Reduction Theories

- **Drive-reduction theory, first proposed by Clark Hull in 1943, proposed that the purpose of biological drives is to correct disturbances of homeostasis.**
- According to Hull, physiological needs result in psychological drive states that direct behavior to meet the needs and, ultimately, bring the system back to homeostasis.
- Primary drives are innate biological needs (e.g., thirst, hunger, and desire for sex), whereas secondary drives are associated with—and indirectly satisfy—primary drives (e.g., the desire for money, which helps pay for food and shelter).

- Drives are thought to underlie all behavior in that behaviors are only conditioned, or learned, if they satisfy a drive.
- Drive-reduction theory has been criticized for failing to explain how secondary reinforcers reduce drive or why individuals engage in "pleasure-seeking" behaviors.

Incentive Theory

- **An incentive is an environmental stimulus that pulls people to act in a particular way. Getting an A on an exam may be an incentive that pulls a student toward studying.**
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- **The Incentive Theory of Motivation, alternatively called the Reward Motivation Theory, offers the belief that motivation is largely fuelled by the prospect of an external reward or incentive.**
- An incentive is therefore an object or an event present in the environment that encourages an individual to perform an action in the absence of any apparent physiological need.
- This incentive may be a material object such as money, or an intangible one such as positive reception from a significant person

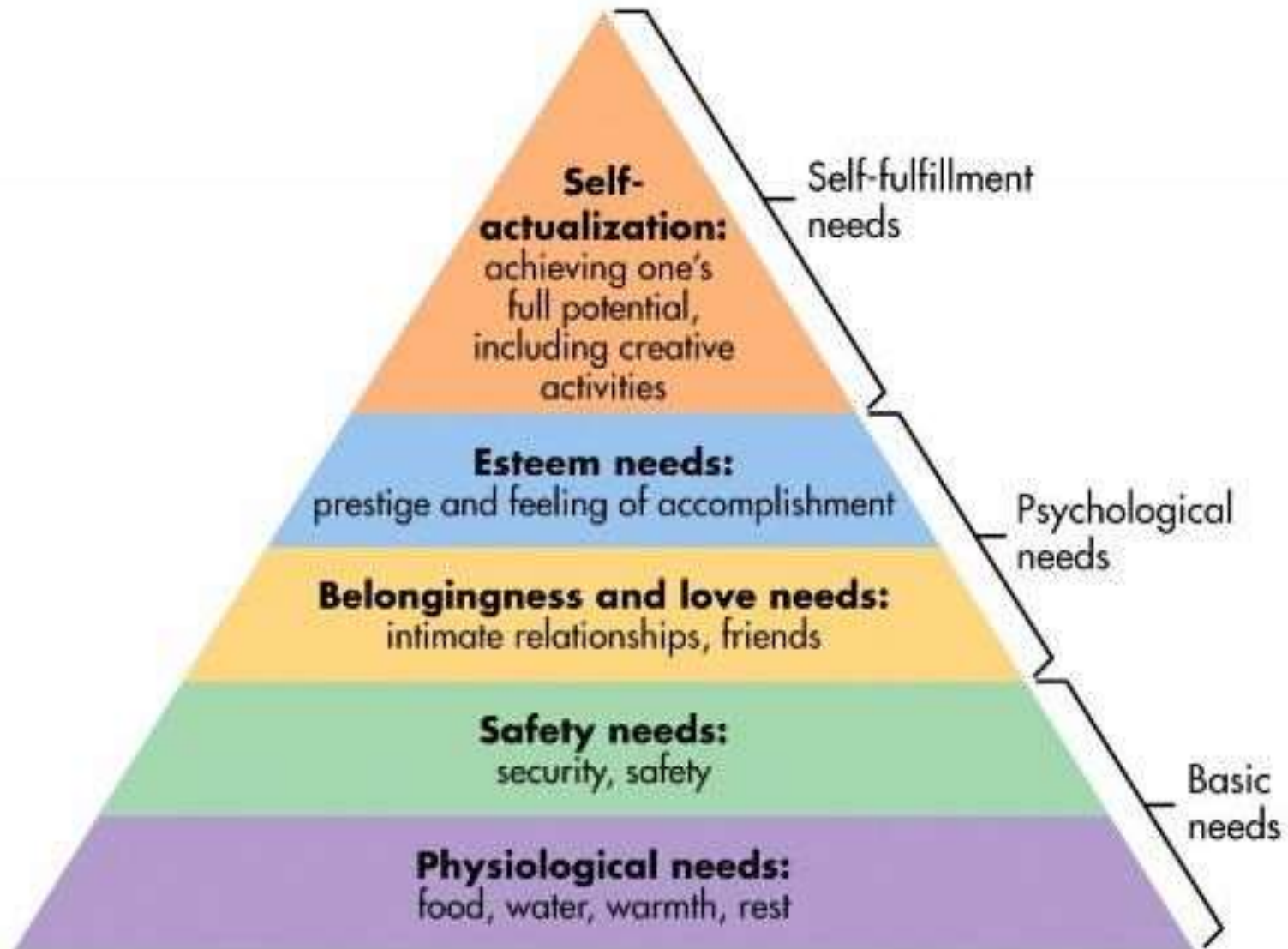
- **What is necessary is for the reward to be given after the performance of an action or a behavior with the specific intention of eliciting the repeated performance of the same behavior.**
- The timing of the provision of the reward has been found to influence the likelihood of the behavior occurring again.
- Considerable proof has been gathered showing that rewards that are given immediately after the performance of the desired behavior are more effective than rewards given in a delayed manner.

- **Positive Incentives**

- Incentives that give a positive guarantee for satisfying an individual's needs and wants are called positive incentives.
- These incentives involve the principle of optimism and are provided to fulfil the employee's psychological requirements.
- For instance, a supervisor praises a new employee for a job well done. Other positive incentives include recognition, job promotion, additional allowances, trophies and medals.

- **Negative Incentives**
- As opposed to positive incentives, negative incentives are provided in order to rectify an individual's mistakes and errors for the sake of achieving satisfying results.
- More often than not, negative incentives are given if the positive incentives do not work, conditioning a person to act to avoid such negative incentives.
- These include job demotion, penalties and fines.

Maslow's Hierarchy of Needs



- In the 1970s, the psychologist **Abraham Maslow** suggested that people are motivated by a **hierarchy of needs**:
- First, most basic level: physiological needs, such as the need for food, water, safety, and security.
- Second level: needs for social interaction, such as the need to belong.
- Third level: needs for esteem, which include the need for respect from oneself and others.
- Fourth level: needs for self-actualization, or realizing one's full potential.
- Maslow believed people pay attention to higher needs only when lower needs are satisfied.

Physiological Needs

- Physiological needs are the biological needs required to preserve human life.
- These needs include need for food, clothing and shelter. All these basic needs are recurring needs.
- These needs are essential to the very existence. They are powerful determiners of behaviour.
- The Physiological needs become all powerful, the longer they go without satisfaction.
- The strength of these needs is obvious because of their capability to divert our attention from whatever we are doing until we relieve that need

- The satisfaction of physiological needs is usually associated in our society with money. Money is used as a means to be used to satisfy other motives. Thus it is what money can buy, not money itself, that satisfies one's physiological needs.
- Today in organizations such needs must be viewed more broadly. A large number of organizations are now providing workers with child care facilities, subsidised lunch programmes, housing facilities etc.
- According to Maslow's Theory, once these basic needs are satisfied, they no longer motivate and will be motivated only by the next higher level of needs.

Safety or Security needs:

- Safety needs refer to a person's desire for security or protection. Once the physiological needs become relatively well gratified, the second level needs begin to manifest themselves and dominate human behaviour.
- These include: a) Protection from physiological danger (Fire, accident etc)
- b) Economic security (fringe benefits, health, insurance, pension programme etc.)
- c) Desire to achieve some control over uncertainties of life.

- An example of transition from physiological to safety needs as motivators is the way demands of labour unions have changed. In earlier years the unions demanded greater pay (for gratification of physiological need).
- Recent negotiations emphasis accident prevention through safety measures, job security, and other fringe benefits. Security needs may serve as motivators, if they are not reasonably satisfied.
- Generally organizations tend to over-emphasize the security needs by providing elaborate safety arrangements, fringe benefits, health care - accident insurance plans etc., in an attempt to motivate employees

Social or Belongingness Needs

- The social or belongingness needs are a reflection of the fact that people are social beings, needing the company or companionship of others.
- In a search for companionship and belongingness, the individual might behave in ways that are more socially acceptable to others.
- This level of needs marks the departure from essentially economic goals to a quest for mental health.
- Since man is a social being, he wants to belong, to associate, to gain acceptance from associates, to give and receive friendship and affection.
- Belongingness and love needs focus on the social aspects of work as well as non - work situations.

4. Esteem or Ego Needs

- As the social needs become relatively satisfied, the new need of esteem emerges as a motivator. Ego needs are the needs for self-esteem and the respect of others.
- It reflects the wish (while being accepted by others) to be set apart by being recognized as someone special.
- This might come about as a result of some achievement of which one is proud and for which recognition is sought.

- This need can be separated into two parts - internal and external recognition. Internal recognition is the self-respect one has and seeks.
- External recognition is public acclaim or esteem arising out of recognition and appreciation of the individual or his deeds.
- Esteem needs represent the higher order needs of human beings. The needs for power, achievement and status, greater responsibility, competence, skills etc., are part of this level.
- Satisfaction of esteem needs produces feelings of self - confidence, worth, strength, capability and adequacy, of being useful and necessary in the world.
- An important feature of these needs is that these needs are only partly satiable. Unlike lower order needs, these needs are rarely satisfied.

5. Self - Actualisation Needs

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- The highest and the last class of needs on the hierarchy is self - actualization. It is also the weakest because all other needs on the hierarchy must be rather well satisfied in order for this class of needs to emerge. Self - actualization needs go beyond the esteem needs in a significant fashion.
- Maslow defines it as "the desire to become more and more what one is, to become everything one is capable of becoming".
- Esteem needs reflect the need to be differentiated from peers by virtue of accomplishments and achievements.
- Self-actualization needs point to the constant striving to realize one's full potential - whatever it is. Here one should realize his own potentialities for continued self - development.
- Self - actualization is the desire to become all that one is capable of becoming. It is a growth need, where sky is the only limit. It reflects the individual's desires to grow and develop to their fullest potential.

- Individuals often want the opportunity to be creative on the job. To satisfy the self - actualizing needs of such individuals, organizations should provide growth and career opportunities, provide training and development programmes, and encourage creativity and achievement.
- These needs are entirely an individual choice; the individual sets and attain his own goals to his own levels of satisfaction.
- Esteem may come from doing something better than others; the self-actualized person may not be satisfied simply by the gratification of esteem needs, knowing that he can do still better.
- Rather than merely doing better than others do, this person must be as good as he is capable of being.

- Let us take an example of certain athletes. Some exert only enough effort to win; with poor competition, they loaf along. Others, however, constantly strive to break the national record.
- Once the record is broken, they try constantly to set a new one. For self-actualization needs, a fundamental shift in orientation takes place. In belongingness needs, the individual measures satisfaction with acceptance by others.
- In esteem needs, one is differentiated from peers by higher accomplishments and consequent recognition.

- Thank u