

Organizational Behavior (PSYC-6223)

Lecture-6

Motivation

A state of mind, desire, energy or interest that translates into action.

Motivation

– The inner drive that directs a person's behavior toward goals.

Defining Motivation

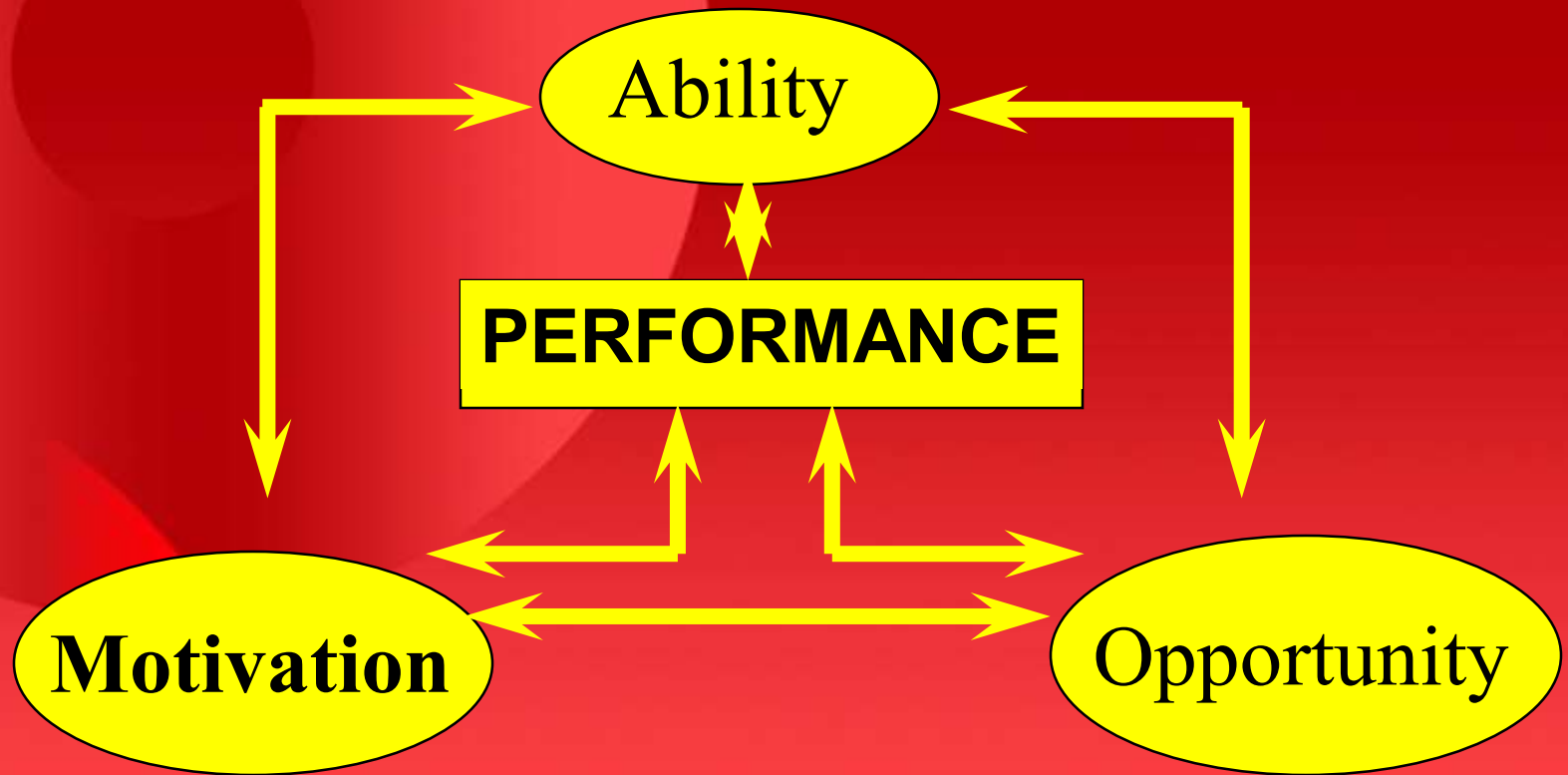
The processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal.

Key Elements

1. **Intensity:** how hard a person tries
2. **Direction:** toward beneficial goal
3. **Persistence:** how long a person tries

- **Intensity** is concerned with how hard a person tries. This is the element most of us focus on when we talk about motivation.
- **Direction** is the orientation that benefits the organization.
- **Persistence** is a measure of how long a person can maintain his/her effort. Motivated individuals stay with a task long enough to achieve their goal.

Why Do We Care?



Performance =
 $f(\text{Ability, Motivation, Opportunity})$

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The Motivation Process

Need

**More money for
unexpected medical expenses**

Goal-directed behavior

**Ask for a raise
Work harder to gain a promotion
Look for a higher-paying job
Steal**

Need Satisfaction

More money



Core Phases of the Motivational Process



Motivational Theories

Maslow's Hierarchy of Needs



Basic assumptions

- Once a need is satisfied, its role declines
- Needs are complex, with multiple needs acting simultaneously
- Lower level needs must be satiated before higher level needs are activated
- More ways exist to satisfy higher level needs

- Individual and environment influence employee behavior
- Individuals decide behavior, although environment can place constraints
- Individuals have different needs/goals
- Decide among alternatives based on perception of behavior leading to desired outcome

Modified Maslow Model

**Higher
Level**

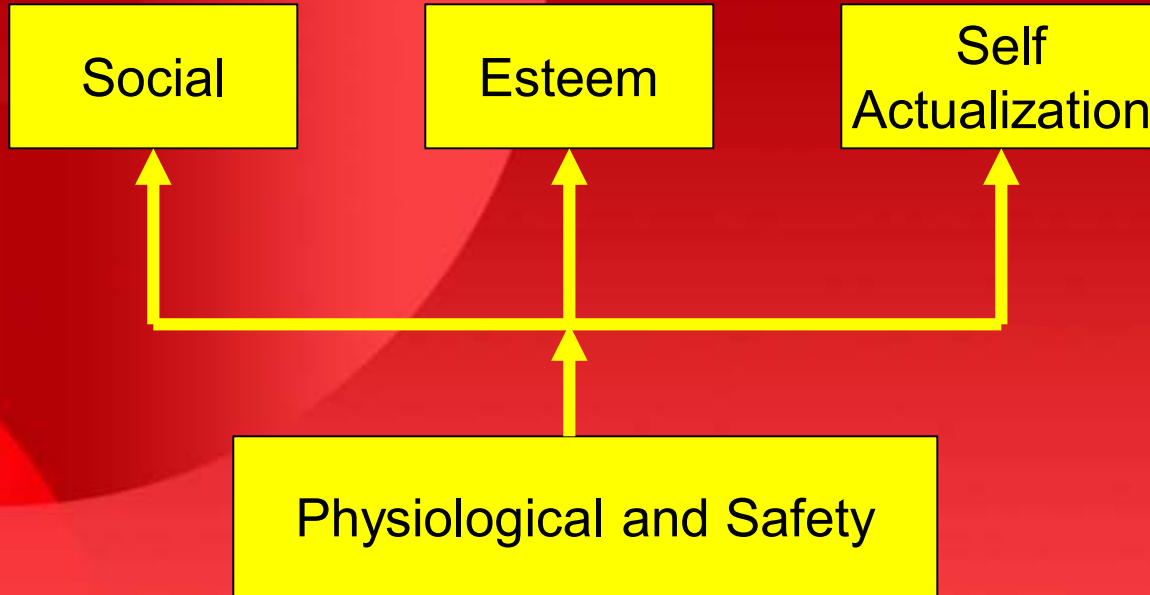
Social

Esteem

Self
Actualization

**Lower
Level**

Physiological and Safety



Alderfer's ERG Theory

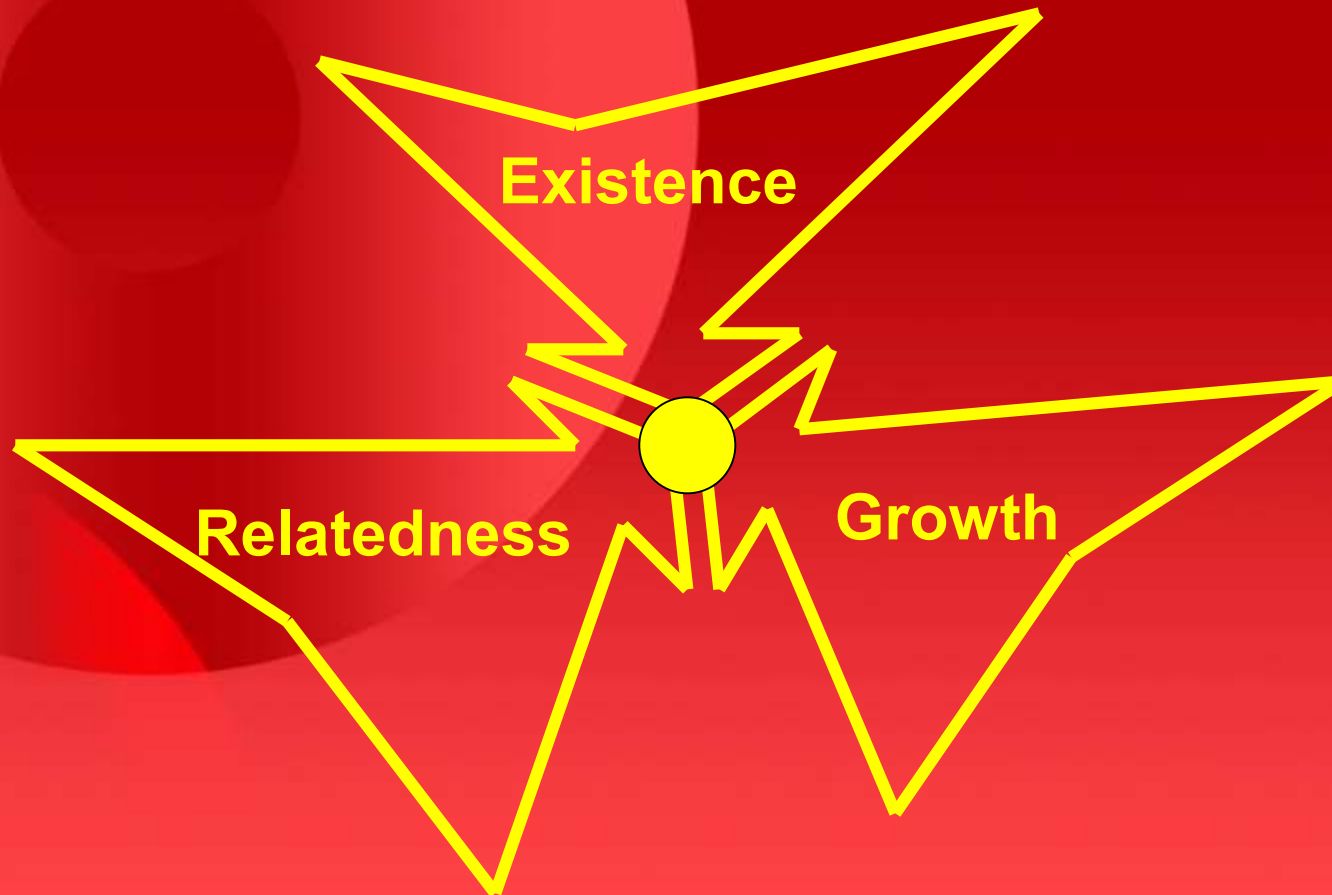
A three-level hierarchical need theory of motivation that allows for movement up and down the hierarchy.

- **E**xistence Needs
- **R**elatedness Needs
- **G**rowth Needs

Alderfer's ERG Model

- Individuals have 3 basic needs
 - Existence
 - Relatedness
 - Growth
- Needs correspond to Maslow's Hierarchy
- Models differ in how needs are satisfied

ERG Theory



All needs are operative at one time

Theory X

Management view that assumes workers generally dislike work and must be forced to do their jobs.



Under Theory X, the four assumptions held by managers are:

- Employees inherently dislike work and, whenever possible, will attempt to avoid it.
- Since employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve goals.
- Employee will avoid responsibilities and seek formal direction whenever possible.

Theory Y

Management view that assumes workers like to work and under proper conditions, employees will seek responsibility to satisfy social, esteem, and self-actualization needs.



Under Theory Y, the assumptions:

- Employees can view work as being as 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 spread throughout the population and is not necessarily the sole responsibility of those in management positions.

Theory Z

- A management philosophy that stresses employee participation in all aspects of company decision making.



Motivational Process

- Forces acting on/within person that cause specific, goal-directed behavior
- Work motivation \Rightarrow productivity
- Management's job is to channel employee energy to achieve organizational goals

Motivation

- What is so difficult?
- Motivation is the set of forces that causes people to engage in one behavior rather than some alternative behavior.

What “energizes” us?

- Unsatisfied needs = deficiencies that a person experiences at any given time
- “Energizers” – create tensions ⇒ feelings of unrest ⇒ make effort to reduce tensions
- Goal – directed efforts – provide focus for energy release

- THANKS