

Motivation

in work / organizational Context

and

importance of Communication

Definition

- Motivation is defined as a condition that is initiated by a physiological or psychological need in an individual, which causes the individual to behave in a certain manner in order to achieve a particular aim/goal
- It is the individual's intensity, direction, and persistence of effort toward attaining a goal.
 - **Intensity** describes how hard a person tries.
 - However, high intensity is unlikely to lead to favorable job-performance outcomes unless the effort is channeled in a **direction** that benefits the organization
 - Motivated individuals stay with a task long enough (**persist**) to achieve their goals.

Extrinsic and Intrinsic Motivation

Extrinsic Motivation:

- Behavior that is driven by external rewards such as money, fame, grades, and praise. This type of motivation arises from outside the individual.

Intrinsic Motivation:

- The undertaking of an activity, as a hobby, without external incentive; also, personal satisfaction derived through self-initiated achievement.

- **Intrinsic motivation** involves performing a task because it's personally rewarding to you.
- **Extrinsic motivation** involves completing a task or exhibiting a behavior because of outside causes such as avoiding punishment or receiving a reward.
- The main difference between intrinsic and extrinsic motivation is that **intrinsic motivation comes from within**, and **extrinsic motivation comes from outside**. While both types of motivation are important, they have different effects on how you work.

Which is more beneficial?

- **Extrinsic motivation is beneficial in some cases.** For example, working towards gaining a reward of some kind can be helpful when you need to complete a task you might normally find unpleasant.
- **Intrinsic motivation, however, is typically a more effective** long-term method for achieving goals and completing tasks in a way that makes you feel fulfilled. While extrinsic motivation is helpful in certain situations, it may eventually lead to burnout or lose effectiveness over time.
- **Sometimes intrinsic and extrinsic motivation can work together to help you complete a task.** For example, if you have a job and are working on completing a project, you might be extrinsically motivated to finish it to meet a teammate's timeline. You might be intrinsically motivated to finish it because you enjoy the project want to do a good job.

Some Motivational Theories

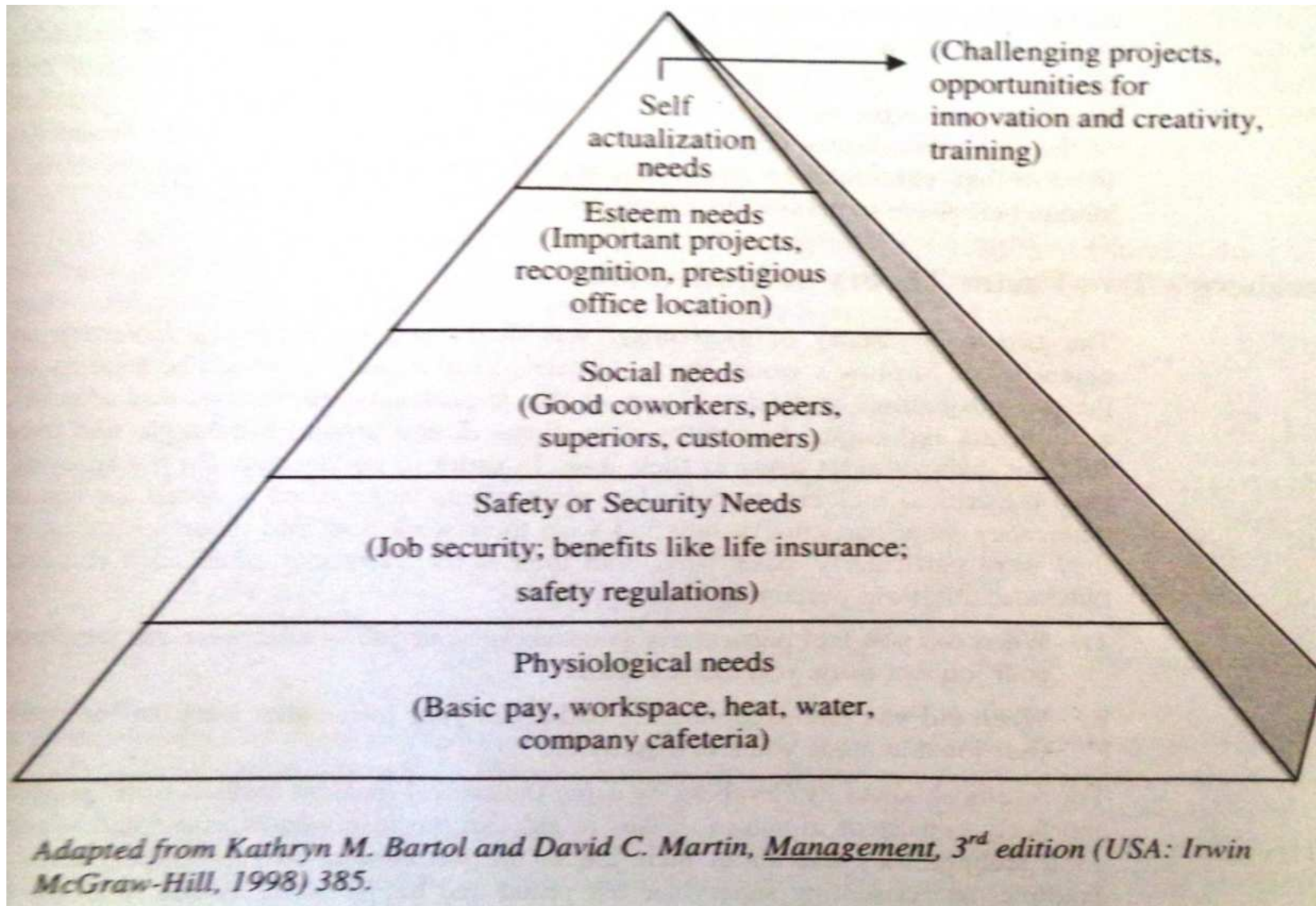
Maslow's Need Hierarchy Theory

People have a hierarchy of motivational needs.

- Physiological needs
- Safety needs
- Social needs
- Esteem needs
- Self actualization needs

Once the needs at a particular level in the hierarchy of needs are satisfied, the needs at the next level in the hierarchy become motivators for the individual.

A Hierarchy of Work Motivation



Herzberg's Two Factor Theory

The Two factor theory provides an assessment for the job satisfaction or dissatisfaction of employees in work motivation. Also called motivation-hygiene theory.

Herzberg states that

- **job satisfiers** are associated with the job content (Intrinsic Factors) and
- **job dis-satisfiers** are related to the job context (Extrinsic Factors)

Motivators – Hygiene Factors

- The satisfiers are termed as **motivators** which are **essential to keep the employees satisfied**
 - Examples of Motivators are the work itself, clear achievable goals, appreciation of good work, giving adequate responsibility to employees, career growth ,etc
- The dis-satisfiers are termed as **hygiene factors** that are **responsible for preventing dissatisfaction**
 - Examples of hygiene factors are administrative policies of the organization, able supervisors, fair pay, good interpersonal relations, conducive working conditions, etc

Satisfaction vs Dissatisfaction

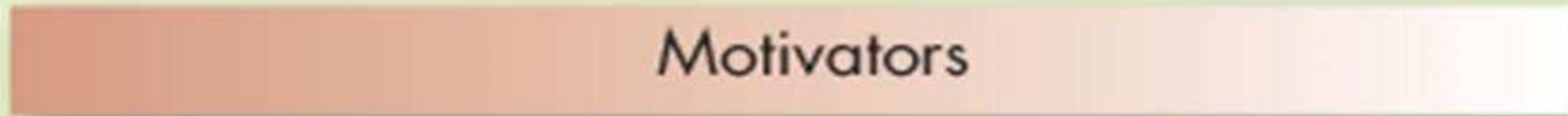
Traditional view



Satisfaction

Dissatisfaction

Herzberg's view



Satisfaction

No satisfaction



No dissatisfaction

Dissatisfaction

Expectancy theory

- Helps explain why a lot of workers aren't motivated and do only the minimum.
- Three questions employees need to answer in the affirmative if their motivation is to be maximized:
- If I give maximum **effort**, will it be recognized in my performance (appraisal)?
- If I get a good **performance** (appraisal), will it lead to organizational rewards?
- If I'm rewarded, are the **rewards** attractive to me?

Equity Theory

- It states that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities
- The degree of equity or inequity perceived by an employee with reference to his/her work situation plays a major role in work performance and satisfaction
- Employees compare the outcomes what they get from their job in relation to what they give to the job

Equity Theory referent comparisons

- **Self-inside**: The employee compares his/her experiences in the present position with the experiences of those holding a similar position in the same organization
- **Self-outside**: The employee compares his/her experiences in the present position with the experiences of those holding a similar position in another organization
- **Other-inside**: The employee compares his/her experiences in the present position with the experiences of another individual or group of individuals holding a different position but belonging to the same organization
- **Other-outside**: The employee compares his/her experiences in the present position with that of another individual or group of individuals holding a different position and belonging to a different organization

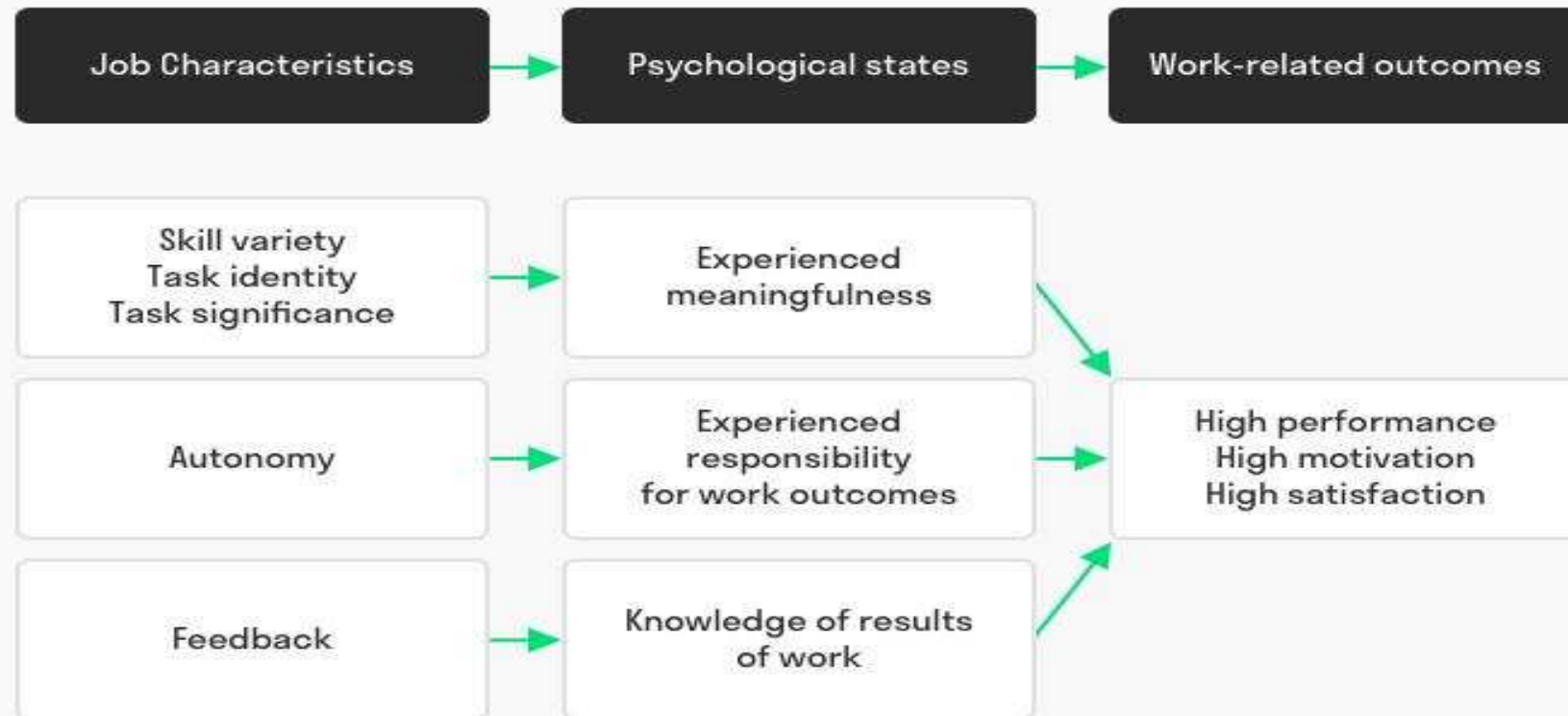
Organizational Justice

It is an overall **perception of what is fair in the workplace**, composed of distributive, procedural, informational and interpersonal justice

- **Distributive Justice**: It is a perceived fairness of the amount and allocation of rewards among individuals
- **Procedural Justice**: It is a perceived fairness of the process used to determine the distribution of rewards
- **Informational Justice**: It is the degree to which employees are provided truthful explanations for decisions
- **Interpersonal Justice**: It is the degree to which employees are treated with dignity and respect

Job Characteristics Model by Hackman & Oldham

toolshero



While designing the roles/jobs we need to focus on these dimensions

- These five characteristics
 - Skill Variety
 - Task Identity
 - Task Significance
 - Autonomy
 - Feedback

Skill Variety

- Skill variety refers to the **degree to which a job demands different activities** in the execution of the tasks, where various skills and talents of the working person are used.
- A **monotonous job with repetitive tasks doesn't help the employee to develop a variety of talents.** A worker who does alternating work is probably more satisfied with his job than a person who routinely produces the same work each and every day.
- Having different tasks, more responsibility and more independence will be beneficial to a person's intrinsic motivation.

Task Identity

- This is the degree to which the work demands a complete process or product. This means that a certain job within the package of tasks has a clear beginning and ending, allowing a person to work on a complete process rather than small parts.
- **Employees often value carrying out a complete process.** Such a work cycle ensures that they are more involved in their work and will most likely feel more responsible than their colleagues who only take on a small part of the process.

Task Significance

- Task significance is the degree to which the job has a substantial impact on the lives of other people within the organisation, but also on society as a whole.
- Feeling the meaningfulness of work is important for the employee's motivation. This can be encouraged when they help others to improve in a physical, financial, psychological or any other field.

Autonomy

- Autonomy within a job refers to the degree to which an employee can work independently. The freedom to plan the workday and set up new procedures that must be followed **increases one's sense of responsibility, which in turn benefits motivation**.
- Within managerial positions, and supervisory positions, employees often enjoy a higher level of autonomy, which gives a strong sense of responsibility and autonomy when they're given the freedom to carry out their tasks independently by means of personal initiatives. (but in practice, this isn't just the case for many managerial or high positions).

Feedback

- For the performance of the employees, it's important that they are informed of the effectiveness of their recent performances. Feedback can also have a positive effect on their motivation.
- When managers tell employees they're doing a good job, this will motivate them to continue in the same way.
- Alternatively, when they hear that their actions didn't meet the requirements, they will respond accordingly and try to improve their performance.

Motivating performance through Goal Setting

- A goal can be defined as the desired consequence of an action. So, difficult goals stimulate performance and commitment
- The theory states that specific and difficult goals, with feedback, lead to higher performance
- The content attribute of goals refers to the level of difficulty involved in attaining the goal
- The intensity attribute refers to the process by which a goal is set and accomplished and relates to employee participation in goal setting and commitment towards achieving the set goals
- Goals should be specific, difficult, challenging, owned, accepted, measurable and have a specific time frame

Application of Goal Setting to Organizational System Performance- MBO Stages

Management By Objectives (MBO): Goal setting is usually implemented by MBO which is defined as the process of setting goals and objectives to be achieved within a pre-determined time period, an open feedback system and a performance appraisal system to measure the degree to which the goals have been accomplished. Its stages are:

- Consensus on key goals and objectives
- Sketch a plan of action
- Control of behavior
- Periodic appraisal and reviews