

Lesson 7

Motivation as a Management Function

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After completing this chapter the reader should be able to:

- Define the term motivation and the importance of motivation in management
- Understand different historical perspectives on motivation.

7.1 Introduction to Motivation

Motivation is a leadership function which influences the psychology of the worker/s to generate positive attitudes and willingness towards work. It creates a psychological influence to drive a person to behave positively.

7.2 Definitions of Motivation

In general motivation can be understood as follows.

Generic Definition:

Motivation is the internal drive of a person to satisfy his or her unsatisfied needs.

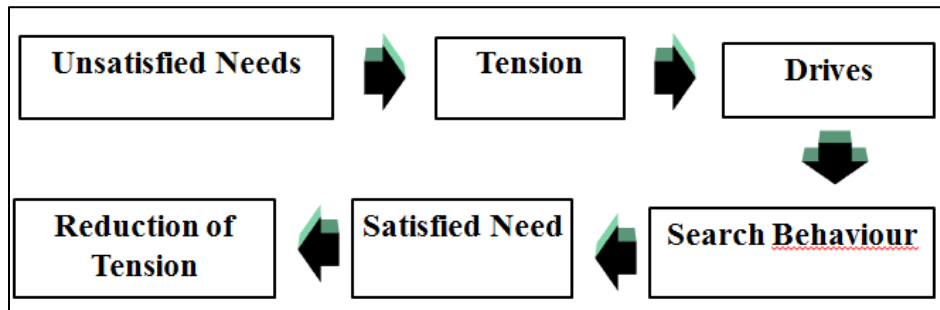
Work Motivation

Motivation is the willingness to exert high level of effort towards organizational goals, conditioned by the effort's ability to satisfy some individual need."

Motivation is been defined by scholars as follows.

- Motivation is the set of forces that cause people to behave in certain ways.
(Griffin, 2010)
- Motivation is a process that starts with a physiological and psychological deficiency or need that activates a behaviour or a drive that is aimed at a goal or incentive.
(Luthans, 2011)

7.3 The process of Motivation



Look into the simple life experience you get every day and most of the time very often. Think about thirst. If you walk in a very sunny day you frequent want to drink water but what if you don't have a water bottle in your hand? That is your unsatisfied need. It will lead to create a tense situation to you.

To get rid of thirst, you have to buy a water bottle or a drink for you. Your mind will force you to buy it and it is the drive. You will go a grocery in order to buy to shows your search behavior and once you buy it you drink it. After drinking you satisfy your need and it will lead to reduce your tension.

7.4 Importance of employee motivation in the workplace

There are 3 factors that determine individual performance.

- I. Motivation - the desire to do the job
- II. Ability – The capability to do the job
- III. Work environment - The resources needed to do the job.

If the employee lacks the ability, the manager can provide training or replace the worker. If there is an environment problem, the manager can change accordingly to make it pleasant. The most challenging task is understand the human behavior which occur due to lack of motivation and the managers find it challenging because different employees react differently to different situations.

If employees of an organization are motivated:

- Leads to reduce labour turnover
- Helps in introducing challenges
- Improves the level of efficiency of the employees
- Creating friendly and supportive relationships.

7.5 Historical Perspectives on Motivation (Source (*Griffin, 2010*))

1. The Traditional Model

This is represented by the work of F.W. Taylor. Taylor suggested the use of an incentive pay system. He believed that management knows more about the jobs being performed than the workers did, and he assumed that economic gain was everyone's primary motivation.

2. Human Relations Model

The human relation approach grew out of the work at Western Electricals of Elton Mayo and his associates. This emphasizes the role of social processes in the work place.

3. Human Resource Approach

7.6 Theories of Motivation (*Griffin, 2010*)

- **Content Theories**

Focus on the first part of the motivation process – needs and need deficiencies. More specifically, address the question , “ what factors in the workplace motivate people?

- **Process Theories**

Focus on the process that motivates behavior. And answers how a person gets motivate.

Content Theories

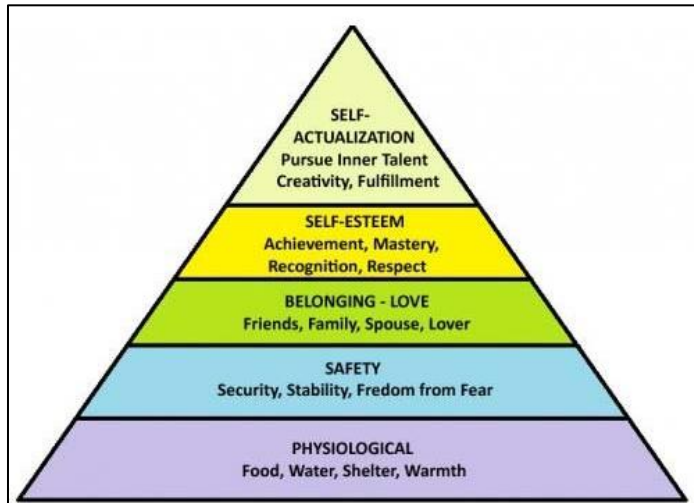
1. Abraham Maslow's Hierarchy of needs theory
2. Fredric Herzberg's Two factor theory
3. ERG theory
4. David McClelland's Three forces theory

Process Theories

1. Expectancy theory (**By Victor Voom**)
2. Equity theory
3. Goal Setting theory
4. Reinforcement theory

7.6.1 Content theories

Abraham Maslow's Hierarchy of needs theory (Griffin, 2010)

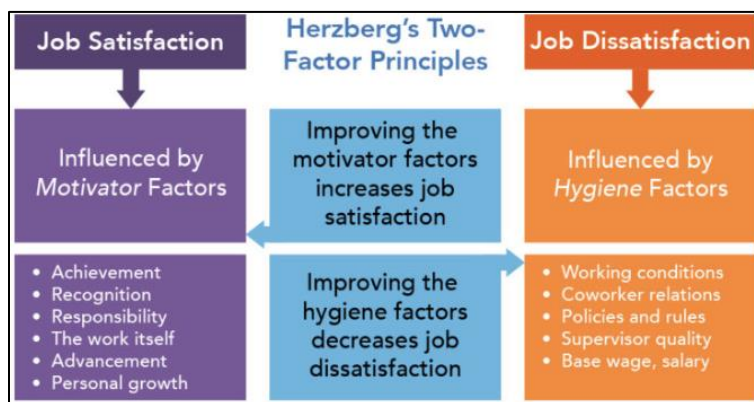


ERG Theory (By Clayton Alderfer)

Alderfer identified following three groups of needs.

- **Existence Needs**
Existence needs are concerned with survival (Physiological need).
- **Relatedness Needs**
Importance of maintaining inter-personal and social relationships.
- **Growth Needs**
The intrinsic desire for personal development and growth.

Two Factor Theory (By Frederick Herzberg) – (Daft ,2012)



Hygiene factors:

- Discuss about the elements of the job context.
- These factors are the sources of job dissatisfaction.

Satisfier factors:

- Discuss about the elements of the job content.
- These factors are the sources of job satisfaction and motivation.

David McClelland’s Three forces theory (Socially acquired Human Needs Theory) by (By David McClelland)

▪ **Need for achievement**

The desire to accomplish a goal or task more effectively than in the past.

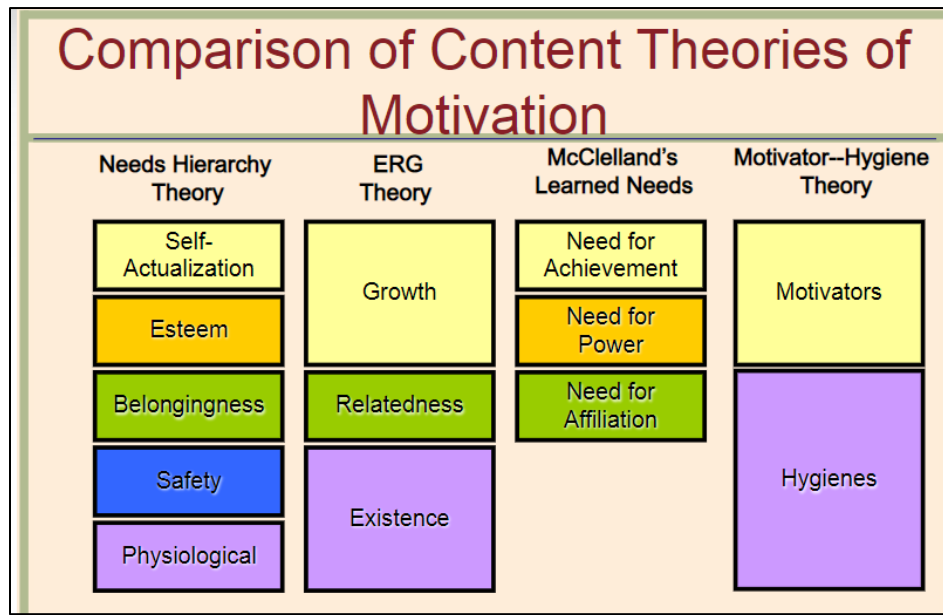
▪ **Need for affiliation**

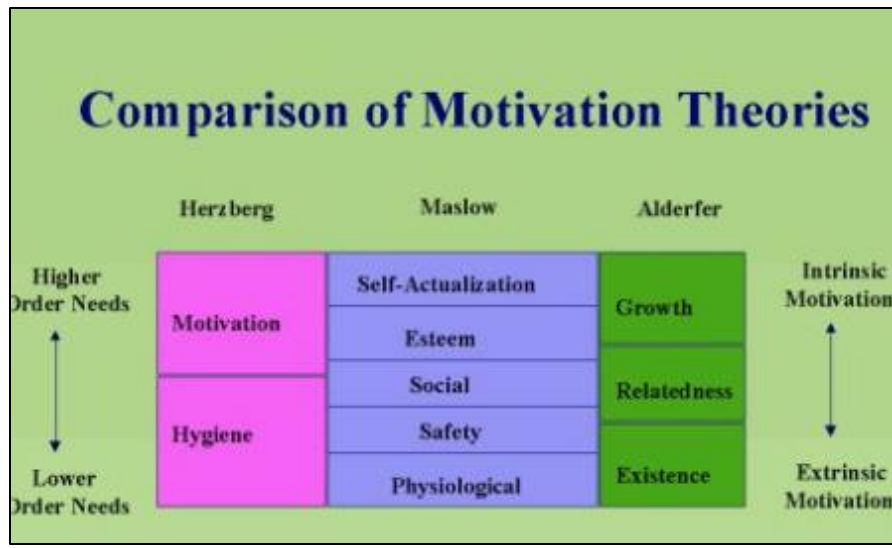
The desire for human companionship and acceptance.

▪ **Need for power**

The desire to be influential in a group and to control one’s environment.

Comparison of Content theories of Motivation

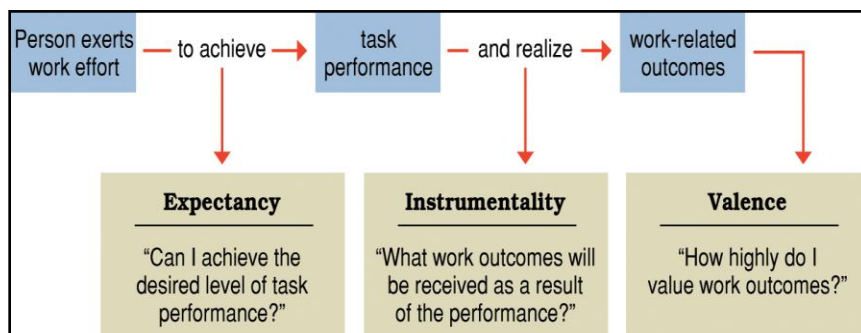




7.6.2. Process Theories

1. Expectancy theory (By Victor Vroom)

- The theory that motivation will be high when workers believe that high levels of effort lead to high performance and high performance leads to the attainment of desired outcome.
- Key expectancy theory variables:
 - **Expectancy** — belief that working hard will result in desired level of performance.
 - **Instrumentality** — belief that successful performance will be followed by rewards.
 - **Valence** — value a person assigns to rewards and other work related outcomes.



2. Equity theory (Developed by J. Stacy Adams)

The core of the equity theory is the principle of balance or equity. As per this motivation theory, an individual's motivation level is correlated to his perception of equity, fairness and justice practiced by the management. Higher is individual's perception of fairness, greater is the motivation level and vice versa. While evaluating fairness, employee compares the job input (in terms of contribution) to outcome (in terms of compensation) and also compares the same with that of another peer of equal cadre/category. D/I ratio (output-input ratio) is used to make such a comparison.

EQUITY THEORY

Ratio Comparison

$O/I a < O/I b$

$O/I a = O/I b$

$O/I a > O/I b$

Perception

Under-rewarded (Equity Tension)

Equity

Over-rewarded (Equity Tension)

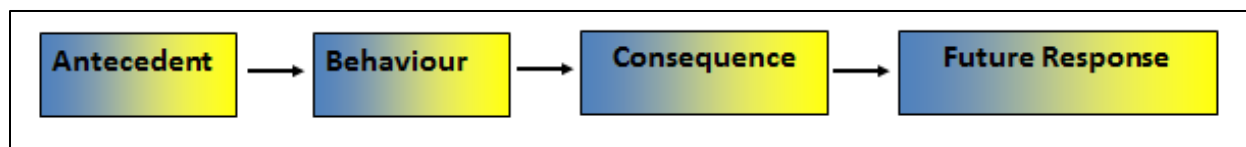
3. Goal Setting theory (Edwin Locke)

This is a theory that focuses on identifying the types of goals that are most effective in producing high levels of motivation and performance and explaining why goals have these effects.

- ❖ This focuses on the process of setting goals
- ❖ Accordingly, employees will be motivated if
 - Goals are specific and challenging
 - Subordinates have participated in setting goals
 - Employees receive accurate feedback on their performance

4. Reinforcement theory By B. F. Skinner

It is the management philosophy which says that consequences of past behaviour affect future actions (behaviour) in a cyclical learning process.



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