

Resource Metadata

Level	Undergraduate
Duration	3 Hours: 2 hours lecture 1 Hour Tutorial
Resources required	Moodle Platform https://udmintelec.org/course/view.php?id=5

Learning Outcomes

- Recognise the fundamental elements that constitute the motivation process within organisations.
- Explain Maslow's hierarchy of needs and its relevance to understanding employee motivation.
- Analyse the assumptions and implications of McGregor's Theory X and Theory Y in managing people.
- Describe the core concepts of the Expectancy Theory and its focus on individual perceptions of effort, performance, and rewards.
- Differentiate between intrinsic and extrinsic rewards and their roles in motivating employees.
- Critically evaluate the criticisms and limitations of popular motivation theories.
- Apply motivational theories to real organisational contexts to enhance employee engagement and performance.

The Motivation Process

Introduction

Motivation is defined as the willingness to exert high levels of effort to reach organisational goals. It is conditioned by the effort's ability to satisfy some individual need. The three key elements in the definition of motivation are: effort, organisational goals and needs.

The *effort* is a measure of intensity. When someone is motivated, he tries hard to reach his goal. High levels of effort may also not lead to good job performance if the effort is not channeled in the right direction. Motivation is more some sort of need-satisfying process.

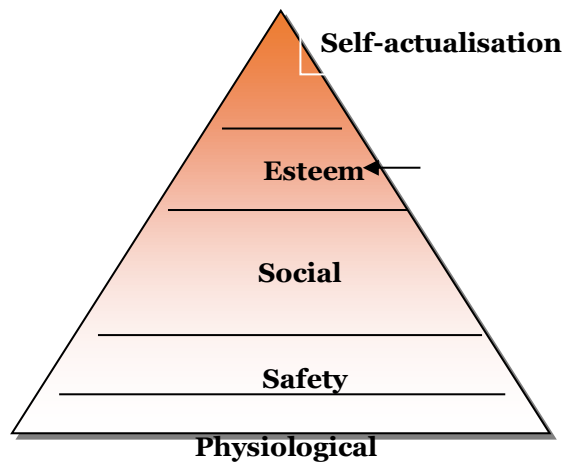
A *need* is some internal state that makes certain outcomes appear attractive. An unsatisfied need creates tension that stimulates drives within an individual. These drives generate a search behaviour to find particular goals that, if reached, will satisfy the need and reduce tension.



The Motivation Process

The Hierarchy of Needs

The best known theory of motivation is Abraham Maslow's hierarchy of needs.



Physiological needs: These refer to food, drink, shelter, sexual satisfaction, and other bodily requirements. It is considered as the lowest order need.

Safety needs: A person's needs for security, protection from physical and emotional harm. This is a level above the physiological need.

Social needs: A person's needs for affection, belongingness, acceptance and friendship. As an individual, one needs friendship and acceptance from group members.

Esteem needs: Internal factors such as self-respect, autonomy and achievement; and external factors such as recognition and attention. This is a higher order need.

Self-actualising needs: A person's drive to become what he or she is capable of becoming.

It is the highest order need and it also creates self-satisfaction and fulfillment on the part of the individual.

Criticisms:

All needs do not necessarily follow such an order. Some individuals may be only concerned with monetary gains.

Self-actualising needs are more appropriate for people who have an inclination for the arts and who are inward-looking.

Theory X and Y

Mc Gregor proposed **two** distinct views of the human beings: a basically negative view called Theory X and a basically positive view called Theory Y.

Under Theory X, the assumptions are:

1. Employees inherently dislike work, and wherever possible try to avoid it.
2. Employees dislike work, therefore they should be coerced, controlled and threatened.
3. Employees will shirk responsibilities and seek formal direction.
4. Most workers place security above all other factors at work.

Under Theory Y:

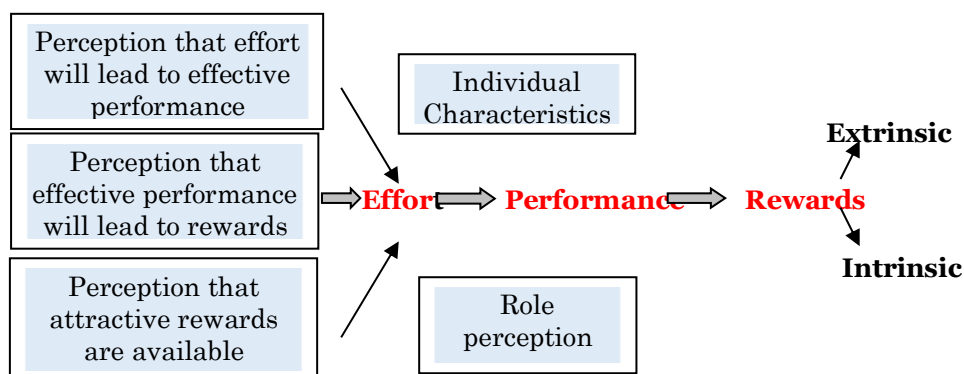
1. Employees view work as being natural as rest or play.
2. Employees will exercise self-direction and self-control.
3. The average person will accept to seek responsibility.
4. The ability to make good decisions is widely dispersed throughout the population.

The theory considers two extremes of the attitudes of employees. It looks prescriptive in approach. Yet, it is a valuable contribution to understand the motivation of people under a certain context.

The Expectancy Theory

The theories referred to earlier focus their attention on motives or needs. In the model of motivation, motives induce selected behaviour directed to some goal or end. In themselves, they are only part of the total motivational process. One set of ideas that does attempt to study the process of motivation is the Expectancy theory. It was developed by Vroom and Lawler.

The core theory relates to three variables: Effort, performance and reward. The strength of particular outputs or rewards for an individual is termed valence. The probability that a valence will produce an outcome is called 'expectancy'. Valences and expectancies depend on the individual's own perception of a situation.



Effort or motivated behaviour occurs when an individual perceives that the effort leads to effective performance, which in turn leads to rewards that are seen as attractive. Effort alone will not lead to effective performance. The individual's own characteristics

(personality, knowledge and skills) and the way in which he perceives his role. Other environmental factors are not shown but they may also affect performance like job constraints, organisation style.

An individual's perception of rewards is a vital part of the theory. These rewards may be intrinsic or extrinsic. Intrinsic rewards are those derived from self-fulfilment, esteem and personal growth. Extrinsic rewards are those provided by the organisation like pay, promotion and good working conditions; factors over which the individual has no control.

The *main* features of the expectancy theory are:

1. It takes a comprehensive view of the motivation process.
2. It shows individuals' dependency on outcomes.
3. It focuses on the importance of individual perceptions of the reality.
4. It implies that job satisfaction follows effective job performance rather the other way round.
5. It has led to the development of job re-design.

Extrinsic rewards can be:

Promotion with an increase in salary

Financial rewards

Gifts and tokens

Intrinsic rewards can be:

Personal satisfaction

Words of commendation

Another interpretation

Another interpretation of the Expectancy theory is through valences. The higher the valence, the greater is the degree of motivation.

$$v=f \times e$$

Where v =Valence, f =Force and e =Expectations

□ Tutorial Questions

1. Why are high levels of effort sometimes unlikely to reach the desired goals?
2. Establish the link between *effort*, *goals* and *needs* to illustrate the concept of motivation.
3. On what grounds can Maslow's hierarchy of needs be contested?
4. Why is the self-actualising need viewed as the highest need?
5. What difficulty exists with Mc Gregor's assumptions on motivation?
6. What is a motivator? What is its role?
7. How does Herzberg's view differ from the traditional view of motivation?
8. Which one is more important? A motivator or a hygiene factor? Discuss.
9. Differentiate an intrinsic from an extrinsic reward.
10. Outline the link between effort, performance and reward in the Expectancy theory.