

MOTIVATION

Introduction & Detailed Study Notes

Management Studies • Organisational Behaviour • SAM Global University

1 WHAT IS MOTIVATION?

Motivation is the **internal driving force** that initiates, guides, and sustains goal-oriented behaviour in individuals. It is the psychological process that gives behaviour its **direction, intensity, and persistence**. In organisational settings, motivation determines how hard an employee works, how long they persevere, and whether they will go beyond the minimum requirements of their role.

■ Core Definition

"Motivation is the willingness to exert high levels of effort toward organisational goals, conditioned by the effort's ability to satisfy some individual need." — Robbins & Judge

Etymology:

The word "**Motivation**" is derived from the Latin word "**Movere**" — meaning *to move*. It reflects the idea that motivation literally moves a person toward action.

Formula of Motivation:

Motivation = Needs × Drive × Incentive × Goal

2 NATURE & CHARACTERISTICS OF MOTIVATION

1. Psychological Phenomenon

Motivation is an internal feeling; it cannot be observed directly — only inferred from behaviour.

2. Goal-Directed

Every motivated behaviour is directed toward achieving a specific goal or satisfying a need.

3. Continuous Process

As one need is satisfied, another emerges — making motivation a never-ending cycle.

4. Dynamic & Complex

It changes over time, differs across individuals, and is influenced by multiple internal/external factors.

5. Positive or Negative

Motivation can be positive (rewards, recognition) or negative (fear, punishment) in nature.

6. Intrinsic or Extrinsic

It may arise from within the individual (intrinsic) or from external rewards (extrinsic).

3 TYPES OF MOTIVATION

TYPE	DESCRIPTION	EXAMPLES
Intrinsic Motivation	Driven by internal satisfaction or personal interest	Curiosity, passion, personal growth
Extrinsic Motivation	Driven by external rewards or avoidance of punishment	Salary, bonus, promotion, fear
Achievement Motivation	Desire to excel & accomplish challenging goals	High performers, entrepreneurs
Affiliation Motivation	Desire for social relationships and belonging	Team players, social activities
Power Motivation	Desire to influence and control others	Leaders, managers, politicians

“ People work for money but go the extra mile for recognition, praise, and rewards.

— Dale Carnegie

4 PROCESS / CYCLE OF MOTIVATION

Motivation follows a **cyclical process**. Understanding this cycle helps managers design effective reward and recognition systems.

NEED	DRIVE	BEHAVIOUR	GOAL	FEEDBACK
Unsatisfied need or desire arises	Creates tension & urge to act	Individual takes goal-directed action	Achieves goal or satisfies the need	Need re-evaluated; new need may emerge

5 MAJOR THEORIES OF MOTIVATION (OVERVIEW)

■ Maslow's Hierarchy of Needs (1943)

Five-level pyramid: Physiological → Safety → Social → Esteem → Self-Actualisation. Lower needs must be satisfied before higher ones.

■ Herzberg's Two-Factor Theory (1959)

Hygiene Factors (salary, working conditions) prevent dissatisfaction. Motivators (achievement, recognition) create satisfaction.

■ McClelland's Theory of Needs (1961)

Three key needs: nAch (Achievement), nAff (Affiliation), nPow (Power). High achievers prefer moderate risk.

■ Vroom's Expectancy Theory (1964)

Motivation = Expectancy × Instrumentality × Valence. People act based on expected outcomes and their perceived value.

■ Adams' Equity Theory (1963)

Employees compare their input/output ratio with others. Inequity leads to reduced effort or demand for change.

■ McGregor's Theory X & Theory Y (1960)

Theory X: People dislike work; need control. Theory Y: People are self-motivated; seek responsibility.

6 IMPORTANCE OF MOTIVATION IN ORGANISATIONS

Higher Productivity	✓ Motivated employees produce more output with better quality.
Low Absenteeism	✓ Motivated workers are regular and punctual, reducing absenteeism.
Better Retention	✓ Reduces employee turnover and the cost of recruitment/training.
Improved Morale	✓ Creates a positive work environment, teamwork, and cooperation.
Goal Achievement	✓ Aligns individual effort with organisational objectives.
Innovation & Creativity	✓ Motivated teams experiment, innovate, and solve problems proactively.
Better Leadership	✓ Managers who motivate well build loyal, high-performing teams.
Change Acceptance	✓ Motivated employees adapt more readily to organisational change.

7 MASLOW'S HIERARCHY OF NEEDS — IN DETAIL

Abraham Maslow (1943) proposed that human needs can be arranged in a **hierarchical pyramid** of five levels. Motivation moves upward as each level is progressively satisfied.



8 HERZBERG'S TWO-FACTOR THEORY — IN DETAIL

HYGIENE FACTORS (Prevent Dissatisfaction)	MOTIVATING FACTORS (Create Satisfaction)
• Company policy & administration • Supervision quality • Salary & wages • Working conditions • Job security • Interpersonal relationships	• Achievement & recognition • Interesting & challenging work • Responsibility & autonomy • Career advancement • Personal growth • Sense of purpose

9 QUICK REVISION & EXAM TIPS

01	✦ Motivation = Internal force that DIRECTS, ENERGISES, and SUSTAINS behaviour.
02	✦ Latin root "Movere" = To Move → Motivation MOVES people to act.
03	✦ Maslow: 5 levels — Physiological → Safety → Social → Esteem → Self-Actualisation.
04	✦ Herzberg: Hygiene factors prevent dissatisfaction; Motivators create satisfaction.
05	✦ Vroom's Formula: Motivation = E × I × V (Expectancy × Instrumentality × Valence).
06	✦ McClelland: nAch (Achievement), nAff (Affiliation), nPow (Power).
07	✦ Theory X = Authoritarian view; Theory Y = Participative / democratic view.
08	✦ Equity Theory: Input/Output ratio comparison with referent others.
09	✦ Intrinsic motivation is more durable and sustainable than extrinsic motivation.
10	✦ Positive motivation (reward) is more effective than negative motivation (punishment).

10 KEY TERMS GLOSSARY

■ Motivation

The internal force that initiates and directs goal-oriented behaviour.

■ Need

A physiological or psychological deficiency that triggers a drive.

■ Drive

A motivational state that energises an individual to act.

■ Incentive

An external stimulus that motivates behaviour (reward/punishment).

■ Goal

The target or outcome toward which motivated behaviour is directed.

■ Morale

The overall attitude, satisfaction, and confidence of a group at work.

■ Job Enrichment

Adding motivating factors to a job to increase intrinsic motivation.

■ Valence

The value an individual places on the expected outcome (Vroom).

■ Expectancy

Belief that effort will lead to good performance (Vroom).

■ Instrumentality

Belief that performance will lead to a desired reward (Vroom).

“ *The secret of getting ahead is getting started.* — Mark Twain