

Motivation

What is Motivation?

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

What is Motivation?

Motivation

Desires that keeps that one going towards one's goal

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Hierarchy of Needs Theory (Maslow)

Hierarchy of Needs Theory

There is a hierarchy of five needs—physiological, safety, social, self-esteem, and self-actualization; as each need is substantially satisfied, the next need becomes dominant.

Self-Actualization

The drive to become what one is capable of becoming.

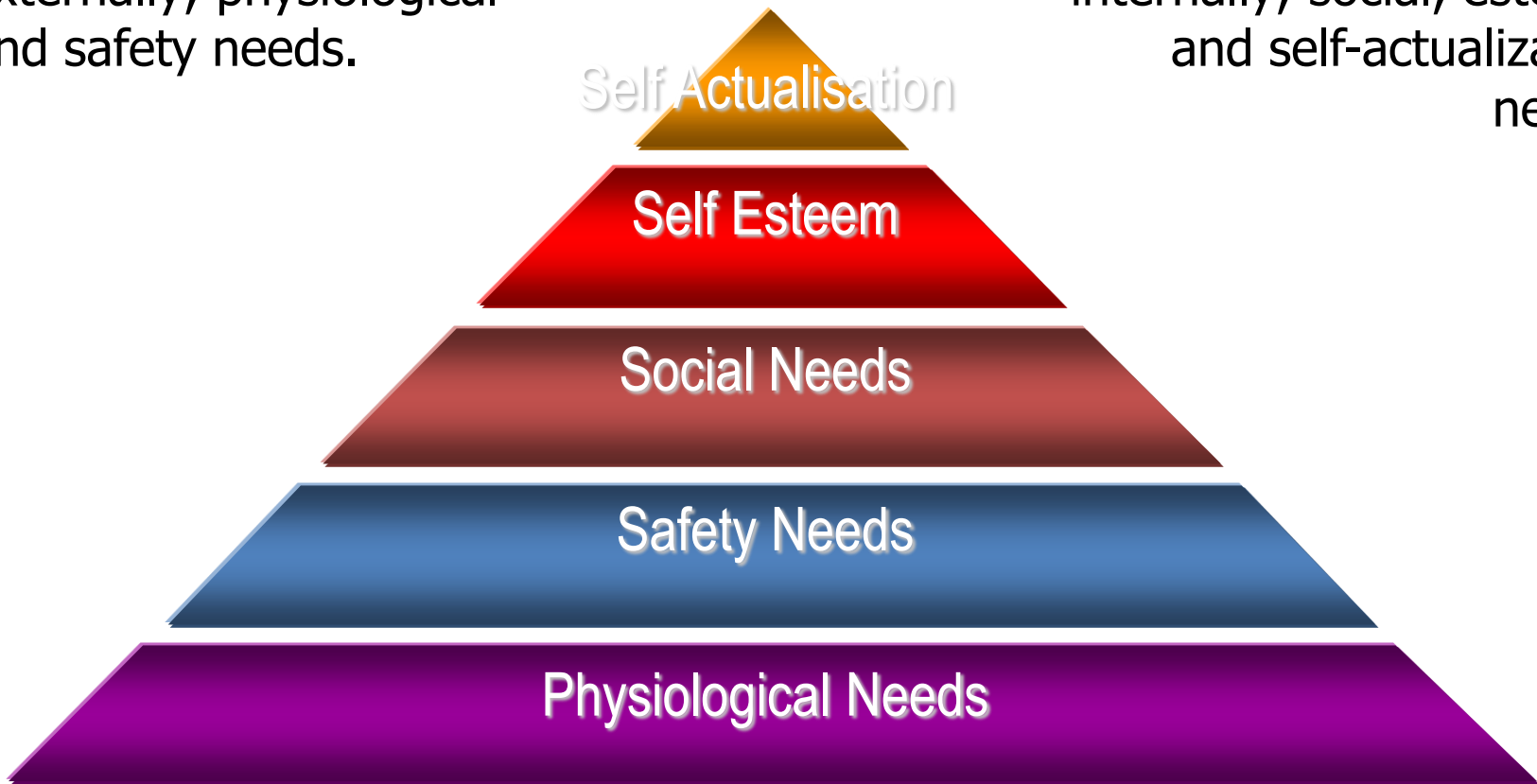
Maslow's Hierarchy of Needs

Lower-Order Needs

Needs that are satisfied externally; physiological and safety needs.

Higher-Order Needs

Needs that are satisfied internally; social, esteem, and self-actualization needs.



Assumptions of Maslow's Hierarchy

Movement up the Pyramid

- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied.

- Individuals therefore must move up the hierarchy in order

Maslow Application:
A homeless person
will not be motivated to
consider!

Theory X

Managers See Workers As...

Having Little Ambition

Disliking Work

Avoiding Responsibility

Theory Y

Managers See Workers As...

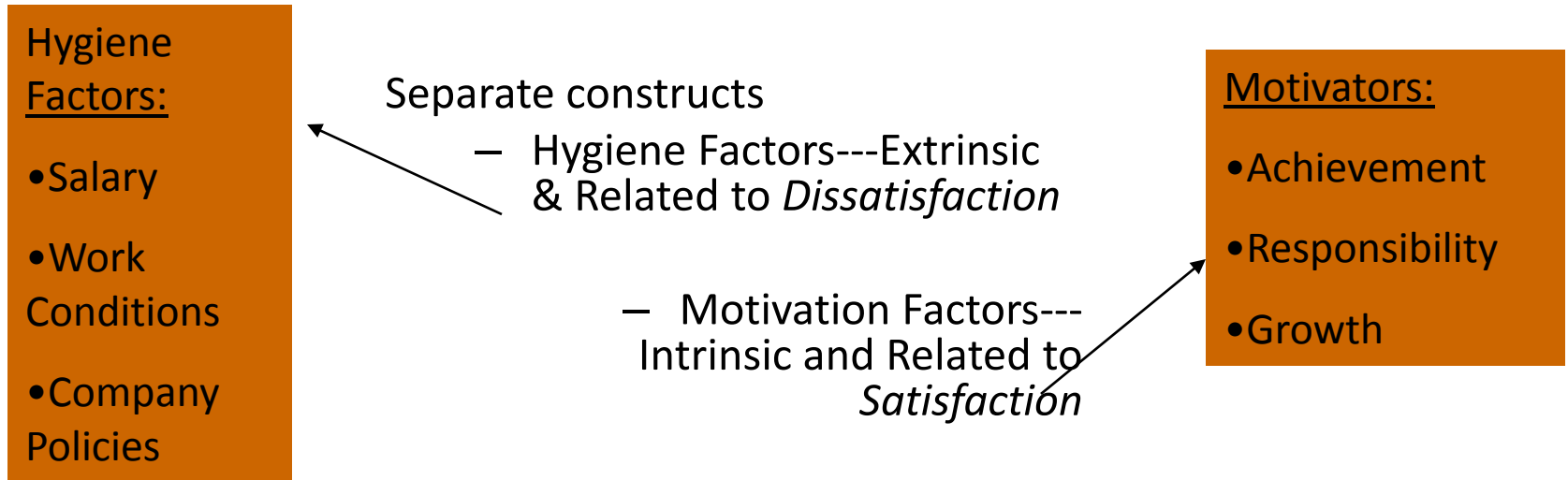
Self-Directed

Enjoying Work

Accepting Responsibility

Herzberg's Two-Factor Theory

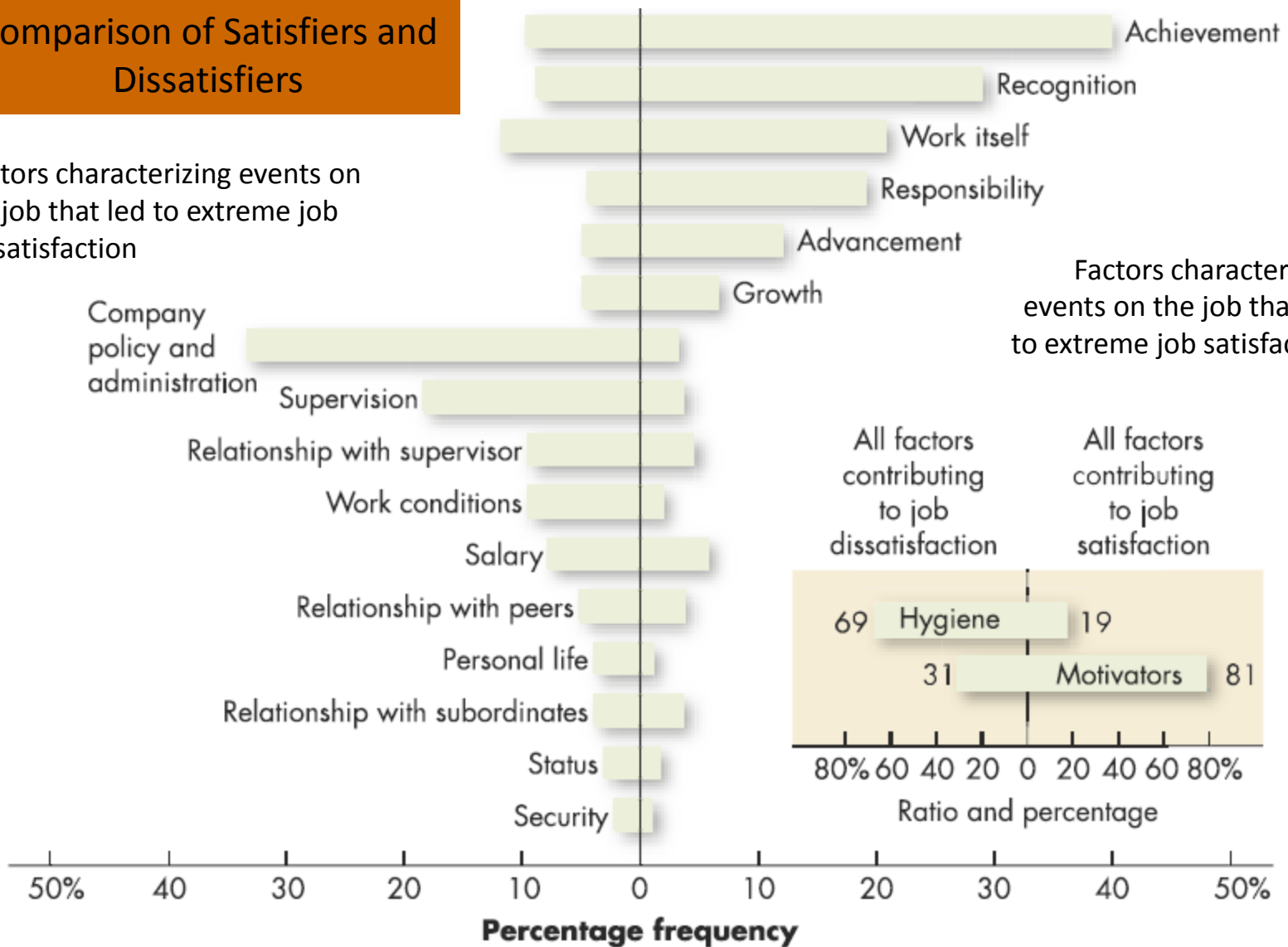
Bottom Line: Satisfaction and Dissatisfaction are not Opposite Ends of the Same Thing!



Comparison of Satisfiers and Dissatisfiers

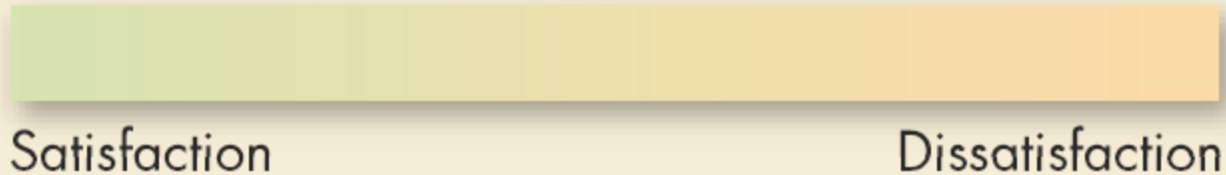
Factors characterizing events on the job that led to extreme job dissatisfaction

Factors characterizing events on the job that led to extreme job satisfaction



Contrasting Views of Satisfaction and Dissatisfaction

Traditional view



Herzberg's view

