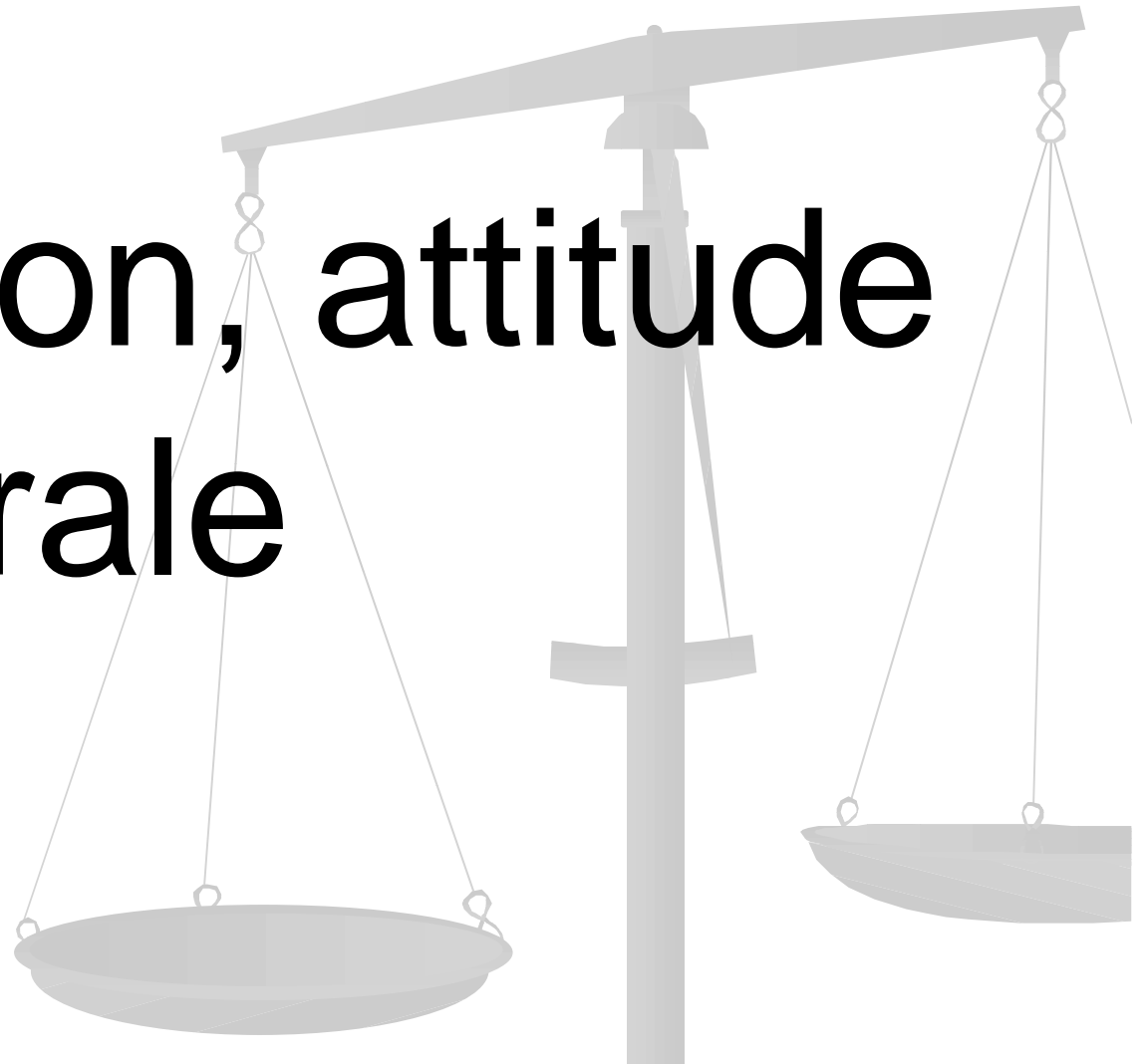
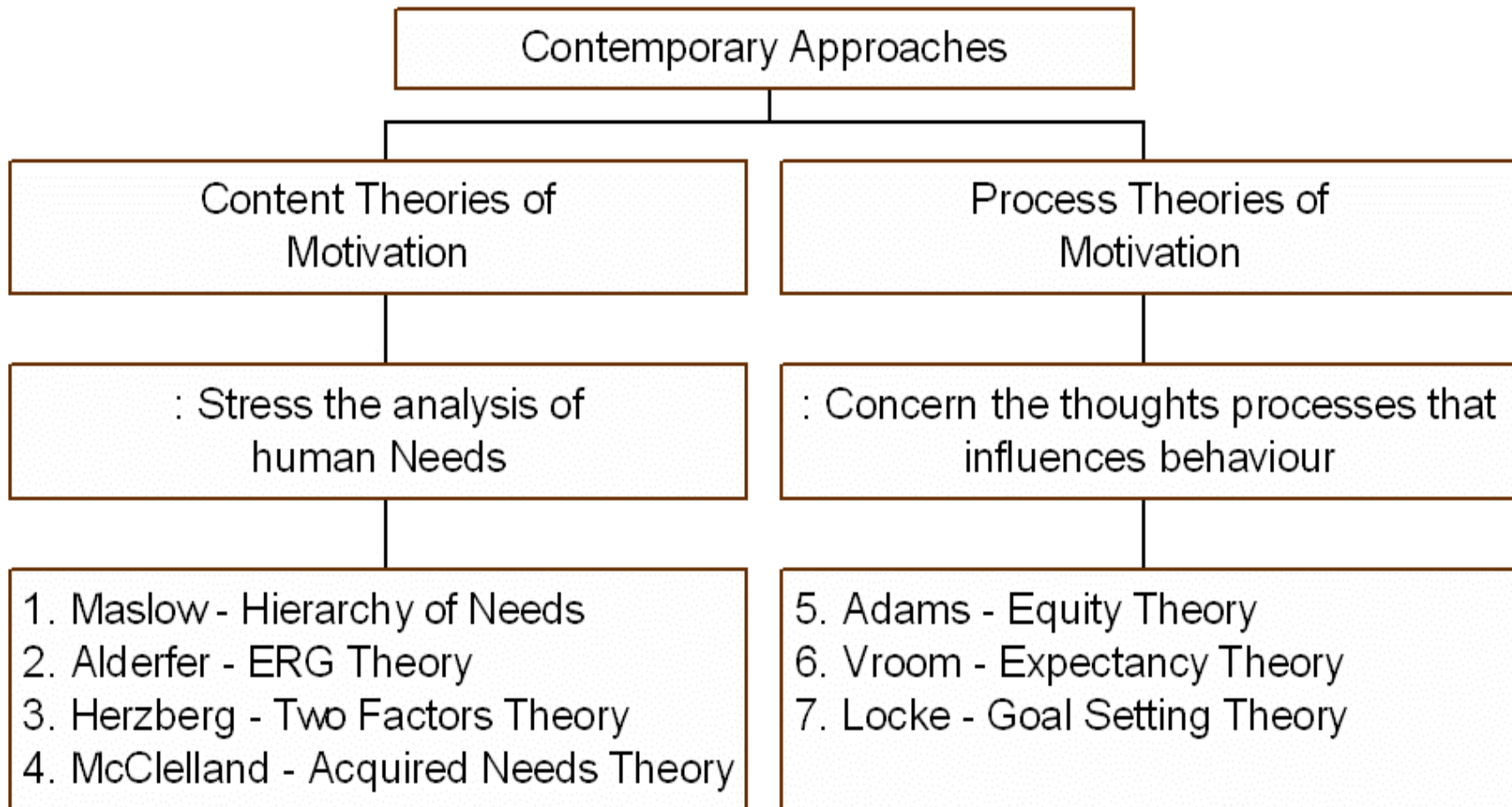


## LECTURE 3:

# Motivation, attitude and morale



# Motivation Theories



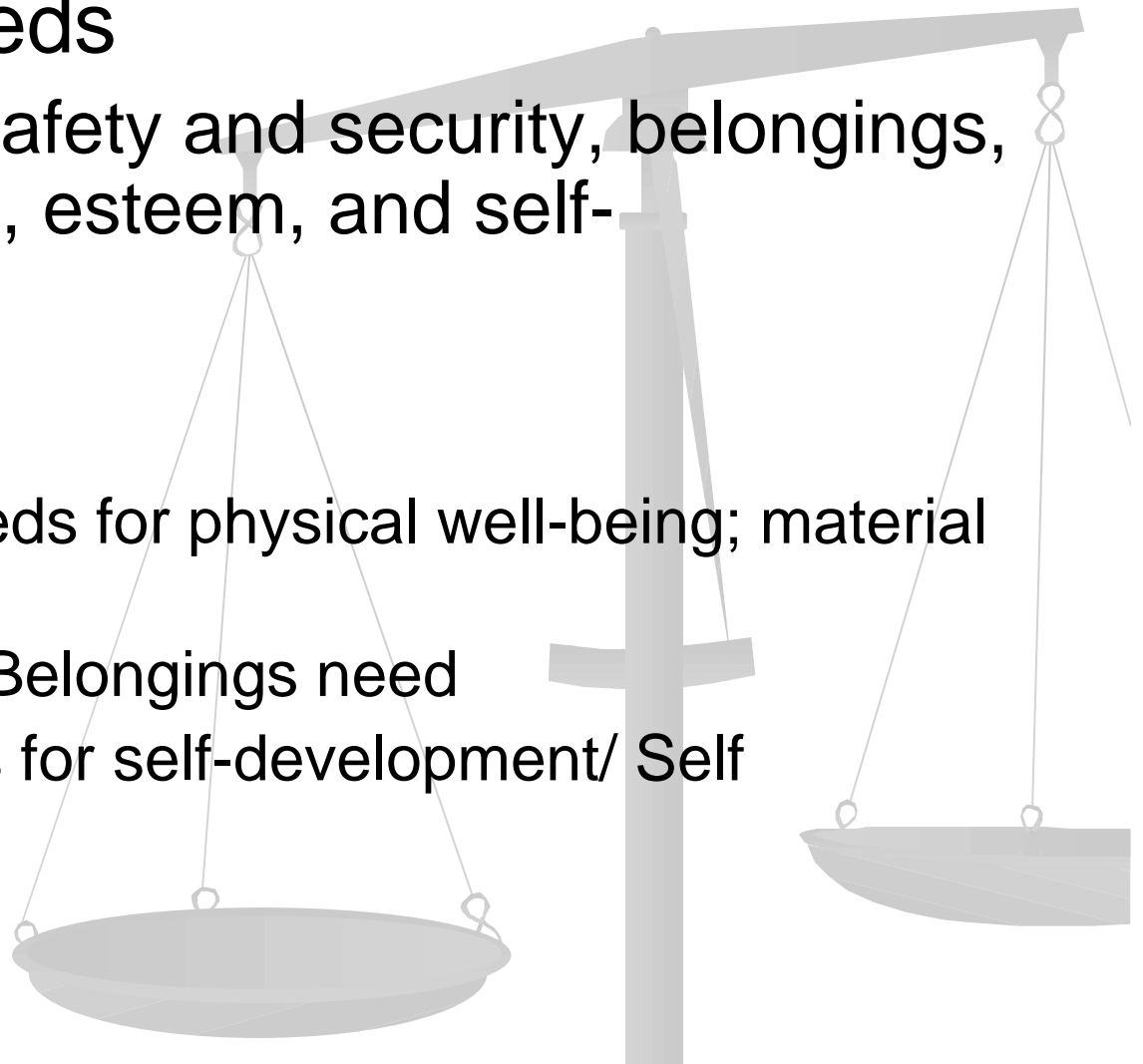
# Content Theories of Motivation

- 1. Maslow's Needs

- Physiological, safety and security, belongings, social, and love, esteem, and self-actualisation.

- 2. ERG Theory

- **Existence:** needs for physical well-being; material need
- **Relatedness:** Belongings need
- **Growth:** needs for self-development/ Self improvement



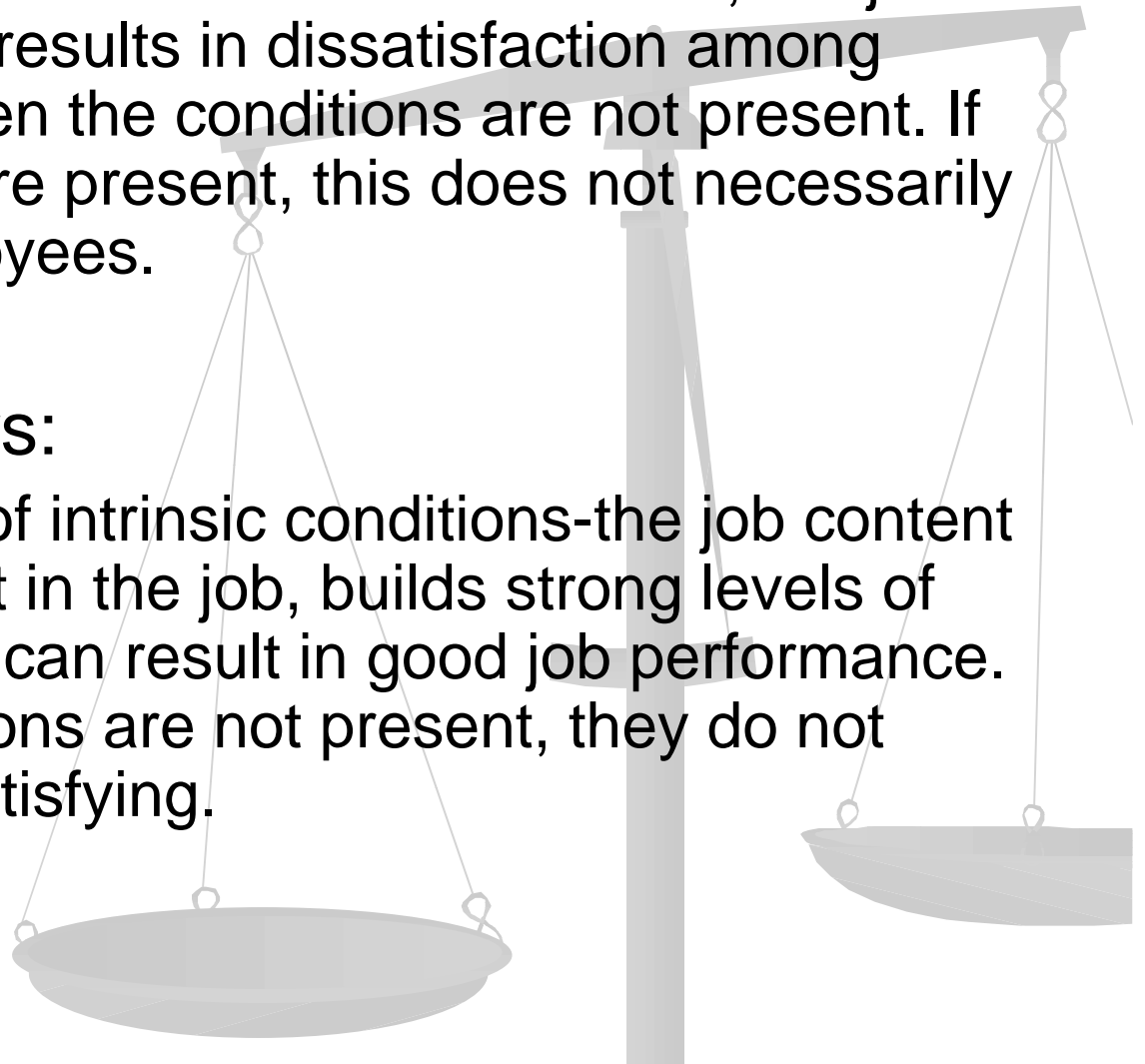
- 3. Herzberg's two factor Theory

- Hygiene factors:

- First, there is a set of extrinsic conditions, the job context, which results in dissatisfaction among employees when the conditions are not present. If these factors are present, this does not necessarily motivate employees.

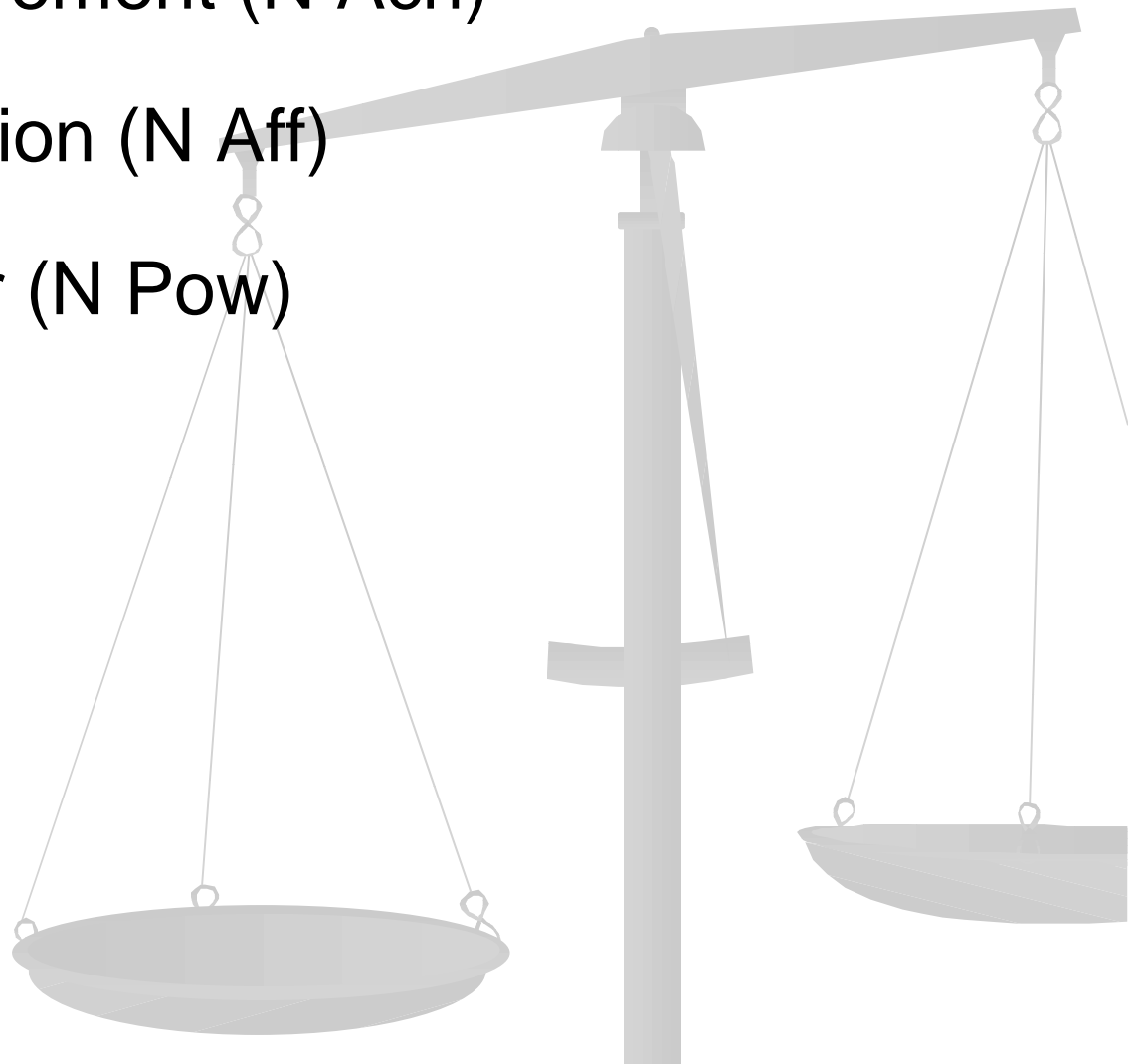
- Motivator factors:

- Second, a set of intrinsic conditions-the job content – when present in the job, builds strong levels of motivation that can result in good job performance. If these conditions are not present, they do not prove highly satisfying.



- 4. Acquired Needs Theory

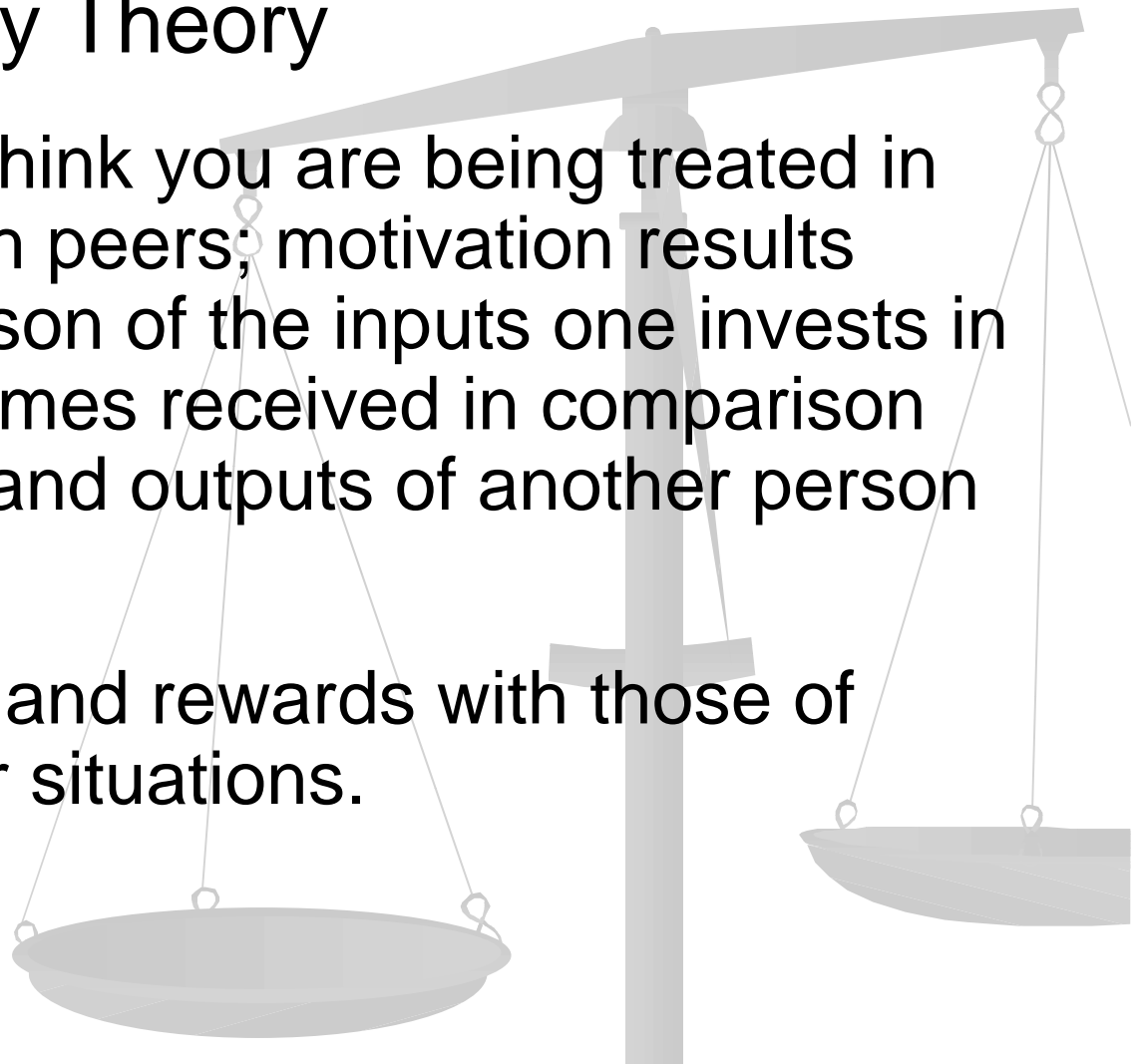
- Need for achievement (N Ach)
- Need for Affiliation (N Aff)
- Need for Power (N Pow)



# Process Theory of Motivation

- 5. Adam's Equity Theory

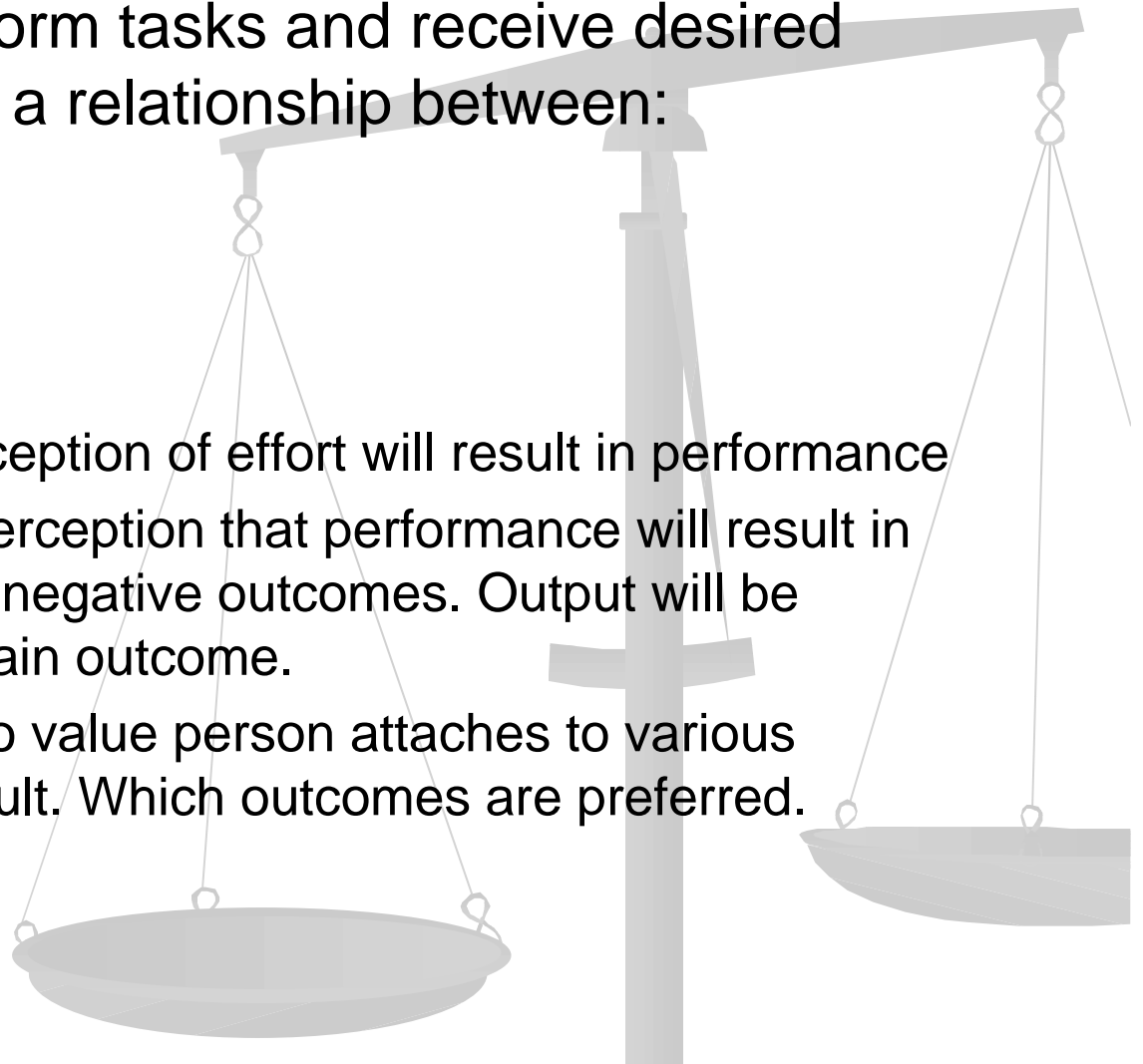
- How fairly you think you are being treated in comparison with peers; motivation results from a comparison of the inputs one invests in a job and outcomes received in comparison with the inputs and outputs of another person or group.
- Compare effort and rewards with those of others in similar situations.



- 6. Expectancy Theory

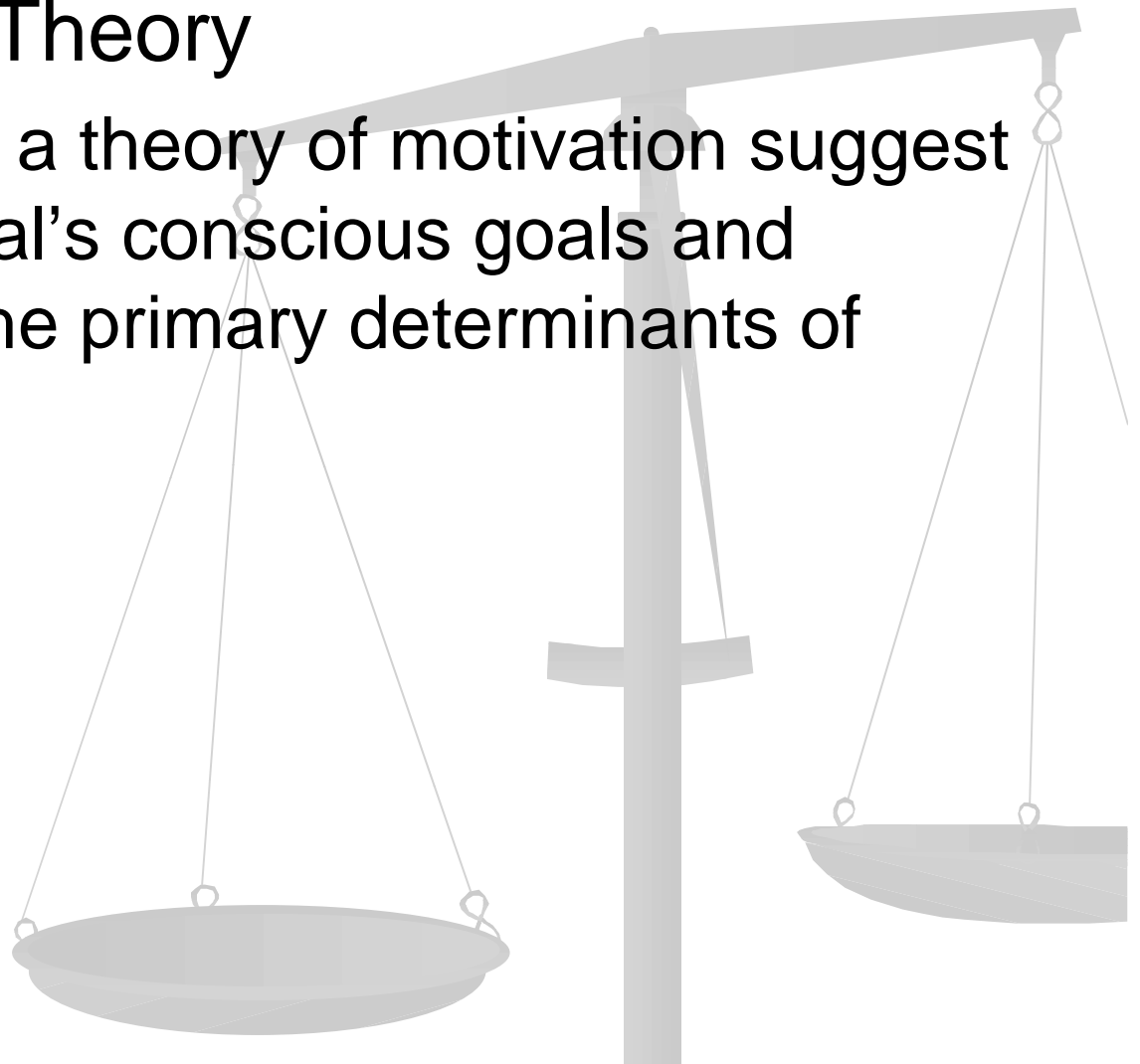
- Motivation depends on individuals' expectations about their ability to perform tasks and receive desired rewards based on a relationship between:

- Effort
- Performance
- Outcomes
- Expectancy – perception of effort will result in performance
- Instrumentality – perception that performance will result in certain positive or negative outcomes. Output will be instrumental in attain outcome.
- Valance – refers to value person attaches to various outcomes that result. Which outcomes are preferred.



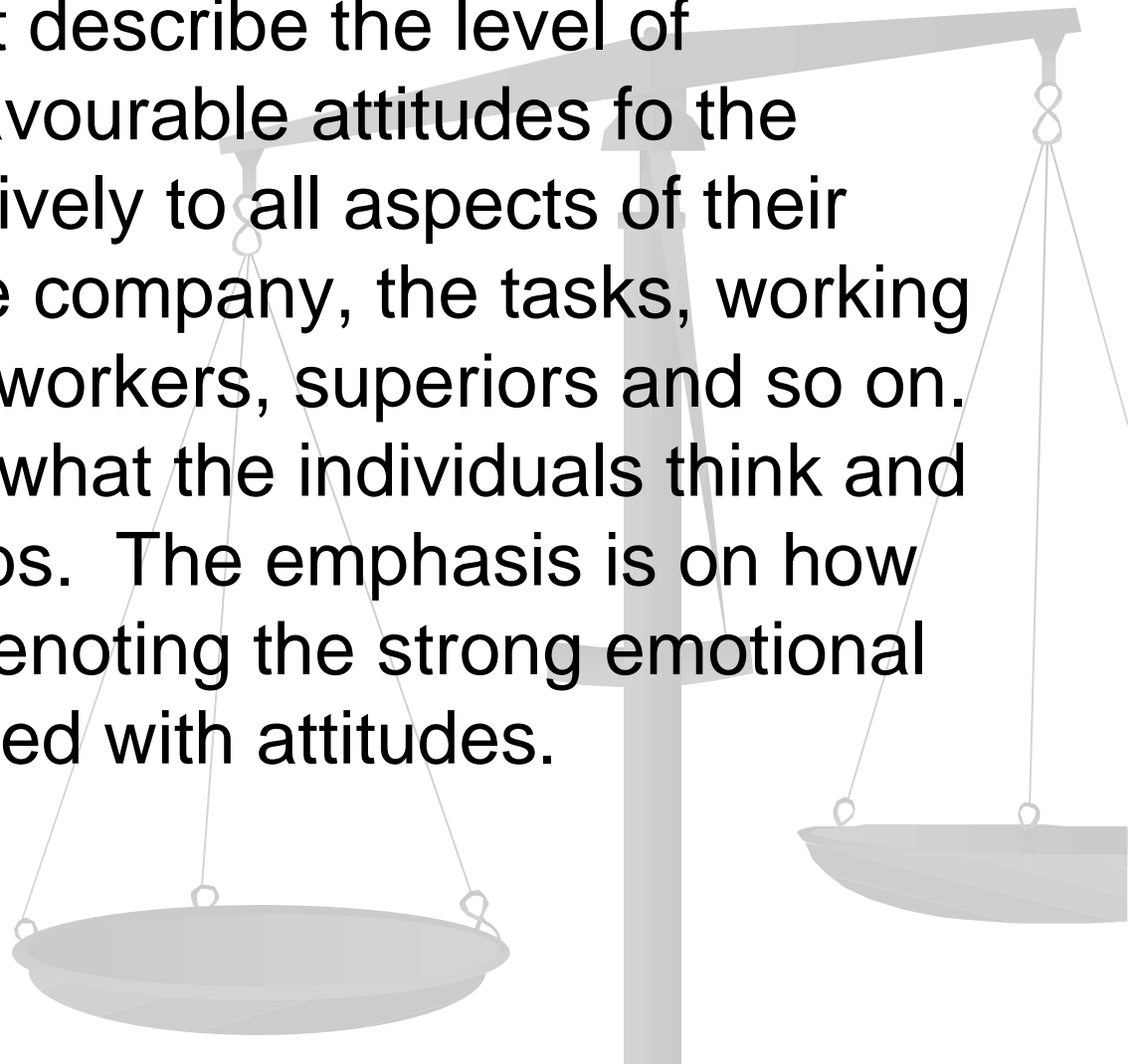
- 7. Goal Setting Theory

- Goal Setting as a theory of motivation suggest that an individual's conscious goals and intentions are the primary determinants of behaviour.



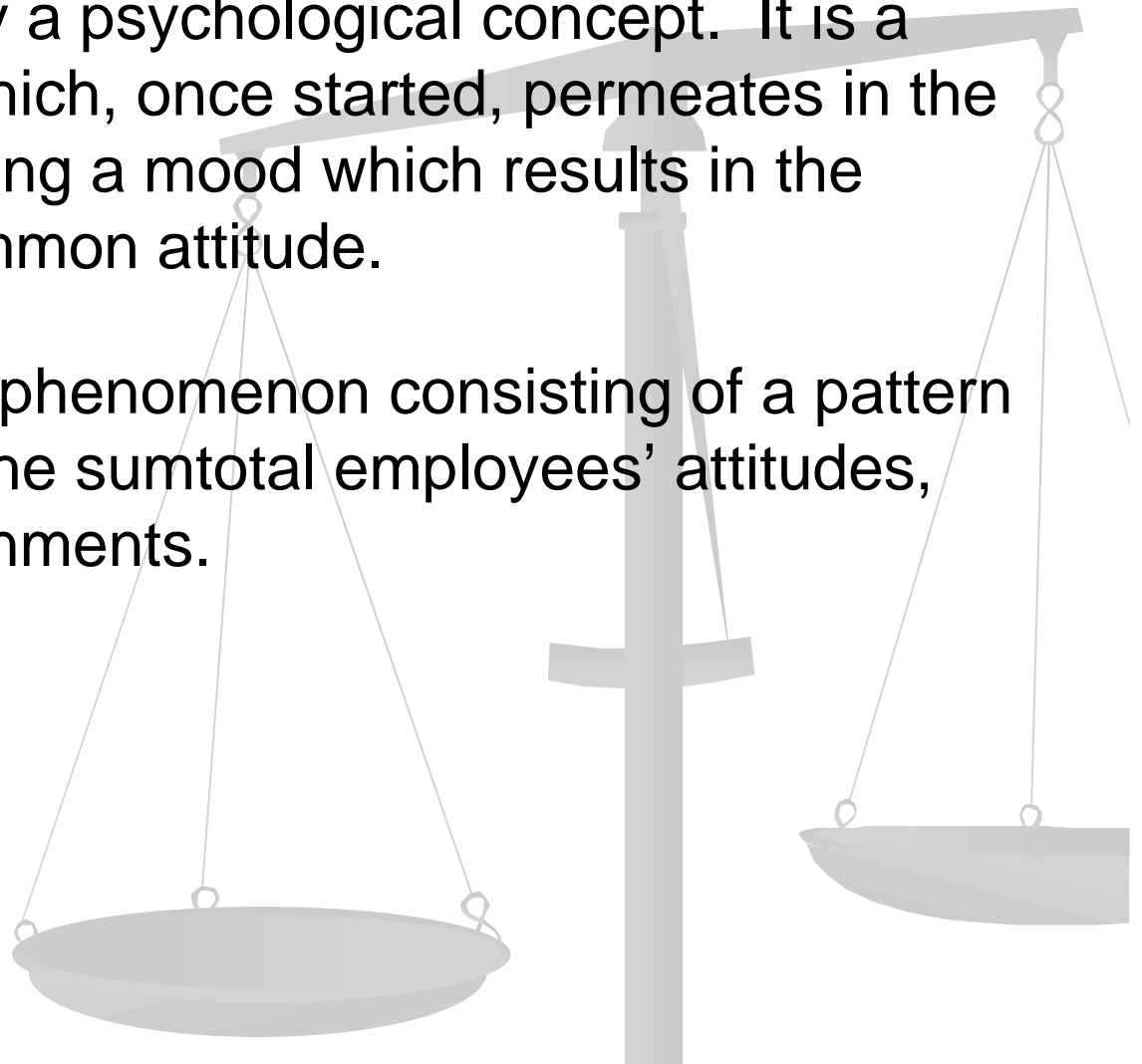
# Concept of Morale

It is a concept that describe the level of favourable or unfavourable attitudes fo the employees collectively to all aspects of their work – the job, the company, the tasks, working conditions, fellow workers, superiors and so on. Attitudes express what the individuals think and feel about their jobs. The emphasis is on how employees feel, denoting the strong emotional elements associated with attitudes.



- Main Characteristics of morale are as follows:

- Morale is basically a psychological concept. It is a mental process which, once started, permeates in the entire group creating a mood which results in the formation of a common attitude.
- Morale is a group phenomenon consisting of a pattern of attitudes. It is the sumtotal employees' attitudes, feelings and sentiments.



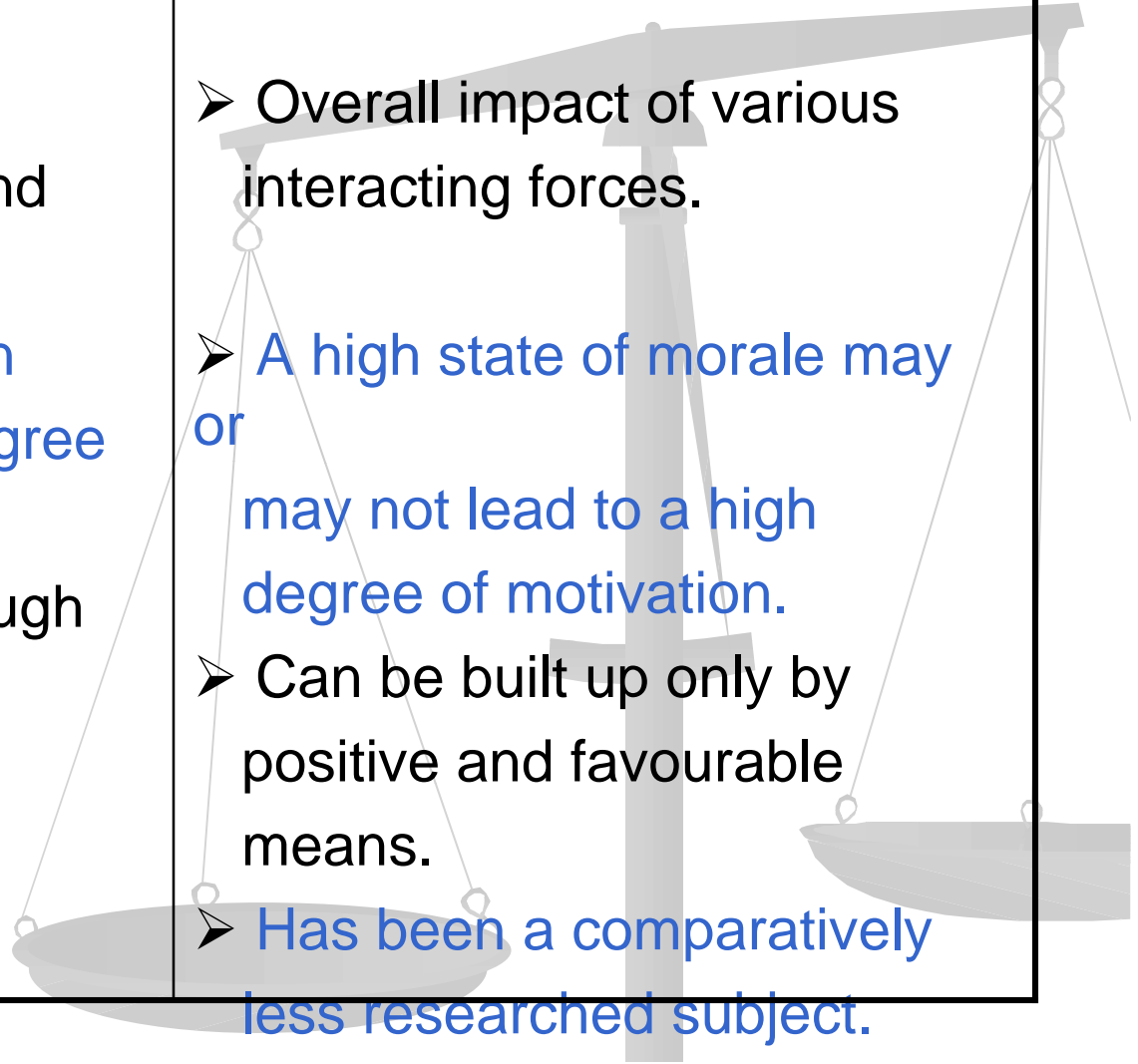
Motivation  
vs.  
Morale



Motivation	Morale
<ul style="list-style-type: none"> <li>➤ An individual's willingness or not to behave in a particular way.</li> <li>➤ One of the elements, influencing behaviour and performance.</li> <li>➤ A well motivated person tends to have a high degree of morale.</li> <li>➤ Can be developed through rewards and penalties.</li> <li>➤ Has been subject of extensive</li> </ul>	<ul style="list-style-type: none"> <li>➤ A group's state of mind.</li> <li>➤ Overall impact of various interacting forces.</li> <li>➤ A high state of morale may or may not lead to a high degree of motivation.</li> <li>➤ Can be built up only by positive and favourable means.</li> <li>➤ Has been a comparatively</li> </ul>

study and research.

less researched subject.



# Building High Morale

- Two way communication.
- Human relations approach. Human relations approach suggest that individuals should be treated as human beings.
- Management of attitudes.
- Incentive schemes.
- Welfare measures.

