

# **Management Concepts and Organisational Behaviour**

## **Unit 4**

**MBA/BBA/B.com / UGC Net / B.Voc**

**By**

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# Motivation

- **Motivation** is commonly defined as what explains why people or animals initiate, continue or terminate a certain behavior at a particular time

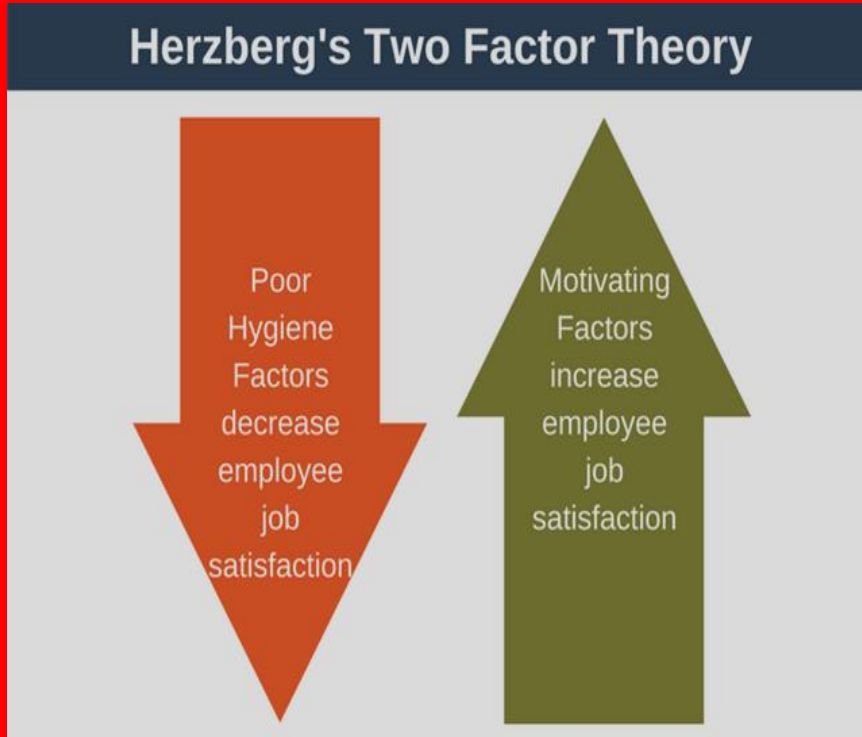
# Theory of motivation

- Motivation theory is the study of understanding what drives a person to work towards a particular goal or outcome. It's relevant to all of society but is especially important to business and management.

# Maslow's Theory



# Herzberg's Theory



The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other.

# McClelland Theory

McClelland's Human Motivation Theory states that **every person has one of three main driving motivators: the needs for achievement, affiliation, or power.** These motivators are not inherent; we develop them through our culture and life experiences. Achievers like to solve problems and achieve goals.



# Contemporary theories of Motivation: Self Determination Theory

- **Self-determination theory** suggests that people are motivated to grow and change by three innate and universal psychological needs.





# Self Efficacy Theory

- **Self-Efficacy is a person's particular set of beliefs that determine how well one can execute a plan of action in prospective situations**
- (Bandura, 1977)



# Vroom's Expectancy Theory

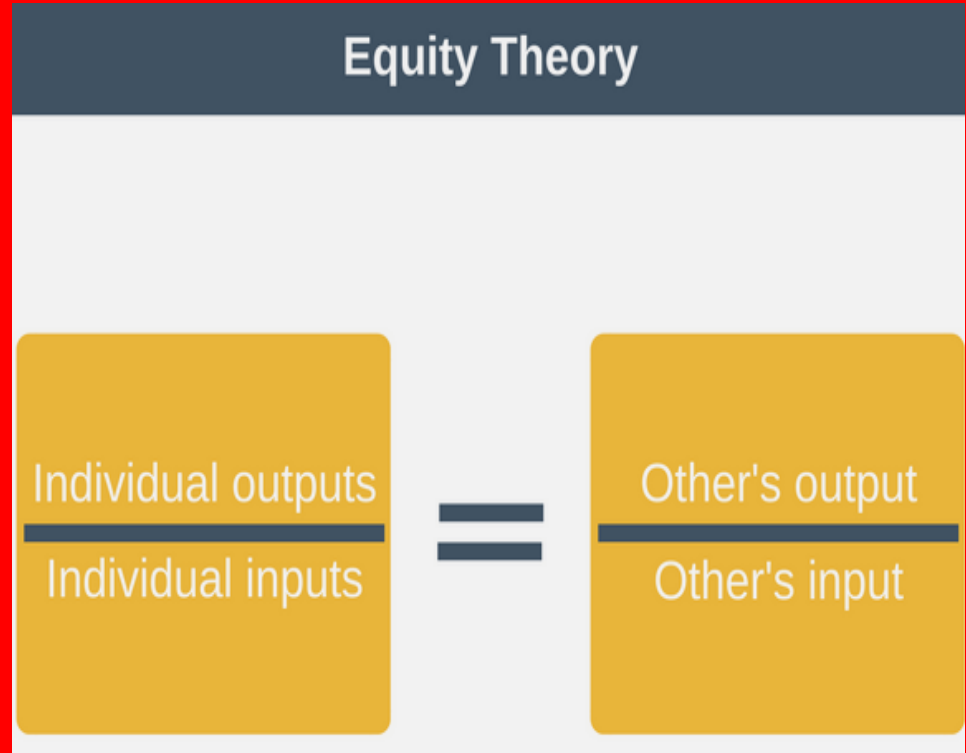
Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities

# Expectancy Theory



# Equity Theory

- Equity theory,
- popularly known as Adam's equity theory, aims to strike a balance between an employee's input and output in a workplace.



# Reinforcement Theory

Reinforcement theory is a psychological principle maintaining that behaviors are shaped by their consequences and that, accordingly, individual behaviors can be changed through rewards and punishments.

## Positive Reinforcement

Positive behavior followed by positive consequences  
(Manager praises the employee)

## Negative Reinforcement

Positive behavior followed by removal of negative consequences (Manager stops nagging the employee)

## Punishment

Negative behavior followed by negative consequences  
(Manager demotes the employee)

## Extinction

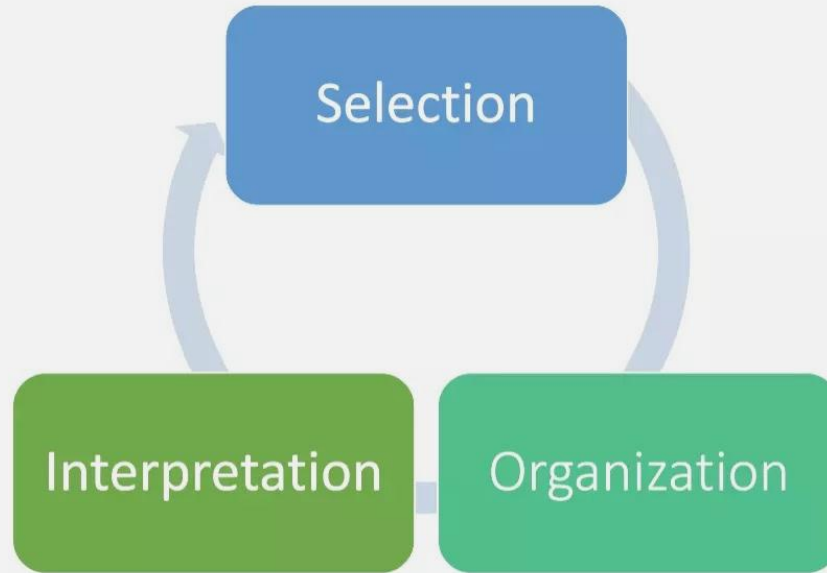
Negative behavior followed by removal of positive consequences (Manager ignores the behavior)

# Meaning of Perception,

- Perception is awareness, comprehension or an understanding of something.
- This idea that we see what we want to see is called motivated perception. It's similar to another concept



# Perception process



**Process of Perception**

# Behavioral Applications of Perception

- Individual does not always perceive the events freely from the environment. She/He **selects the** encouragements, **from the environment** which can satisfy her/his needs, desires and expectations because of the dominance of needs in individual.