
UNIT 3 TYPES OF MOTIVATION

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3.0 INTRODUCTION

In this unit we will be dealing with types of motivation. Under this heading we will start with definition and description of motivation. Under this we will be discussing primary or basic motivation, secondary motivation, extrinsic and intrinsic motivation and the various methods to increase the intrinsic motivation etc. This will be followed by the topic on other types of motivation which includes achievement motivation, self enhancement motivation, competence motivation, affiliation motivation, power motivation, fear motivation, aggression motivation etc. Then we will discuss how to motivate different people in different ways and present the differences between motivation, satisfaction, inspiration and manipulation.

3.1 OBJECTIVES

After completing this unit, you will be able to:

- Define motivation and describe the characteristic features of motivation;
- Explain what is primary and secondary motivation;

- Describe intrinsic and extrinsic motivation with examples;
- Differentiate between intrinsic and extrinsic motivation;
- Elucidate the types of motivation;
- Explain the different types of motivation and their features; and
- Analyse the methods to motivate people differently.

3.2 DEFINITION AND DESCRIPTION OF MOTIVATION

Motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces. To say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

Many people know motivation as the driving force behind an action. This is probably the simplest explanation about motivation. Motivation can be considered the state of having encouragement to do something.

Motivation is said to be intrinsic or extrinsic. Intrinsic motivation is internal. It occurs when people are compelled to do something out of pleasure, importance, or desire. Extrinsic motivation occurs when external factors compel the person to do something.

Primary Motivation pertains to motives involved with our need for self-preservation. This includes needs such as hunger and thirst, warmth, sex, avoidance of pain and other primary motives which influence a person's behaviour at a very basic level.

Many of the behaviour derived from secondary motivation are conscious ones. That is, a person consciously desires a particular goal or result, and behaves in a way that brings them closer to that particular goal. What drives them to do something or to act in a particular way is the longing for something which they currently do not have or possess.

Motivation involves the basic psychological reasons for a person's actions and behaviour. These are the forces or factors that cause a person to act in a certain way or to behave in the manner that they do.

There are various types of motivations that can influence a person. These include achievement, affiliation, self-enhancement, socialisation, competence, power, change, attitude, incentive, fear and aggression motivation.

The inner and external rewards too, are good reinforcing mechanisms. For many people, this is really the means towards success. By choosing goals that you desire both in its intrinsic and extrinsic rewards you can harmonize your own actions and devote your energies to your goals.

Motivation refers to the drive and efforts to satisfy a want or goal, whereas satisfaction refers to the contentment experienced when a want is satisfied. In contrast, inspiration is bringing about a change in the thinking pattern. On the other hand Manipulation is getting the things done from others in a predetermined manner.

To motivate others is the most important of management tasks. It comprises the abilities to communicate, to set an example, to challenge, to encourage, to obtain feedback, to involve, to delegate, to develop and train, to inform, to brief and to provide a just reward.

Many people know motivation as the driving force behind an action. This is probably the simplest explanation about motivation. Motivation can be considered the state of having encouragement to do something.

Why do people do what they do? Why do we go on everyday, living our lives and trying to find justification for our existence? Some people think that they can find purpose in the things that motivate them. Others just see the motivation and react automatically. There is no one thing that motivates people to perform certain actions. People are different, so it follows that their motivations have to be different.

Motivation is said to be intrinsic or extrinsic. Intrinsic motivation is internal. It occurs when people are compelled to do something out of pleasure, importance, or desire. Extrinsic motivation occurs when external factors compel the person to do something. However, many theories show reward motivation. For example: "I will give you a chocolate if you clean your room."

A common place where we see the need to apply motivation is in the work place. In the work place, we can see motivation play a key role, for example in leadership success. A person unable to grasp motivation or apply it in the work situation, will not become a leader or stay as a leader for much time.

Salary, benefits, working conditions, supervision, policy, safety, security, affiliation, and relationships are all externally motivated needs. Achievement, advancement, recognition, growth, responsibility, and job nature are internal motivators. They occur when the person motivates themselves after external motivation needs are met.

Another place motivation plays a key role is in education. A teacher who implements motivational techniques will see an increased participation, effort, and higher grades. Part of the teacher's job is to provide an environment that is motivationally charged. This environment accounts for students who lack their own internal motivation. One of the first places people begin to set goals for themselves is in school. School is where we are most likely to learn the correlation between goals, and the definition of motivation. That relationship between these factors leads to success.

3.2.1 Primary or Basic Motivation

This mainly pertains to motives involved with our need for self preservation. This includes needs such as hunger and thirst, warmth, sex, avoidance of pain and other primary motives which influence a person's behaviour at a very basic level.

3.2.2 Secondary Motivation

More known in psychology as "learned" motivation, this type of "drives" differs from one person to another. In many ways they involve a person's own sense of values and priorities in life.

Many of the behaviours derived from secondary motivation are conscious ones. That is, a person consciously desires a particular goal or result, and behaves in a way that brings them closer to that particular goal. What drives them to do something or to act in a particular way is the longing for something which they currently do not have or possess.

This kind of motivation generally falls into two basic types: intrinsic and extrinsic motivation.

3.2.3 Extrinsic Motivation

Extrinsic motivation refers to motivation that comes from outside an individual. The

motivating factors are external, or outside, rewards such as money or grades. These rewards provide satisfaction and pleasure that the task itself may not provide.

An extrinsically motivated person will work on a task even when they have little interest in it because of the anticipated satisfaction they will get from some reward. The rewards can be something as minor as a smiley face to something major like fame or fortune. For example, an extrinsically motivated person who dislikes math may work hard on a math equation because he wants the reward for completing it. In the case of a student, the reward would be a good grade on an assignment or in the class.

Extrinsic motivation does not mean, however, that a person will not get any pleasure from working on or completing a task. It just means that the pleasure they anticipate from some external reward will continue to be a motivator even when the task to be done holds little or no interest. An extrinsically motivated student, for example, may dislike an assignment, may find it boring, or may have no interest in the subject, but the possibility of a good grade will be enough to keep the student motivated in order for him or her to put forth the effort to do well on a task.

Extrinsic motivation is likely to involve the concept of rewarded behaviour. Thus, by engaging in a particular type of activity or behaving in a particular manner, you are “rewarded” by a desired end result.

For instance, you are motivated to save money for a vacation. Hence, you resist the urge to make impulsive purchases and in general become more discriminating in how you spend your money. After a time you find that you have a steadily growing amount of savings which you set aside. When you find that you have saved enough for that trip, you utilise your savings for the intended purpose and go on vacation. The external motivation is the vacation, which is also the reward for your act of saving for it.

3.2.4 Intrinsic Motivation

Intrinsic motivation refers to motivation that comes from inside an individual rather than from any external or outside rewards, such as money or grades.

The motivation comes from the pleasure one gets from the task itself or from the sense of satisfaction in completing or even working on a task.

An intrinsically motivated person will work on a math equation, for example, because it is enjoyable. Or an intrinsically motivated person will work on a solution to a problem because the challenge of finding a solution provides a sense of pleasure. In neither case does the person work on the task because there is some reward involved, such as a prize, a payment, or in the case of students, a grade.

Intrinsic motivation does not mean, however, that a person will not seek rewards. It just means that such external rewards are not enough to keep a person motivated. An intrinsically motivated student, for example, may want to get a good grade on an assignment, but if the assignment does not interest that student, the possibility of a good grade is not enough to maintain that student’s motivation to put any effort into the project.

Intrinsic motivation is the opposite of extrinsic motivation. That latter type of motivation comes from outside of you. But intrinsic motivation comes from within the individual.

So to understand the examples of intrinsic motivation, it helps to think of it as inspiration. But we could say that extrinsic motivation is almost equal to “instigation” instead.

You see, when you are extrinsically motivated, you are doing something that you may

very well not want to do, or not be all that interested in. What you're doing is like a chore. But examples of intrinsic motivation will always be labours of love.

Perhaps you are studying something in college that you really find boring or just do not care about, but you do want to get good grades. Or, perhaps you take a job in sales because there is potential for some very high commissions, but you actually hate sales. These are instances of extrinsic motivation.

Sometimes, most of us must admit, we also do not do things that we would like to do, because doing so would mean we broke the law and we could be penalised for that. For instance, not driving our car as fast as we may like is a good example of this. This avoidance would be extrinsic motivation as well.

So, examples of intrinsic motivation would be quite different from these. Some of these are given below:

- i) Studying something on your own because you desire to know that subject matter. You may not be doing this for any class or for any grade.
- ii) Starting your own online business because you love the particular products that are in your target market. Even though you are hoping to make money this way, you are motivated by your desire to build a business that you can be proud of and immerse yourself in.
- iii) Competing “against yourself” in a sport just because you want to get better at it. You may not be doing it to win any trophies, or trying to become a professional athlete.
- iv) Writing poetry to express your innermost thoughts and feelings, even though you may not be attempting to sell a book or publish for money.
- v) Doing something just because you think it is the right thing to do, and not because you hope to get a reward or avoid punishment.

Now as the above examples of intrinsic motivation show, you might be doing something in the hope of winning awards, earning money, or getting a good grade in a class. However, unlike with extrinsic motivation, earning money etc is not the primary motivation.

Intrinsic motivation always involves a person to do something that the person desires to do for his own self. The person would do it even if he or she were not going to be paid, get an award, or get a grade for it.

Understanding intrinsic motivation can help the person escape a life or career of drudgery and misery, as the person seeks out ways of earning money that he or she also enjoys doing. A person may not take that sales job that he hates but for the fact that he needs money and he can earn the money by taking up that sales job.

If a person is a teacher, he or she can find ways of keeping the subject very vibrant, active and and interesting for the students, thereby getting them more immersed in learning instead of just memorising things to pass a test and then forgetting them later. As is well know it has been seen that motivational speakers use plenty of inspirational quotes about life to help bring out this intrinsic motivation from within the persons to whom they are lecturing.

Intrinsic motivation is basically “what people will do without external inducement”. In simple terms, it is motivation devoid of any external or outside rewards, such as money

or grades. If a person has intrinsic motivation, he would do a task simply for the pleasure or satisfaction in doing and completing that task. However, it does not mean that an individual will not seek rewards if he has intrinsic motivation. An intrinsically motivated person acknowledges the perk of rewards, but these rewards are not enough to keep that person motivated. In other words, with or without the reward, the person will continue to do the task, for as long as he has interest or believes in it.

If you can make someone align his values to yours, thus giving him an internal desire for the idea or value, you can set a very powerful motivation in the area. That is the power of intrinsic motivation. Plus, unlike extrinsic motivation, intrinsic motivation lasts longer because desires take time to be extinguished.

3.2.5 Methods to Increase Intrinsic Motivation

There are few things when considered can help us increase intrinsic motivation:

Set challenges: A challenge is one type of stimulating intrinsic motivation. A challenge not only defines a person's interest, it also turns a flame of desire to a burning passion. Competence is a psychological need satisfied by setting challenges. In the 1970's, Akio Morita challenged his chief engineers to make a hi-fi device no larger than a block of wood. This pumped up the imagination of the engineers, and with all their efforts put in they were able to devise the walkman which is highly popular even today.

Boredom: This is one of the main factors for intrinsic motivation. Once an idea or task becomes monotonous and familiar, pleasure in doing the task will surely go down to an all time low. The task should be such that it should be challenging and make the person want to do it entirely for doing sake and getting the task accomplished. .

Interest: This is another factor that produces of intrinsic motivation. Work becomes more pleasurable when the person is interested in it. The person might find it pleasurable to design a website. But he will get all the more interested in creating the web site if the website is of his favourite band which he is trying to design.

Purpose: This also increases intrinsic motivation. When there is a clearly defined purpose then the person is motivated to do the task to realise that purpose. When persons are achieving something essential, they tend to stay on the process longer than when they do not feel that what they are doing has a purpose.

3.2.6 The Difference between Intrinsic and Extrinsic Motivation

Motivation provides insight into why we may behave the way we do. Motivation is an internal process that reflects the desire to achieve certain goals. As discussed earlier, motivation can be divided into two basic types: intrinsic motivation and extrinsic motivation

Intrinsic motivation reflects the desire to do something because it is enjoyable. If we are intrinsically motivated, we would *not* be worried about external rewards such as praise or awards. If we are intrinsically motivated, the enjoyment we experience would be sufficient for us to want to perform the activity in the future.

Extrinsic motivation on the other hand reflects the desire to do something because of external rewards such as awards, money, and praise. People who are extrinsically motivated may not enjoy certain activities. They may only wish to engage in certain activities because they wish to receive some external reward.

The Possible Benefits of Intrinsic Motivation: Teachers may be very interested in fostering intrinsic motivation. If students are only interested in receiving grades or praise, and do not enjoy learning, then teaching may be very difficult. Students may not wish to think or apply their knowledge. They may only be concerned with what will be on the tests. In contrast, students who are intrinsically motivated may enjoy challenging work, and may think in greater depth about ideas. Teachers may be able to foster intrinsic motivation by having students work on projects that allow them to see how the information is relevant to their lives.

Supervisors may also be interested in ways to increase intrinsic motivation. The ideal employee may be one who is self motivated and does not require constant supervision. Intrinsically motivated employees may be *less* likely to be late. They also may be more likely to excel at their jobs. It is possible that supervisors may increase intrinsic motivation by allowing employees to have greater autonomy, making the workplace fun, or encouraging creativity.

Self Assessment Questions

- 1) Answer the following statement with True (T) or False (F):
 - a) Extrinsic motivation occurs when internal factors compel the person to do something.
 - b) Motivation plays a key role in leadership success.
 - c) The motivating factors for extrinsic are rewards such as money or grades.
 - d) Intrinsic motivation is same as extrinsic motivation.
 - e) Intrinsic motivation comes from within.
 - f) Extrinsic motivation can be called as instigation.
 - g) Intrinsic motivation reflects the desire to do something because of the rewards.
 - h) Extrinsic motivation reflects the desire to do something because it is enjoyable.
 - i) Purpose increases intrinsic motivation.
 - j) Motivation is considered as the state of encouragement to do something.

3.3 OTHER TYPES OF MOTIVATION

Motivation involves the basic psychological reasons for a person's actions and behaviour. These are the forces or factors that cause a person to act a certain way or to behave in the manner that they do.

There are various types of motivations that can influence a person. These include the following:

3.3.1 Achievement Motivation

This is the motivation of a person to attain goals. The longing for achievement is inherent in every man, but not all persons look to achievement as their motivation. They are motivated by a goal. In order to attain that goal, they are willing to go as far as possible. The complexity of the goal is determined by a person's perception.

To us, the terms "simple" and "complex" are purely relative. What one person thinks is an easy goal to accomplish may seem to be impossible to another person. However, if

your motivation is achievement, you will find that your goals will grow increasingly complex as time goes by.

It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it.

Hunger, sex, aggression-these are motives we share with many other forms of life. There are some motives, however, that appear to be unique to our own species. Achievement motivation (often termed as need for motivation) is the desire to accomplish difficult tasks and to excel. Individuals differ greatly in the desire for achievement is obvious. For some persons, accomplishing difficult tasks and meeting high standards of excellence are extremely important; whereas for others, just getting by is quite enough.

Persons high in achievement differ from persons low in this motive in other respects too. Persons high in achievement motivation tend to prefer tasks that are moderately difficult and challenging. The reason why they tend to avoid very easy tasks is that such tasks don't pose enough challenge to the persons with high in achievement motivation. These persons prefer difficult tasks because chance of failing on extremely difficult tasks is too high, and such persons want success above everything else.

Another characteristics of persons high in achievement motivation is that they have a stronger-than-average desire for feedback on their performance. They want to know how well they are doing so they can adjust their goals to make these challenging – but not impossible. Because of this desire for feedback, persons high in achievement motivation tend to prefer jobs in which rewards are closely related to individual performance –*merit based pay system*.

3.3.2 Successful Motivated Behaviour

Good and effective actions or behaviour usually involves the harmonizing of these two types of motivation. If one is driven by both intrinsic and extrinsic motivations, then inner conflict is reduced and a person is more likely to devote uninterrupted and harmonious actions towards a particular task.

The inner and external rewards too, are good reinforcing mechanisms. For many people, this is really the means towards success. By choosing goals that you desire – both in its intrinsic and extrinsic rewards - you can harmonize your own actions and devote your energies to your goals. In such instances, the chances of achievement increases greatly.

3.3.3 Self Enhancement Motivation

If you believe the task at hand will increase your character, advent or monetary condition and these self-improvements are vastly desirable to you, you will encounter significant motivation to perform even unpleasant parts of the process necessary to reach the goal. How desirable the end improvements are to you will determine the level of motivation you will encounter.

3.3.4 Affiliation Motivation

It is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favourable attitudes and co-operation.

3.3.5 Socialisation

Some people consider socialisation to be their main motivation for actions. This is especially evident in the situation of peer pressure. Some people are willing to do anything to be treated as an equal within a group structure. The idea of being accepted among a group of people is their motivation for doing certain things.

3.3.6 Competence Motivation

It is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience.

3.3.7 Power Motivation

It is the drive to influence people and change situations. Power motivated people wish to create an impact on their organisation and are willing to take risks to do so.

3.3.8 Attitude Motivation

Attitude motivation is how people think and feel. It is their self confidence, their belief in themselves, their attitude to life. It is how they feel about the future and how they react to the past.

3.3.9 Change Motivation

Sometimes people do things just to bring about changes within their immediate environment. Change motivation is often the cause of true progress. People just become tired of how things are and thus, think of ways to improve it.

3.3.10 Incentive Motivation

This motivation involves rewards. People who believe that they will receive rewards for doing something are motivated to do everything they can to reach a certain goal. While achievement motivation is focused on the goal itself, incentive motivation is driven by the fact that the goal will give people benefits. Incentive motivation is used in companies through bonuses and other types of compensation for additional work.

By offering incentives, companies hope to raise productivity and motivate their employees to work harder.

It is where a person or a team reaps a reward from an activity. It is “You do this and you get that”, attitude. It is the types of awards and prizes that drive people to work a little harder.

3.3.11 Fear Motivation

When incentives do not work, people often turn to fear and punishment as the next tools. Fear motivation involves pointing out various consequences if someone does not follow a set of prescribed behaviour. This is often seen in companies as working hand-in-hand with incentive motivation. Workers are often faced with a reward and punishment system, wherein they are given incentives if they accomplish a certain goal, but they are given punishments when they disobey certain policies.

Fear motivation coerces a person to act against will. It is instantaneous and gets the job done quickly. It is helpful in the short run.

3.3.12 Aggressive Motivation

Aggressive motivation or the desires to inflict harm on others, play an all too common role in human behaviour. While human beings don't always express aggressive motivation overtly (often they simply fantasize about such behaviour), they often do engage in various forms of aggression against others—effort to harm them in some manner.

Most psychologists believe that aggression is elicited by a wide range of external events and stimuli. In other words, it is often “pulled” from without rather than “pushed” or driven from within by irresistible, perhaps inherited tendencies. The incidence of aggression suggest that such behaviour is strongly influenced by social and cultural factors, and that even it stems in part from innate tendencies, these are less important than social conditions and other factors. This is not to imply that biological or genetic factors play no role in human aggression, but most experts agree that aggression is influenced more strongly by a wide range of situational factors that evoke its occurrence and shape its form and targets than by inherited tendencies or mechanisms.

Social Factor

The chances are good that your aggressive motivation stemmed from the actions of another person. For instance, the other person may have done something that blocked or thwarted you from reaching your goals, in other words, this person may have frustrated you. Frustration can be viewed as the major cause of aggression. Frustration is the blocking of ongoing and goal directed behaviour. Frustration does not always produce aggression. Aggression does not always stem from frustration, often, individual aggress against others because it is part of their role or job, not because they are feeling frustrated (for example, treatment of a police officer towards the thief).

Another social factor that often plays an important role in aggression is direct provocation from another person. Verbal insult or physical actions interpreted as aggressive in nature often lead the party on the receiving end to reciprocate, with the result that a powerful spiral of aggression-counter aggression can develop. Exposure to violence in media-television, movies, and so on, has been found to increase aggression on the part of viewers.

Self Assessment Questions

1) Discuss other types of motivation.

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2) Describe achievement motivation and self enhancement motivation.

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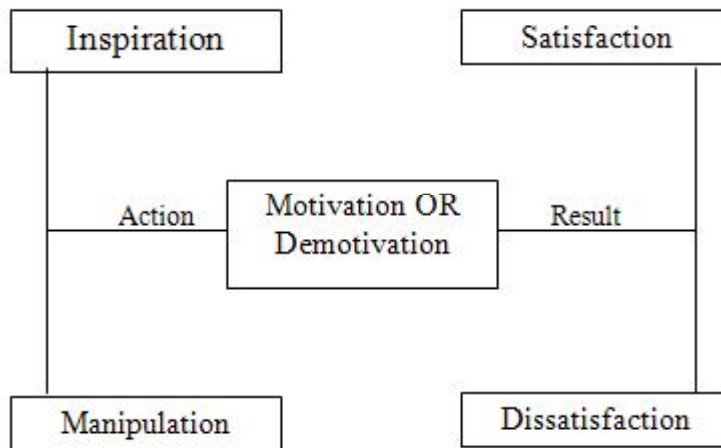
3) What is affiliation motivation and socialisation?
4) Describe competence motivation and power motivation.
5) What are fear and aggressive motivation? Explain.

3.4 MOTIVATING DIFFERENT PEOPLE IN DIFFERENT WAYS

Motivation is not only in a single direction i.e. downwards. In the present scenario, where the workforce is more informed, more aware, more educated and more goal oriented, the role of motivation has left the boundaries of the hierarchy of management. Apart from superior motivating a subordinate, encouragement and support to colleague as well as helpful suggestions on the right time, even to the superior, brings about a rapport at various work levels. Besides, where workforce is self motivated, just the acknowledgement of the same makes people feel important and wanted.

3.4.1 Difference between Motivation, Satisfaction, Inspiration and Manipulation

Motivation refers to the drive and efforts to satisfy a want or goal, whereas satisfaction refers to the contentment experienced when a want is satisfied. In contrast, inspiration is bringing about a change in the thinking pattern. On the other hand Manipulation is getting the things done from others in a predetermined manner.



Hence, manipulation or external stimulus as well as inspiration or internal stimulus acts as carriers of either demotivation or motivation which in turn either results into dissatisfaction or satisfaction depending upon.

Self Assessment Questions

1) Fill in the blanks:

- a) _____ motivation is the drive to pursue and attain goals.
- b) The inner and _____ are good reinforcing mechanism
- c) Persons with _____ perform work better when they are complimented for their favourable attitudes and co-operation----- _____ motivation is the drive to be good at something, allowing the individual to perform high quality work.
- d) The drive to influence people and change situation is called _____ motivation.
- e) _____ motivation is how people think and feel.
- f) _____ is often the cause of true progress.
- g) _____ motivation involves reward.
- h) _____ is the blocking of ongoing and goal directed behaviour.
- i) _____ refers to the contentment experienced when a want is satisfied.

3.5 LET US SUM UP

Motivation can be defined as the driving force behind all the actions of an individual. The influence of an individual's needs and desires both have a strong impact on the direction of their behaviour. Motivation is based on your emotions and achievement-related goals. Motivation is the basic drive for all of our actions. Motivation refers to the dynamics of our behaviour, which involves our needs, desires, drives, motives and ambitions in life. Achievement motivation is based on reaching success and achieving all of our aspirations in life.

A need is something that is necessary for organisms to live a healthy life. Needs are distinguished from wants because a deficiency would cause a clear negative outcome, such as dysfunction or death. Needs can be objective and physical, such as food and water, or they can be subjective and psychological, such as the need for self-esteem. A Drive is an internal state of tension that motivates an organism to engage in activities that should (hopefully) reduce this tension. Motives are based on needs: States of tension within a person, and as need is satisfied, tension is reduced. It propels people to perceive, think, and act in ways that serve to satisfy a need.

Needs are created or come into existence whenever there is a physiological or psychological imbalance. A need exists when cells in the body are experiencing a shortage of food or water. A drive is a deficiency with a direction. Drives denote actions and intention to act by individuals and they are exhibited to alleviate needs.

Extrinsic motivation refers to motivation that comes from outside an individual. The motivating factors are external, or outside, rewards such as money or grades. These rewards provide satisfaction and pleasure that the task itself may not provide.

An extrinsically motivated person will work on a task even when they have little interest in it because of the anticipated satisfaction they will get from some reward. The rewards can be something as minor as a smiley face to something major like fame or fortune. For example, an extrinsically motivated person who dislikes math may work hard on a math equation because want the reward for completing it. In the case of a student, the reward would be a good grade on an assignment or in the class.

Intrinsic motivation refers to motivation that comes from inside an individual rather than from any external or outside rewards, such as money or grades.

The motivation comes from the pleasure one gets from the task itself or from the sense of satisfaction in completing or even working on a task.

An intrinsically motivated person will work on a math equation, for example, because it is enjoyable. Or an intrinsically motivated person will work on a solution to a problem because the challenge of finding a solution is provides a sense of pleasure. In neither case does the person work on the task because there is some reward involved, such as a prize, a payment, or in the case of students, a grade.

Intrinsic motivation does not mean, however, that a person will not seek rewards. It just means that such external rewards are not enough to keep a person motivated. An intrinsically motivated student, for example, may want to get a good grade on an assignment, but if the assignment does not interest that student, the possibility of a good grade is not enough to maintain that student's motivation to put any effort into the project.

Motivation is not only in a single direction i.e. downwards. In the present scenario, where the workforce is more informed, more aware, more educated and more goal oriented, the role of motivation has left the boundaries of the hierarchy of management. Apart from superior motivating a subordinate, encouragement and support to colleague as well as helpful suggestions on the right time, even to the superior, brings about a rapport at various work levels.

3.6 UNIT END QUESTIONS

- 1) Differentiate between intrinsic and extrinsic motivation.
- 2) How is primary motivation different from the secondary motivation.

- 3) Discuss the other types of motivation mentioned in unit with day to day examples.
- 4) How do we motivate different people in different ways?
- 5) What are the other types of motivation? How do they motivate behaviour?

3.7 SUGGESTED READINGS

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