

UNIT 3 MOTIVATION AND EMOTION

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MOTIVATION

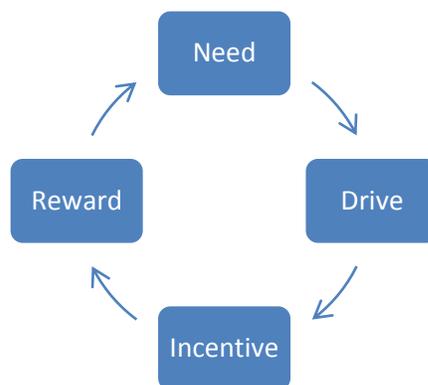
Concept

Psychologist defines 'Motivation is an internal process that actively guides and maintains the behaviour.' Motivation is the center of our lives which directs what we think, feel or act. The word motivation comes from the Latin word 'movere' means to move. Motivation emphasis an internal and external forces that leads to move. Motivation is synonymously used with the word desires, wants, wishes, aims, goals, needs drives, motives and incentives. Psychologically, motivation refers to activation, urge and internal craving from within the organism.

Motivation also refers to the forces within a person that affects his/her direction, intensity and persistence of volunteer behaviour.

Motivational Cycle

The individual tries to satisfy his/her wishes or desires by using the motivational cycle like: Need, Drive, Incentive and Reward.



- a. **NEED**:-The physical or psychological deprivation (weakness) in the body creates the need. The tendency to restore a balanced condition in the body is known as 'Homeostasis' which is characterized by physiological functioning. The aroused conditions motivate the organism to imitate behaviour to remedy the need. The motivational need has two categories:-
 - Physiological Need (Primary Need):- basic elements like food, water, oxygen etc.
 - Psychological Need (Secondary Need):- happiness, love, power, prestige, etc.

- b. **DRIVE**:-The internal motivation state which is created by need is known as Drive. Drive is the action oriented components or motions to fulfill the desire to the motivated behaviour which takes to deprived states to action. For example, a hungry person moves to find out food and water is known as hunger and thirst drive. Drive is an internal tension state that builds up until they are satisfied.

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- c. **INCENTIVE:**-Incentive is the appropriate object or situation towards which motivated behaviour is directed. Incentive increases our need and reduces drive. For example, Food is the incentive of hungry man and water for the thirsty man and water for the thirsty one. Incentive controls human behaviour by creating positive incentives and avoiding negative incentives to proceeds the lives of human beings.
- d. **REWARDS:**-The organism which drives Pleasants (happiness) known as rewards. If the reward is achieved, the individuals feel inspired and his/her performance will improve for example, rice is the rewards for hungry person who feels relief and satisfy with it. Chapattis may not be his reward because he is still motivating to eat rice.

Types of Motives

Psychologists have categorized motives into two parts:-

- a. **PHYSIOLOGICAL MOTIVES:**-Physiological Motives can be termed as intend, unlearned, biological and primary which are the most important for our survival and to keep the body in balance. Hunger, Thrust, Air, Rest and Sleep, Sex, Maternal Behaviour etc. all are biological motives or physiological.
- b. **PSYCHOLOGICAL MOTIVES:**-Psychological Motives are also known as secondary, acquired, social and learned motives which are developed through social contacts and experiences these needs are equally important for individuals happiness and wellbeing depends on secondary drives like: power, prestige need for affiliation, security and status. For example, thedesires for money are secondary drive that permits the satisfaction of Primary as well as Secondary drives. Psychological Motives are expressed in psychological motives which are modified with the age and experience. Some important secondary drives are as follows:-
 - Affiliation Need (smiling, love, hugs, kisses etc.)
 - Achievement Need (attain victory in a competitive situation)
 - Work Motivation (internal qualify of an individual that activates and enables to complete target work or organizational goals)

Motivational Theories

- a. **DRIVE THEORY:**-It can be described as the push theory of motivation due to biological and psychological needs because the behaviour is pushed to attain a goal from within an organism. Drive theory is aroused state because of hunger, thrust, fatigue, recognition,

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affiliation, power etc. It is influenced by culture, learning, process, past experiences and training. Thus, it differs from individual to individual.

- b. **EXPECTANCY THEORY:**-Expectancy is a belief that contains behaviour will lead to a particular outcomes which is determined by the present actions done by individuals in order to fulfill the desire. For example, earning a high grade on the next exam, graduation with high marks on the final etc.

Expectancy theory suggests that work motivation is strongly affected by the three responsible factors:-

- Expectancy (means effort or energy to improve our performance.)
- Instrumentality (means activities which encourages people to do hard work for reward)
- Valance (means value placed on rewards offer by organization)

- c. **GOAL SETTING THEORY:**-The goal setting theory can be explained through acronym SMART-F to understand it.

- S-Specific:- Specific and Challenging goals for a given task often leads to better motivation and performance.
- M-Measurable:- Goals must be attainable and realistic to drop the ideas for seeking and ignoring goals.
- T-Time Bound:- There should be appropriate fixed time to complete the task so that the individuals remains active and alert.
- F-Feedback:- Feedback helps to increase motivation in terms of comparing performance. Success leads, competence developing future strategy, self-efficiency etc.

- d. **EQUALITY THEORY:**-It is an individual making balance judgment between input and output in a working situation. The judgment of input is in terms of education, time experience and skill whereas output in terms of jobs satisfaction, payment, working condition and recognition. If the ratio of our input is equal to the obtained benefits, it will be judged as equality and our motivation is likely to remain constant. Equality is perceived fairness among socially equal status people through equal compares.

- e. **AROUSAL THEORY:**-Arousal Theory of motivation explains the energized state of human being to complete a task. The more aroused people can do better performance so, arousal varies in between individuals from low level to high levels. An optimal arousal is the level that is best suited to the personal character and the current task. For example, a low level of arousal is optimal while reading novel or talking with a friend and a high level of arousal is better for competition or participating in serious analytical issues.

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EMOTION

Concept

Emotions are feelings that generally have physiological and cognitive elements and the influence behaviour. The word emotion is derived from the Latin word 'Emovere' means to move, agitate or excite. The prefix 'E' means away. The term emotion has been closely associated with the word 'affect and mood'. The word 'affect' is used as a broad term covering both emotion and mood. Moods are less intense and mild than emotion. The subjective feeling associated with emotions is seen for a certain period of time is known as mood. The functions of emotion are:-

- A. PREPARING US FOR ACTION.
- B. SHAPING OUR FUTURE BEHAVIOUR
- C. HELPING US INTERACT MORE EFFECTIVELY WITH OTHERS.

Types of Emotions

All the definitions pointed out emotion as an aroused state that has physical/physiological, cognitive (perception and thinking) behavioral component.

- a. **PHYSICAL EMOTION/CHANGES**:-The experience of some indefinable physical changes in our bodies are physical emotion. Psycho-Physiologists use different recording instruments to provide various information about the change in physiological conditions of the body which create individual emotional feelings. The changes that primarily occur are as follows:-

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- Circulation (related to blood pressure, heart rate, pulse rate etc.)
- Respiration
- Digestive System
- Brain Wave
- Perception
- Glandular Response etc.

The emotion of anger, fear, sadness, pleasure and decreases with discard arise from the different physiological changes.

- b. **COGNITIVE EMOTION:**The subjective and personal descriptive expression of an emotional feeling by the individuals are the cognitive aspects of emotions. It contains verbal and non-verbal evaluative reports of experience. For example, belief in danger desire to avoid, desire to hurt, helplessness, inferiority complexes, feeling of superiority etc.
- c. **BEHAVIORAL EMOTION:**The emotions which can be expressed through the different outer parts of human body are known as behavioral emotions.
- Eyes (convey emotional behaviour like fear, terror, curiosity, suspicion from different shapes)
 - Nose (shapes differ in disgust and delight)
 - Forehead (wrinkled vertical and horizontal convey different emotional states)
 - Lips (tight, smiling, wide open, kissing etc. convey different emotions)
 - Voice (harsh, trembling, soft, hard voice convey different emotions)
 - Body Language (rubbing hands, clenching fists, struggling shoulders convey different emotions)
 - Facial Expression (express anger, pleasure, disgust, fear, sadness, surprised through different shapes of faces)

External Constraints on Emotions

There are certain rules, disciplines and acceptance standard ways to express emotions acceptance standard ways to express emotions are known as external constraints otherwise, the people are treated as barbarous, uncivilized or wild. The expressions of emotion differ from

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culture to culture, country to country and organization to organization. There are two types of influences in external constraints and emotion. They are:-

- a. **ORGANIZATIONAL INFLUENCES:**-Organization have their own criteria to express the emotions. The negative emotions are always no emotion except in the certain specific conditions because they hamper routine work of the organization.
- b. **CULTURAL INFLUENCE:**-Cultural learning influences the expression of emotions more than experience which differ from culture to culture in the name of civilization people learn to control the way they express many emotions using the acceptable norms within the culture and sub-culture which are known as display rules. For example, employees need to smile and act friendly in USA to interact with clients whereas smiling in Muslim Culture is taken as sexual interaction where the people are socially thought not to smile at the opposite gender from early childhood.

Emotional Labor

Emotional Labor refers to the effort, planning, managing, and controlling needed to express organizationally desired emotion during interpersonal office management. The emotion labor forces an employee to follow 'display rules' to clarify their real individual emotion. Everybody must display emotions reluctant to the situation, culture, time and the nature of the job organizations setup the rules according to the nature of work to interact with coworkers, customers or suppliers. For example, a nurse must show devotion and dedication with eagerness to help the patient throughout the duty time.

Felt Emotion v/s Displayed Emotion

Felt Emotion is the natural true spontaneous emotion of the individual whereas displayed emotions are expressed in relation to time, situation or the nature of job which is fixed according to the rules and regulation of the organization. The organization needs their employees to disguise their true emotions and displayed emotions to make their job effective. For example, '*Mukh ma ramram* (displayed emotion) *bagali ma chura* (felt emotion).

ORGANIZATION BEHAVIOUR APPLICATION OF EMOTION

Emotional Expression is directly related to organizational affairs to manage sufficient control over the employees and to manipulate future strategies in the organization.

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The obligations of emotions are as follows:-

- a. **ABILITY AND SELECTION:**-Ability to select the emotion of other people in job or other in other social situation plays important role in job performance.
- b. **DECISION MAKING:**-Decision Making is a conscious process of affairs and it always emphasize rationality which is greatly influenced by emotion. Decision makers need to have ice factory to be cool and collect, sugar factory in the mouth to speak polite words and heart warm to show respect while making decision.
- c. **CREATIVITY:**-Creative people develop their skills to create useful ideas in respect of work in good mood. The people who are in good mood are more flexible, creative and open minded to express the new ideas in the welfare of organization.
- d. **INTERPERSONAL CONFLICT:**-When individuals are conflict, they react in several ways in organization due to limited resources. Manager must carefully consider the conflicting situation in order to reduce or resolve the problems and to develop mutual respect for each other.
- e. **DEVIANT WORKPLACE BEHAVIOUR:**-The employees in many organization face behavioral problems. If their emotions are not add by any officials. Negative behaviour displayed by executive brings conclusion pessimistic emotions among the employees. Employees deviance can be categories in different forms:-
 - Production (habit of coming later, leaving early, remain passive, working slowly etc.)
 - Property (concerned with stealing, hiding, neglecting, ignoring etc.)
 - Political (concerning with backbiting, gossiping, blaming co-workers etc.)
 - Personal Aggression (various kinds of verbal, material abuse, sexual harassment, humiliation etc.)
- f. **IMPLICATION OF EMOTION FOR MANAGERS:**- The manager must have the ability to lead and exercise the positive emotion among the follower which help them to create enthusiasm, eagerness and commitment skill and positive communication skill and positive communication styles helps to energize the employees excitement confidence and success.

Thanks to

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