



Motivation

The definition of motivation is often disputed, and I can see why. It isn't easy to pin down as it is sometimes described as a feeling or even a type of emotion.

Wikipedia describes it as “an internal state that propels individuals to engage in goal-directed behaviour. It is often understood as a force that explains why people or animals initiate, continue, or terminate a certain behaviour at a particular time.”



Consider the thinking of Dale Carnegie (an American writer, lecturer, and developer of courses in self-improvement, corporate training, and interpersonal skills 1888 - 1955).

In his famous book, “How to Win Friends and Influence People” (first published in 1937), he said something about motivation which has always stuck with me.

“There is only one way under high heaven to get anybody to do anything. And that is by making the other person **want** to do it. Remember, there is no other way.”

Carnegie explained that you can force or threaten someone to make them want to do it, but that is different; that relies on an authority-driven approach, which can bring far worse consequences when your back is turned.

If you've been on one of our programmes, you'll recall that we mention workplace saboteurs a few times and how they can be so easily created and yet be so terribly destructive. (Our handout on [Saboteurs](#)).

So the question for you in your role is, what do our people want that will help them become **truly** motivated to do a great job? It is not always about their pay, the bonuses or the promotions. It is often something deeply personal, including job satisfaction and a sense of purpose, making them feel cared for, listened to, valued, trusted, recognised, and praised when they go that extra mile. Use our [Moccasin Approach](#)[®] and think about how things are for them in their world.

So, how do you find out what will help them feel **truly** motivated? Ask them. This is a great thing to do during one-to-one chats.

There are two main types of motivation: intrinsic and extrinsic motivation.

Intrinsic motivation comes from within the person, often driven by personal enjoyment, interest, or satisfaction from the job, task or activity. (nurses, doctors, teachers).

Extrinsic motivation comes from external factors like rewards, praise, or recognition.

These can be further divided into:

- Achievement motivation: The desire to succeed or excel at tasks.
- Affiliation motivation: The need for positive relationships with others.
- Power motivation: The drive to influence or control others.
- Incentive motivation: Motivation influenced by rewards or punishments.
- Fear motivation: Motivation driven by the desire to avoid negative outcomes.



Factors that can influence motivation include:

- Goals: Clear, achievable goals can provide direction and motivation.
- Self-efficacy: Belief in one's ability to accomplish tasks.
- Perceived value: The importance or relevance of the task or goal.
- Social factors: Support from peers, mentors, or leaders can boost motivation.
- Emotional state: Positive emotions like enthusiasm or negative emotions like fear can impact motivation.



Maintaining Motivation:

- Break tasks into smaller steps: Achieving small victories can sustain motivation.
- Find meaning: Connecting tasks to personal values or larger goals can increase motivation.
- Celebrate progress: Recognizing achievements, no matter how small, can keep motivation high.
- Stay adaptable: Adjust goals or strategies to stay motivated when facing challenges.

Theories of Motivation:

- Maslow's Hierarchy of Needs: Individuals are motivated by fulfilling basic needs before higher-level needs.
- Herzberg's Two-Factor Theory: Hygiene factors (salary and job security) prevent dissatisfaction, while motivators (recognition and growth opportunities) promote satisfaction and motivation.
- Expectancy Theory: Motivation is influenced by the expectation that effort will lead to performance and that performance will lead to desired outcomes.

Impact of Motivation:

- Motivated individuals are often more productive, creative, and persistent in pursuing their goals.
- Motivation plays a crucial role in personal and professional success, as well as overall well-being and satisfaction.
- Motivation is a critical ingredient in high-performing teams and can be infectious.

In summary, motivation is a complex phenomenon influenced by various internal and external influences. Understanding these influences can help managers and leaders improve their people's motivation to achieve their goals and ambitions and help them receive due praise, recognition, and rewards.