What Is Motivation

• Willingness to exert high levels of effort toward organizational goals
• Conditioned by the effort’s ability to satisfy some individual need

Motivation

Early Work

• Thorndike’s (1911) Law of Effort – where past action led to positive consequences, or rewards, individuals will tend to repeat such actions; where past actions led to negative consequences or punishments individuals would tend to avoid repeating them.

• Hull (1943)
  • Effort = Drive x Habit x Incentive
  • Needs Models

Motivation Theories

Content Theories of Motivation:

- Maslow’s Need Hierarchy
- Alderfer’s ERG Theory
- Mccllelland’s Learned Needs
- Herzberg’s Two Factor Theory

Process Theories of Motivation:

- Reinforcement Theory
- Expectancy Theory
- Equity Theory
- Goal Setting

Maslow’s Hierarchy Of Needs

- Physiological
- Safety
- Social
- Esteem
- Self-Actualization

Alderfer’s ERG Theory

• Adaptation of Maslow’s work
• Three Needs – existence, relatedness
• More than one need may be operative at the same time
• The stifling of higher-level needs, causes lower-level need desires to increase
Herzberg's Two-Factor Theory

- Extrinsic (dissatisfiers)
  - Salary
  - Job Security
  - Working Conditions
  - Quality of Supervision
  - Quality of Interpersonal Relations

- Intrinsic (motivators)
  - Advancement
  - Recognition
  - Responsibility

McClelland’s Three Needs Theory

- Need for Achievement
- Need for Power
- Need for Affiliation

Motivation: The Learned Needs

- McClelland and (1976) argued that nPow is the most important determinant of managerial success
- In a 20 year follow-up of organizational members Howard and Bray (1989) found that the motivation to achieve and involvement in work were the strongest predictors of career advancement

Intrinsic Motivation

- Intrinsic – individuals are motivated because they enjoyed or are challenged by the activity:
  - Culture, Organization Culture, Values
  - Goals (Personal, Organization Goals, Personal Calculations)
  - Belief System (Self efficacy, Self Esteem, etc.)
  - Fairness Issues
  - Motivating Characteristics of the Task (Job)

Extrinsic Motivation

- Extrinsic
  - Group’s Norm
  - Reward System (the folly of rewarding A while hoping for B)
  - Recognition
  - Leadership
  - Belief that we all win when we all work
Desi’s Cognitive Evaluation Theory

- Desi (1971) has suggested that in situations where individuals are experiencing a high level of intrinsic motivation, the addition of extrinsic rewards for good performance may decrease intrinsic motivation.
- There could be a switch in focus from intrinsic to extrinsic motivation.

Job Design

Psychological States

- Experienced Meaningfulness
- Experienced Responsibility
- Knowledge of Results

Job Design

Core Job Dimensions

Psychological States

Performance Motivation Satisfaction Growth

Guideline for Enriching A Job

Suggested Action

- Combining Tasks
- Forming Natural Work Units
- Establishing Client Relationships
- Vertical Loading
- Opening Feedback Channels

Core Job Dimensions

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Feedback

Job Enrichment

- Empowerment
- Decision making
- Information
- Knowledge
- Support
- Communicating

Motivation

The Job Characteristics Model

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Feedback
Dimensions of Empowerment

According to Spreitzer (1997) empowered individuals have a sense of
- Meaning
- Competence
- Self-determination
- Impact

Reinforcement Theory

- Classical versus operant Conditioning
- A positive reinforcer is a stimulus which when added to a situation strengthen the probability of an operant response
- The folly of Rewarding A while hoping for B

Processing for Using Reinforcement

- Specify the desired Behavior
- Make sure that you can observe (measure) the behavior
- Provide frequent contingent positive reinforcement
- Evaluate the effectiveness of the program

Dealing with Punishment

- Explain what was done wrong
- What is the appropriate behavior
- Punish sooner rather than later
- Try to punish in private
- Balance the punishment with the nature of the offense

Motivation: Equity Theory

Motivation is affected by one’s perception (accurate or inaccurate) of the relative outcome (rewards) one receives and inputs (efforts) one exerts in comparison to others.

If “O” indicates Outcomes. “I” indicates inputs. For individuals “a” and “b”:

Comparison Perception of A
If O/I_a < O/I_b Inequity (under rewarded)
If O/I_a = O/I_b Equity
If O/I_a > O/I_b Inequity (over rewarded)

Equity Theory

<table>
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<tr>
<th>HOURLY</th>
<th>UNDERPAYMENT</th>
<th>OVERPAYMENT</th>
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<tbody>
<tr>
<td>Produce less or lower quality</td>
<td>Produce more or increase quality</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>PIECE-RATE</th>
<th>UNDERPAYMENT</th>
<th>OVERPAYMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Produce more lower quality products</td>
<td>Produce fewer units of higher quality</td>
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Possible solutions to felt inequity
- Change work inputs
- Try to change outcome (demand more money)
- Leave the company
- Rationalize the inequity
- Try to change the input or output of others
**Expectancy Model**

\[ M = E \times I \times V \]

- **Expectancy** – the person’s belief that hard work will lead to good performance
- **Instrumentality** – the person’s belief that good performance will be rewarded
- **Valence** – the value an individual assigns to the reward

**Expectancy Theory**

- Expectancy – the person’s belief that hard work will lead to good performance
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**Expectancy Theory**

- **Valence**
  - Affected by: Situation, Values, Needs
- **Expectancy**
  - Affected by: Experiences, Efficacy, Abilities, Training
- **Instrumentality**
  - Affected by: Perceptions, Contingencies, Experiences, Supervision

**Goal Theory**

- **Valence**
- **Goal Commitment/Goal Acceptance**
- **Direction**
- **Intensity**
- **Persistence**
- **Strategies**

**Goal Setting**

**Important Concepts**

- Goal Specificity
- Goal Difficulty
- Goal Commitment/Acceptance
- Feedback
- Ability and resources
- Shula’s point

**Self-concept and Motivation**

- According to Leanard, Beauvais, Scholl (1995) the maintenance of the self energizes the individual to action.
- The individual is always trying to bring the perceived self in line with the ideal self.
- The perceived self involves traits, competencies and values.
Motivation Theories

- Instrumental Theories—the individual engages in the behavior because she believes it will lead to certain outcome
- Intrinsic Theories—the individual engages in the behavior because it is “fun.”
- Goal Internalization Theories—an individual adopts an attitude or behavior because it is consistent with their value system
- Self esteem maintenance—the individual engages in the behavior to protect the self.

Organizational Approaches

- Selection and Placement
- Redesign Jobs
- Create Teams and social support
- Communicate Organizational Goals
- Involve individuals in decision making
- Appropriate reward structure