

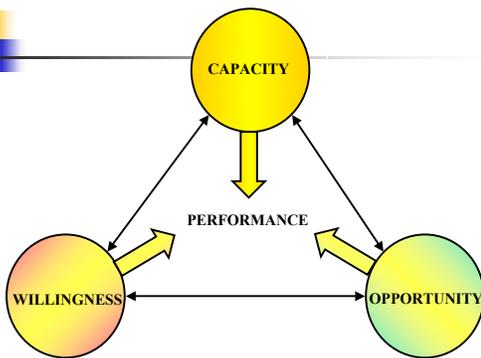
What Is Motivation

- 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)
 - $\text{Effort} = \text{Drive} \times \text{Habit} \times \text{Incentive}$
- Needs Models

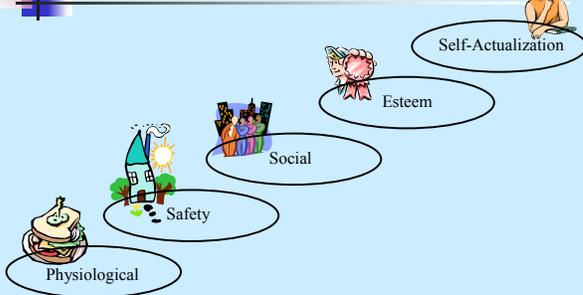


Motivation Theories

Content Theories of Motivation: Process Theories of Motivation:

- | | |
|------------------------------|----------------------|
| Maslow's Need Hierarchy | Reinforcement Theory |
| Alderfer's ERG Theory | Expectancy Theory |
| McClelland's Learned Needs | Equity Theory |
| Herzberg's Two Factor Theory | Goal Setting |

Maslow's Hierarchy Of Needs



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

A Few Studies

- McClelland (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)

“Every day was the same thing,” Frank Greer began. “put the right passenger seat into Jeeps as they come down the assembly line, pop in four bolts locking the seat frame to the car body. Then tighten the bolts with my electric wrench. Thirty cars and 220 bolts an hour, eight hours a day. I didn't care that they were paying me \$17 an hour. I was going crazy. I did it for almost a year and a half. Finally, I just said to my wife that this isn't going to be the way that I spend the rest of my life. My brains are going to Jell-O on that job. So I quit. Now I work in a print shop and I make less than \$12 an hour. But let me tell you, the work I do is really interesting. It challenges me! I look forward every morning to going to work again.”

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 in which 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.

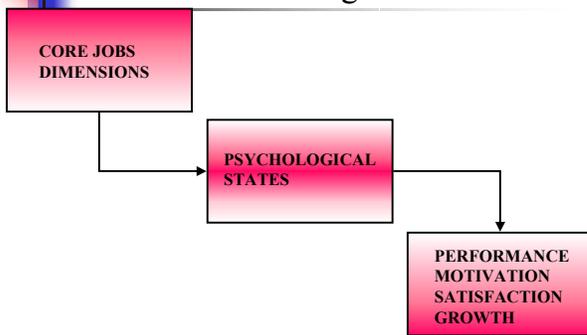
Job Design

Psychological States

- Experienced Meaningfulness
- Experienced Responsibility
- Knowledge of Results



Job Design

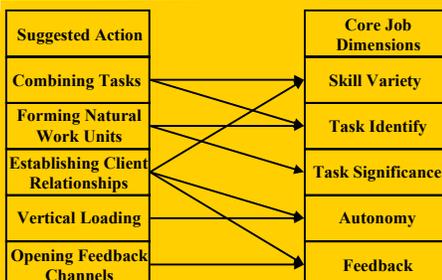


Motivation

The Job Characteristics Model

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

Guideline For Enriching A Job



Job Enrichment

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

Dimensions of Empowerment

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

Reinforcement Theory

Motivation

- 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

Four Steps

- 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

A word of caution

- 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":

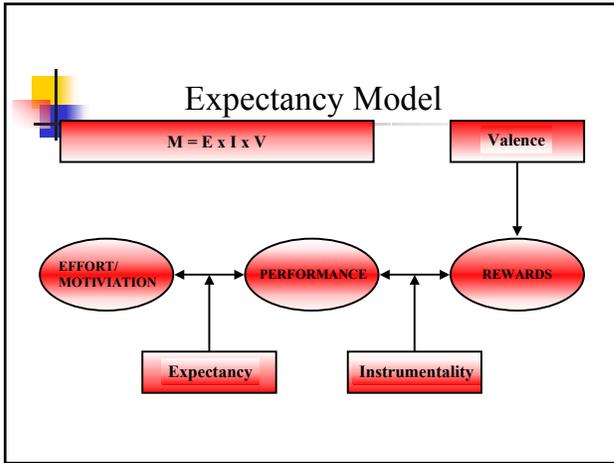
Comparison	Perception of A
If $O/I_a < O/I_b$	Inequity (under rewarded)
If $O/I_a = O/I_b$	Equity
If $O/I_a > O/I_b$	Inequity (over rewarded)

Equity Theory

	UNDERPAYMENT	OVERPAYMENT
HOURLY	Produce less or lower quality	Produce more or increase quality
PIECE-RATE	Produce more lower quality products	Produce fewer units of higher quality

Possible solutions to felt inequity

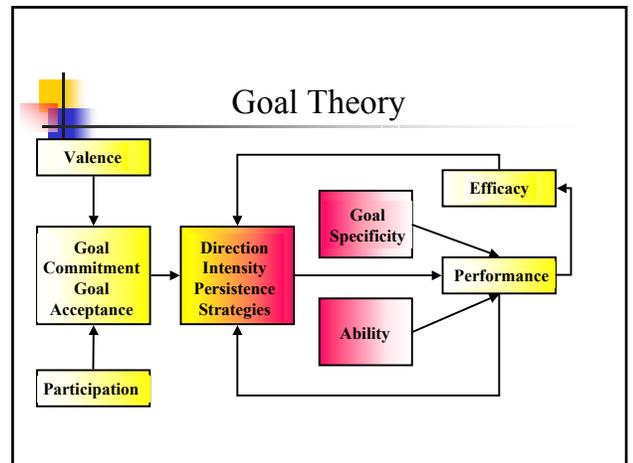
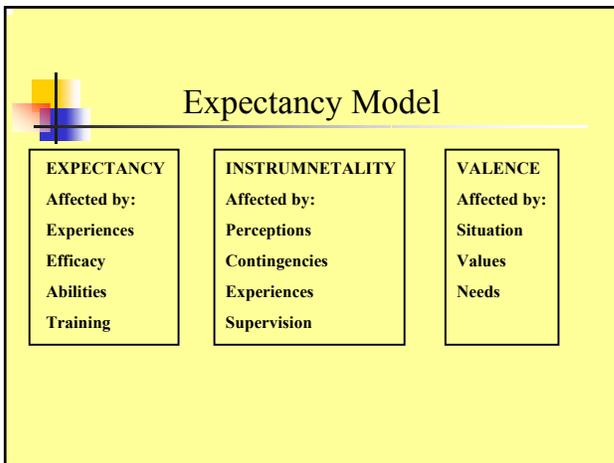
- Change work inputs
- Try to change outcome (demand more money)
- Leave the company
- Rationalize the inequity
- Try to change the input or output of others



Expectancy Theory

Vroom's Theory

- 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



Goal Setting

Important Concepts

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

Self-concept and Motivation

- According to Leonard, 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