Chapter 11

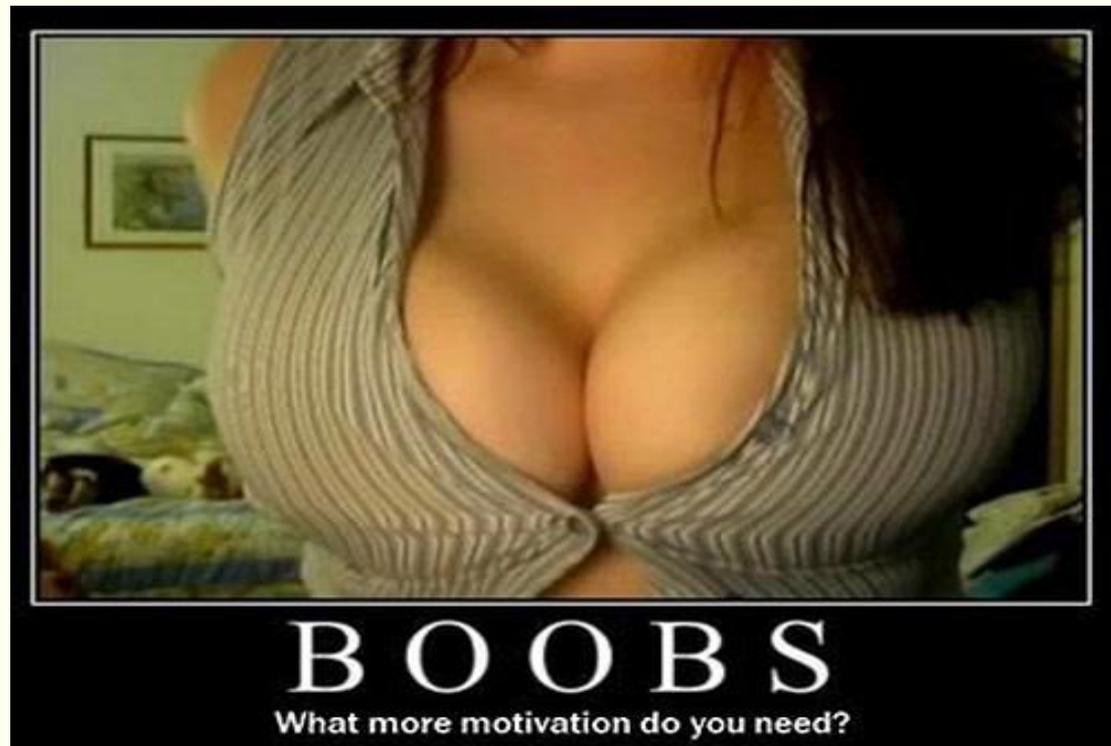## Motivation at Work

Definition of Motivation

**Motivation -** the process of arousing and sustaining goal-directed behavior

3 Groups of Motivational Theories

- Internal
  - Suggest that variables within the individual give rise to motivation and behavior
  - Example: Maslow's hierarchy of needs theory
- Process
  - Emphasize the nature of the interaction between the individual and the environment
  - Example: Expectancy theory
- External
 - Focus on environmental elements to explain behavior
  - Example: Two-factor theory

Early Philosophers of Motivational Theories

- Max Weber—work contributes to salvation; Protestant work ethic

- Sigmund Freud—delve into the unconscious mind to better understand a person's motives and needs

- Adam Smith—"enlightened" self-interest; that which is in the best interest and benefit to the individual and to other people

- Frederick Taylor—founder of scientific management; emphasized cooperation between management and labor to enlarge company profits

Maslow's Hierarchy of Needs

Motivational Theories X & Y

SA

Esteem

Love (Social)

Safety & Security

Physiological
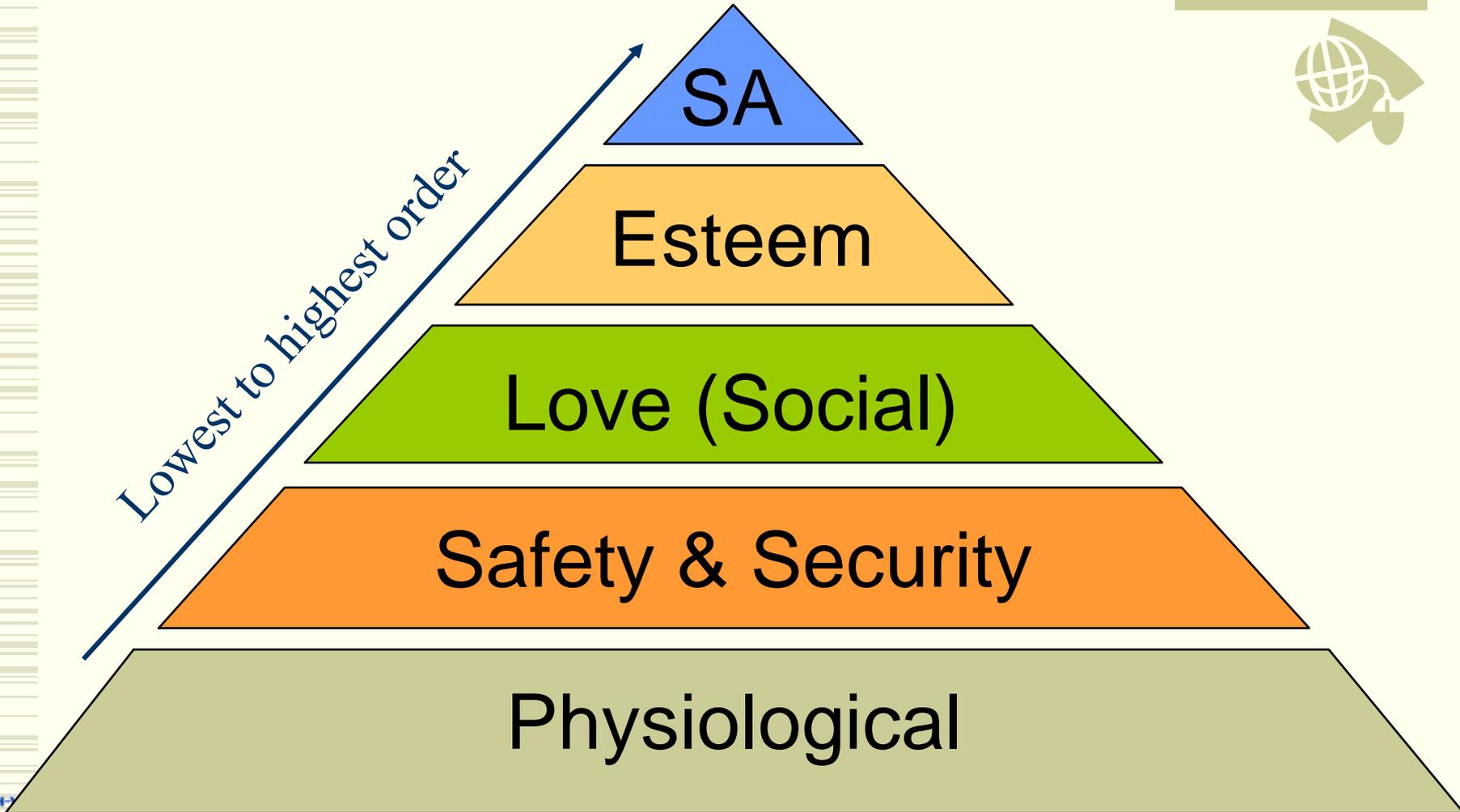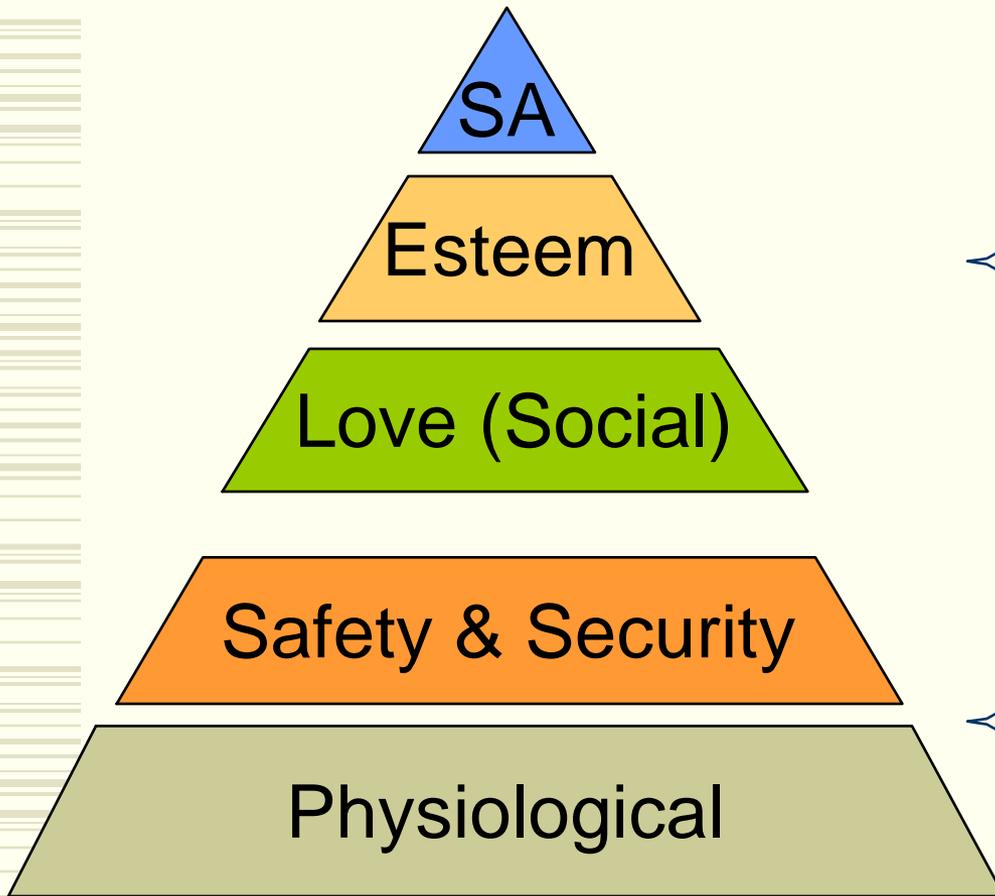
Theory Y - a set of assumptions of how to manage individuals motivated by higher order needs

Theory X - a set of assumptions of how to manage individuals motivated by lower order needs

McGregor's Assumptions About People Based on Theory X

- Naturally indolent

- Lack ambition, dislike responsibility, and prefer to be led

- Inherently self-centered and indifferent to organizational needs

- Naturally resistant to change

- Gullible, not bright, ready dupes

McGregor's Assumptions About People Based on Theory Y

◆ Experiences in organizations result in passive and resistant behaviors; they are not inherent

◆ Motivation, development potential, capacity for assuming responsibility, readiness to direct behavior toward organizational goals are present in people

◆ Management's task—arrange conditions and operational methods so people can achieve their own goals by directing efforts to organizational goals

Alderfer's ERG Theory
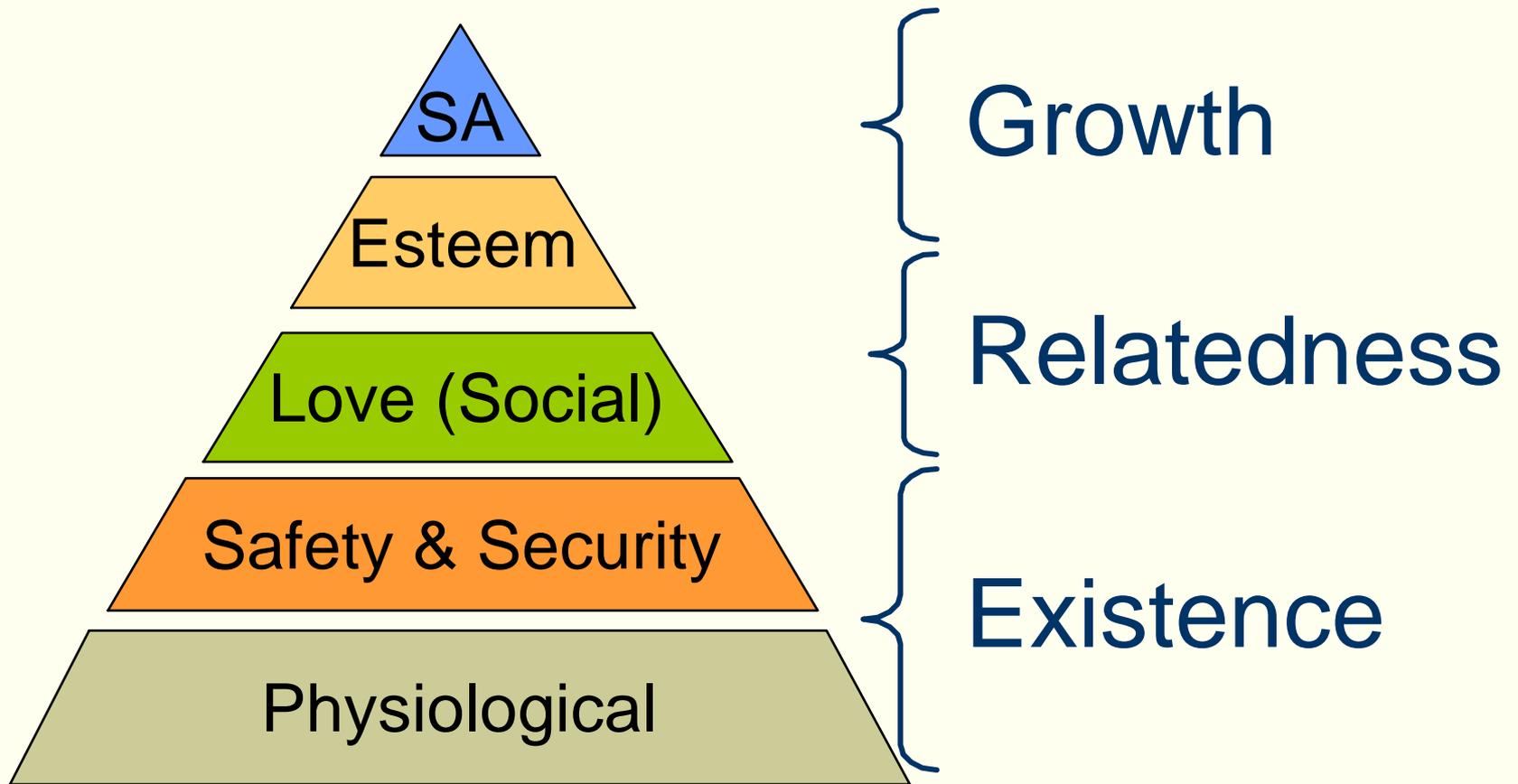
McClelland's Need Theory: Need for Achievement

Need for Achievement - a manifest (easily perceived) need that concerns individuals' issues of excellence, competition, challenging goals, persistence, and overcoming difficulties

McClelland's Need Theory: Need for Power

Need for Power - a manifest (easily perceived) need that concerns an individual's need to make an impact on others, influence others, change people or events, and make a difference in life

POWER.

McClelland's Need Theory: Need for Affiliation

Need for Affiliation - a manifest (easily perceived) need that concerns an individual's need to establish and maintain warm, close, intimate relationships with other people

3 Motivational Need Theories

	Maslow	Alderfer	McClelland
Higher Order Needs	Self-actualization Esteem self interpersonal Belongingness (social & love)	Growth Relatedness	Need for Achievement Need for Power Need for Affiliation
Lower Order Needs	Safety & Security interpersonal physical Physiological	Existence	

Herzberg's Two-Factor Theory

Hygiene Factor - work condition related to dissatisfaction caused by discomfort or pain

- maintenance factor
- contributes to employee's feeling not dissatisfied
- contributes to absence of complaints

Motivation Factor - work condition related to the satisfaction of the need for psychological growth

- job enrichment
- leads to superior performance & effort

Motivation–Hygiene Theory of Motivation

- Company policy & administration
- Supervision
- Interpersonal relations
- Working conditions
- Salary
- Status
- Security

Hygiene factors avoid job dissatisfaction

Motivation factors increase job satisfaction

- Achievement
- Achievement recognition
- Work itself
- Responsibility
- Advancement
- Growth

- Salary?

Motivation-Hygiene Combinations

	High M	Low M
High H	high motivation few complaints	low motivation few complaints
Low H	high motivation many complaints	low motivation many complaints

(Motivation = M, Hygiene = H)

Individual—Organizational Exchange Relationship

	Organization	Individual
Demands	◆ Organizational goals ◆ Departmental objectives ◆ Job tasks	◆ Physiological needs ◆ Security needs ◆ Physical needs
Contributions	◆ Company status ◆ Benefits ◆ Income	◆ Developmental potential ◆ Employee knowledge ◆ Employee skills and abilities

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Adams's Theory of Inequity

Inequity - the situation in which a person perceives he or she is receiving less than he or she is giving, or is giving less than he or she is receiving

Motivational Theory of Social Exchange

	Person		**Comparison other**
Equity	$\dfrac{\text{Outcomes}}{\text{Inputs}}$	$=$	$\dfrac{\text{Outcomes}}{\text{Inputs}}$
Negative Inequity	$\dfrac{\text{Outcomes}}{\text{Inputs}}$	$<$	$\dfrac{\text{Outcomes}}{\text{Inputs}}$
Positive Inequity	$\dfrac{\text{Outcomes}}{\text{Inputs}}$	$>$	$\dfrac{\text{Outcomes}}{\text{Inputs}}$

Strategies for Resolution of Inequity

- Alter the person's outcomes
- Alter the person's inputs
- Alter the comparison other's outputs
- Alter the comparison other's inputs
- Change who is used as a comparison other
- Rationalize the inequity
- Leave the organizational situation

New Perspectives on Equity Theory

Equity Sensitive

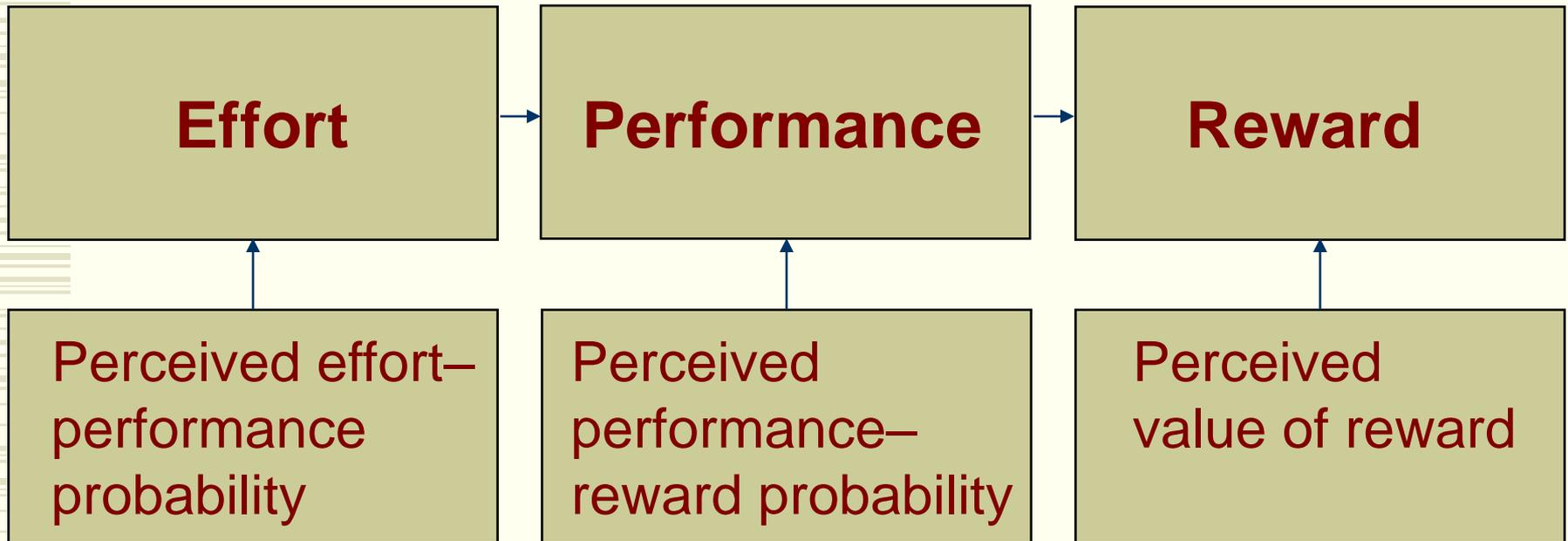I prefer an equity ratio equal to that of my comparison other

Expectancy Theory of Motivation: Key Constructs

Valence - value or importance placed on a particular reward

Expectancy - belief that effort leads to performance

Instrumentality - belief that performance is related to rewards

Expectancy Model of Motivation

Effort	→	Performance	→	Reward
Perceived effort–performance probability		**Perceived performance–reward probability**		**Perceived value of reward**

"If I work hard, will I get the job done?"

"What rewards will I get when the job is well done?"

"What rewards do I value?"

3 Causes of Motivational Problems

- Belief that effort will not result in performance
- Belief that performance will not result in rewards
- The value a person places on, or the preference a person has for, certain rewards

Moral Maturity

Moral Maturity - the measure of a person's cognitive moral development

Morally mature people behave and act based on universal ethical principles.

Morally immature people behave and act based on egocentric motivations.