

Motivation



- ⌘ Any influence that triggers, directs or maintains behavior
- ⌘ Research is based upon different variables that affect motivation
 - ☑ Individual Differences
 - ☑ Organizational Contexts
 - ☑ Manager Behaviors
 - ☑ Process Theories

Content Versus Process Motivation Theories



⌘ Content theories

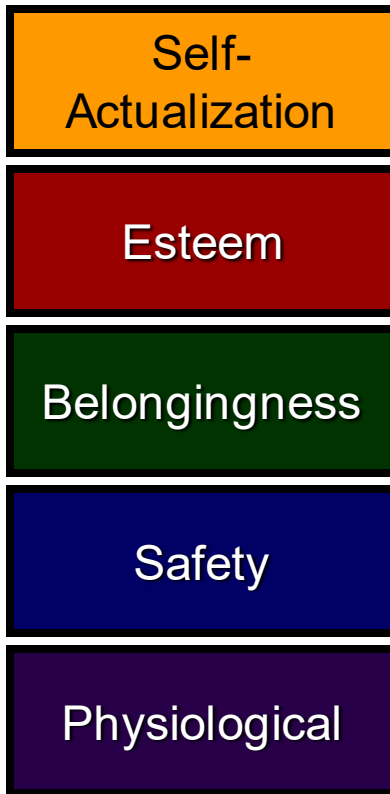
- ☑ explain why people have different needs at different times

● Process theories

- describe the processes through which needs are translated into behavior

Content Theories of Motivation

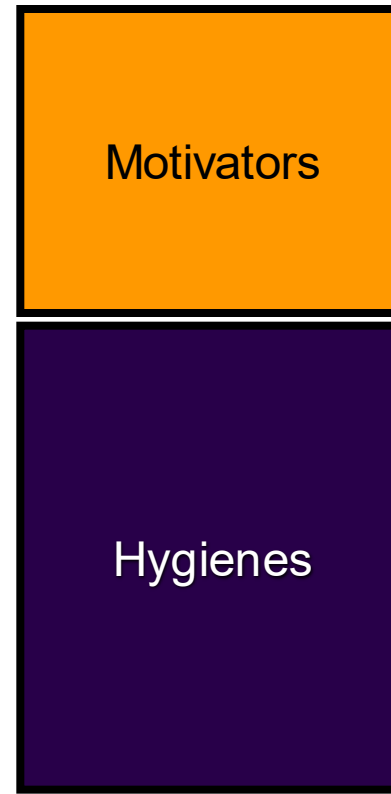
Maslow's Need Hierarchy



Alderfer's ERG Theory



Herzberg's Theory



McClelland's Learned Needs



Maslow's Hierarchy



- ⌘ Each individual has needs, or feelings of deficiency that drive their behavior
- ⌘ Once a need is satisfied, then it is no longer motivating
- ⌘ Needs are in a hierarchy that an individual moves up as they satisfy levels of needs

Practical Implications of Content Theories



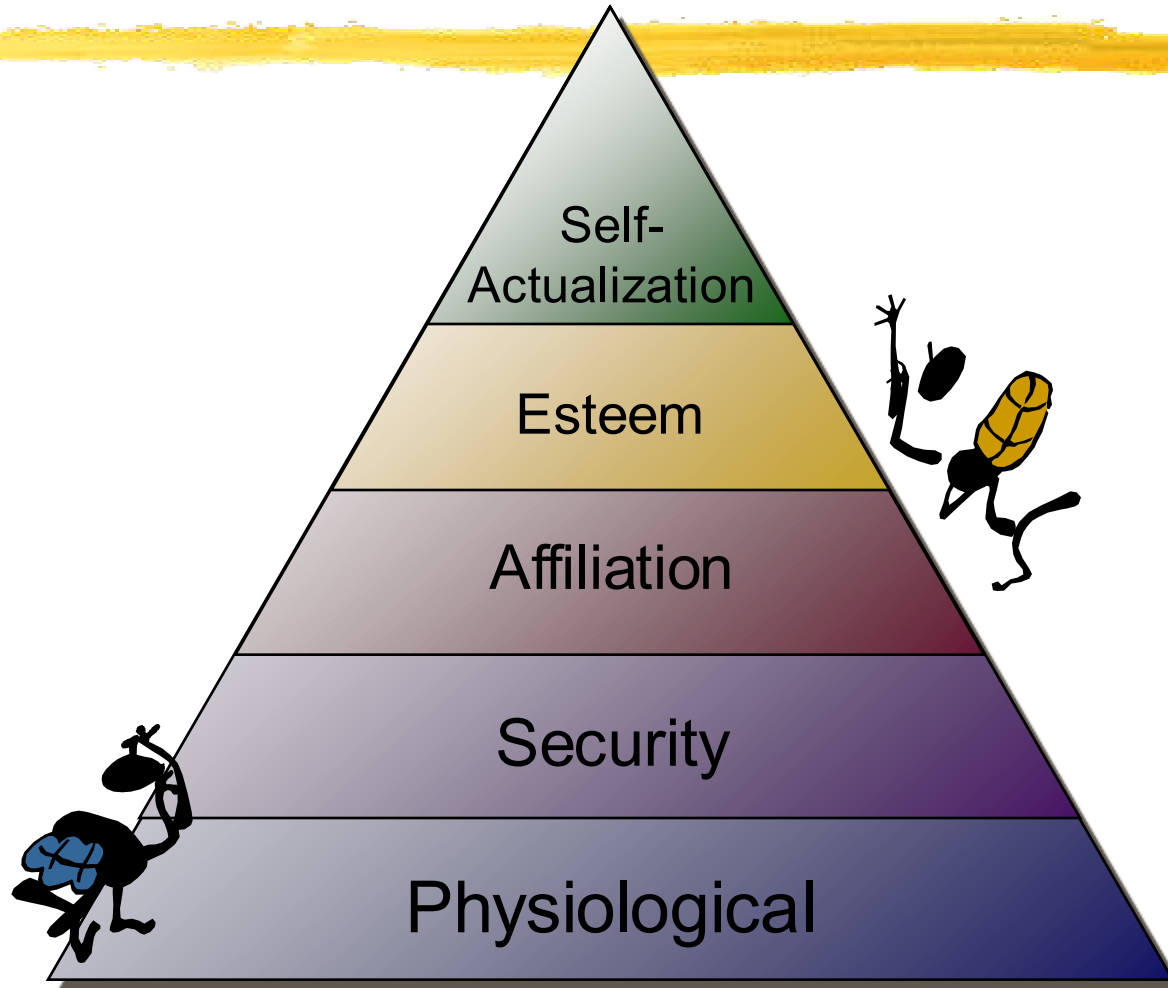
- ⌘ People have different needs at different times
- ⌘ Offer employees a choice of rewards -
- a flexible reward system
- ⌘ Do not rely too heavily on financial rewards
 - ⌘ they mainly address lower level needs

Maslow's Hierarchy



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Maslow's Hierarchy



Levels of Needs



⌘ Physiological/Survival needs

- ☑ Food, Clothing, Shelter, Air

⌘ Security

- ☑ Feel safe, absence of pain, threat, or illness

⌘ Affiliation

- ☑ friendship, company, love, belonging

- ☑ first clear step up from physical needs

Need levels (cont.)



⌘ Esteem Needs

- ☑ self-respect, achievement, recognition, prestige
- ☑ cues a persons worth

⌘ Self-Actualization

- ☑ personal growth, self-fulfillment, realization of full potential
- ☑ Where are YOU on the hierarchy???

Alderfer's ERG

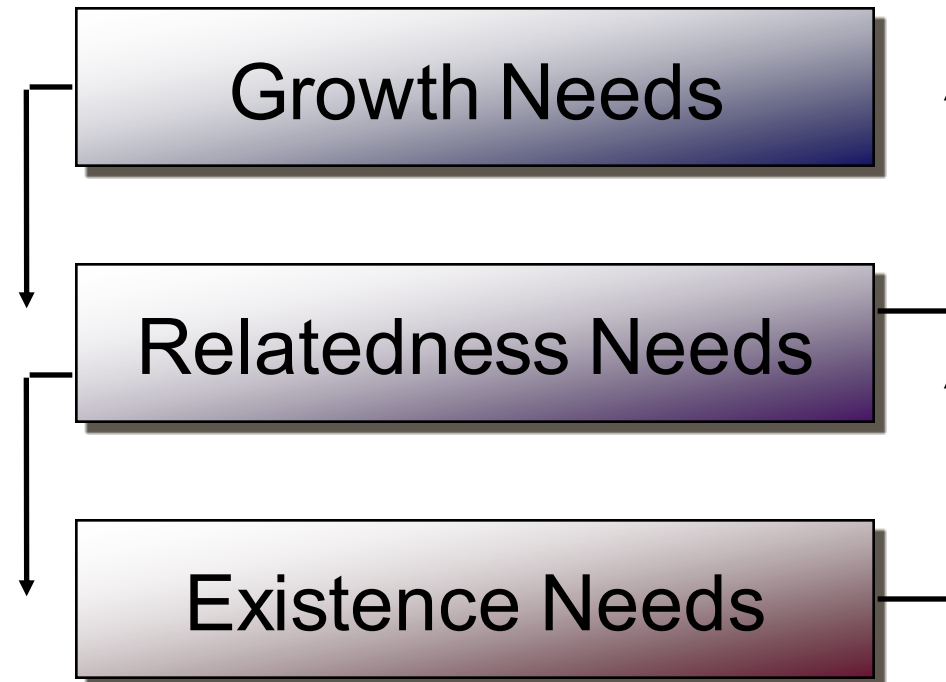


- ⌘ Consolidates Maslow into 3 categories
- ⌘ Existence-physiological and security
- ⌘ Relatedness-affiliation
- ⌘ Growth-esteem and self-actualization

ERG Model of Motivation

Frustration-Regression

Satisfaction-Progression



Frustration-Regression



- ⌘ Differs from Maslow
- ⌘ When unable to satisfy upper level needs, the individual will revert to satisfying lower level needs
- ⌘ Interesting point from research....growth stimulates growth

McClelland's Learned Needs



- ⌘ Needs are acquired through interaction with environment
- ⌘ Not a hierarchy, but degrees of each type of need or motive

Types of Needs



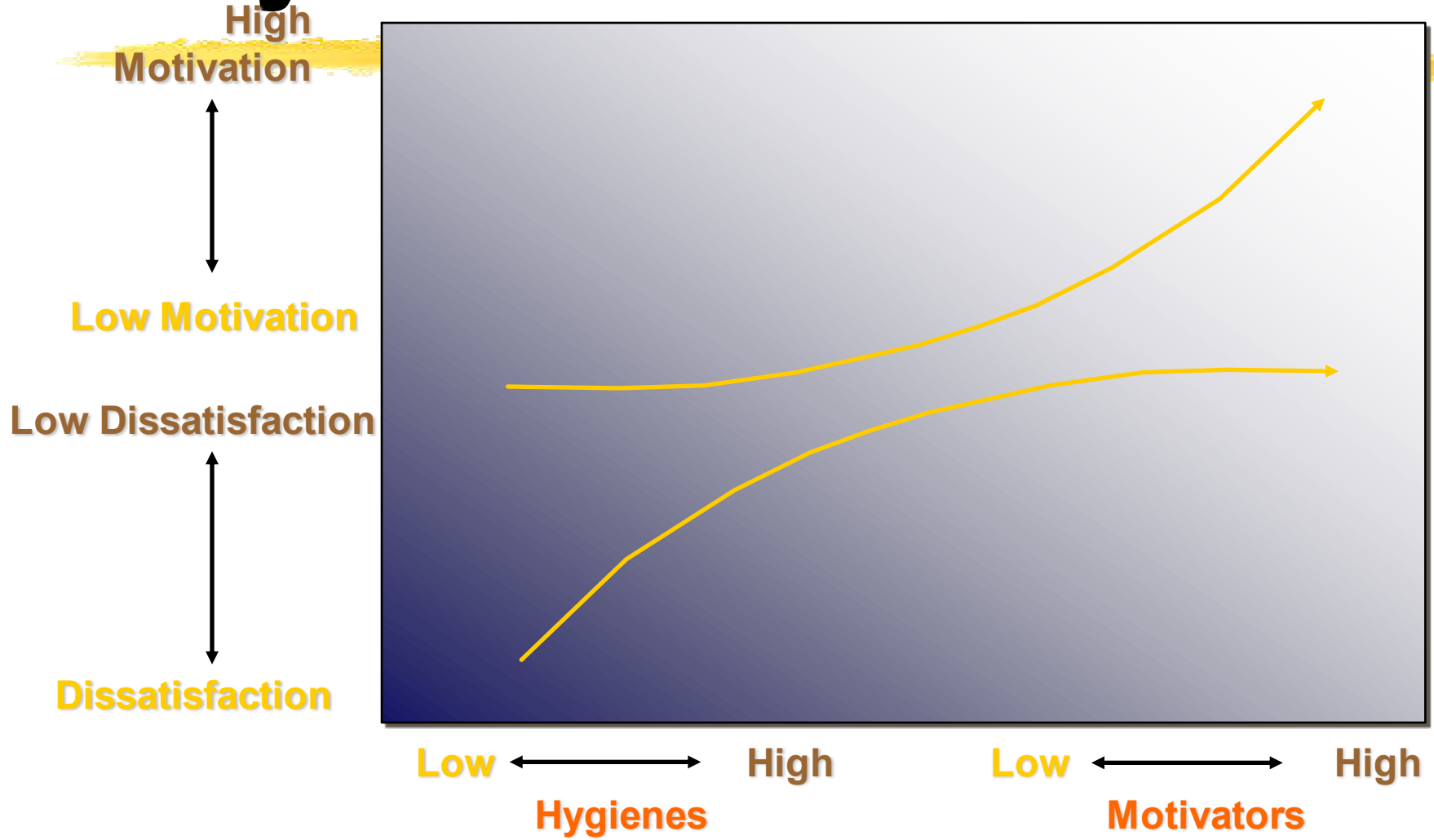
- ⌘N Ach-motive to meet some standard of excellence or to compete
- ⌘N Aff-motive to develop and maintain close and meaningful relationships
- ⌘N Pow-desire to influence and control others and the environment

Herzberg's Two Factor Theory



- ⌘ Some variables prevent job dissatisfaction and some variables produce motivation
- ⌘ Hygiene factors-basic needs that will prevent dissatisfaction
 - ☑ light, temperature, pay, parking
- ⌘ Motivators
 - ☑ when present cause high levels of motivation
 - ☑ interesting work, advancement, growth, etc.

Herzberg's Two Factor Theory



Adapted from Figure 14.4

Process Theories



⌘ Reinforcement Theory

⌘ Expectancy

⌘ Equity

⌘ Justice Theory

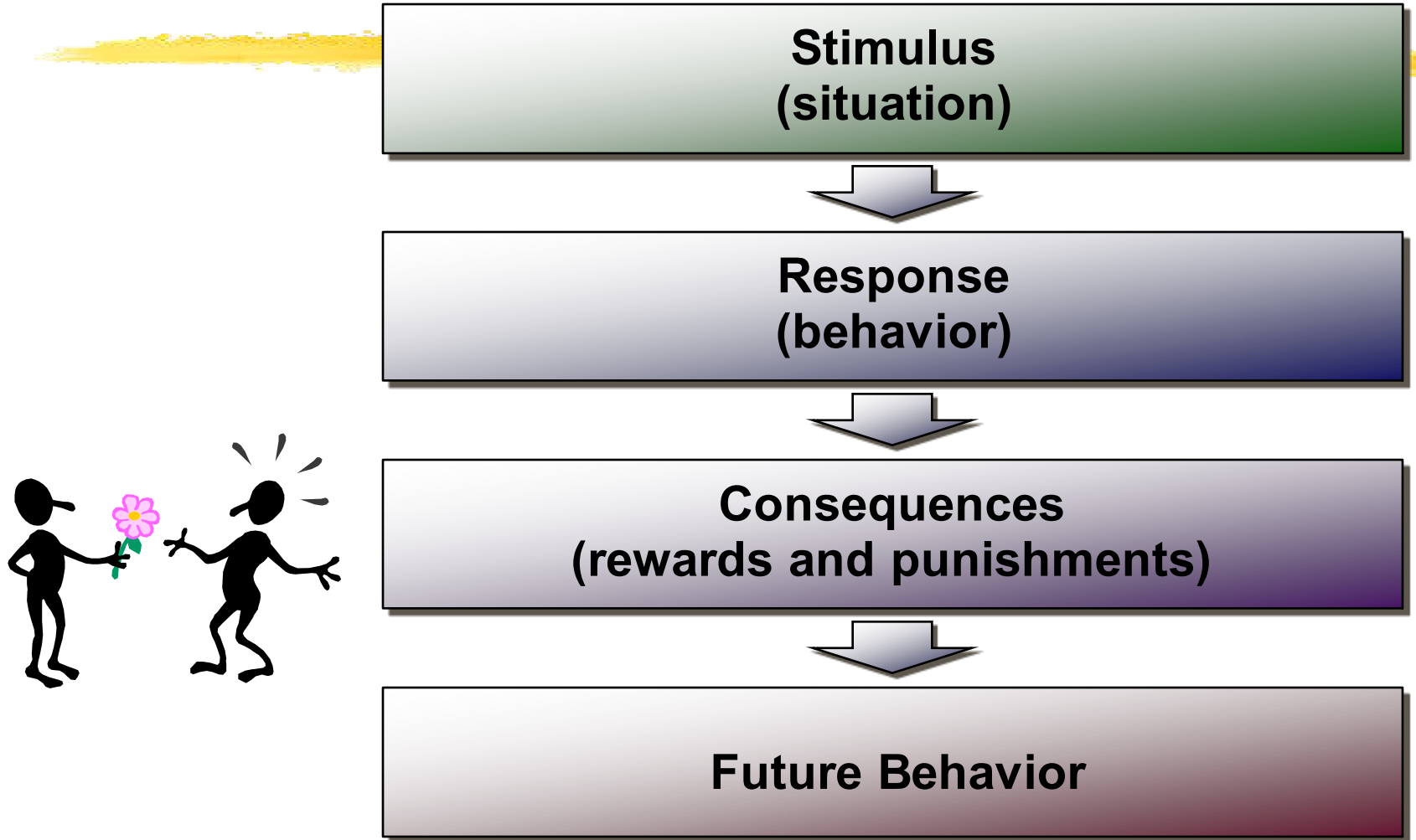
⌘ Goal Setting

Types of Reinforcement



- ⌘ Positive Reinforcement-rewards
- ⌘ Punishment-Application of a negative outcome
- ⌘ Negative Reinforcement-removal of negative outcomes when behavior is performed
- ⌘ Extinction-absence of reinforcement (removal of positive reinforcement)
- ⌘ Drawbacks

Reinforcement Process



Source: From L. W. Porter and E. E. Lawler III.
Managerial Attitudes and Performance. Homewood,
Ill.: Irwin, 1968, p. 165. Used with permission

Adapted from Figure 14.6

Types of Rewards



- ⌘ Extrinsic-external rewards such as money, fringe benefits, job security
- ⌘ Intrinsic-internal satisfaction outcomes from doing work
- ⌘ Satisfaction-employee's attitude about work situations
- ⌘ Intrinsic motivation and Intrigue??????

Equity Theory



- ⌘ Individuals try to find a balance between their inputs and outputs relative to a referent other
- ⌘ However, a referent other is not always present

Results of Inequity



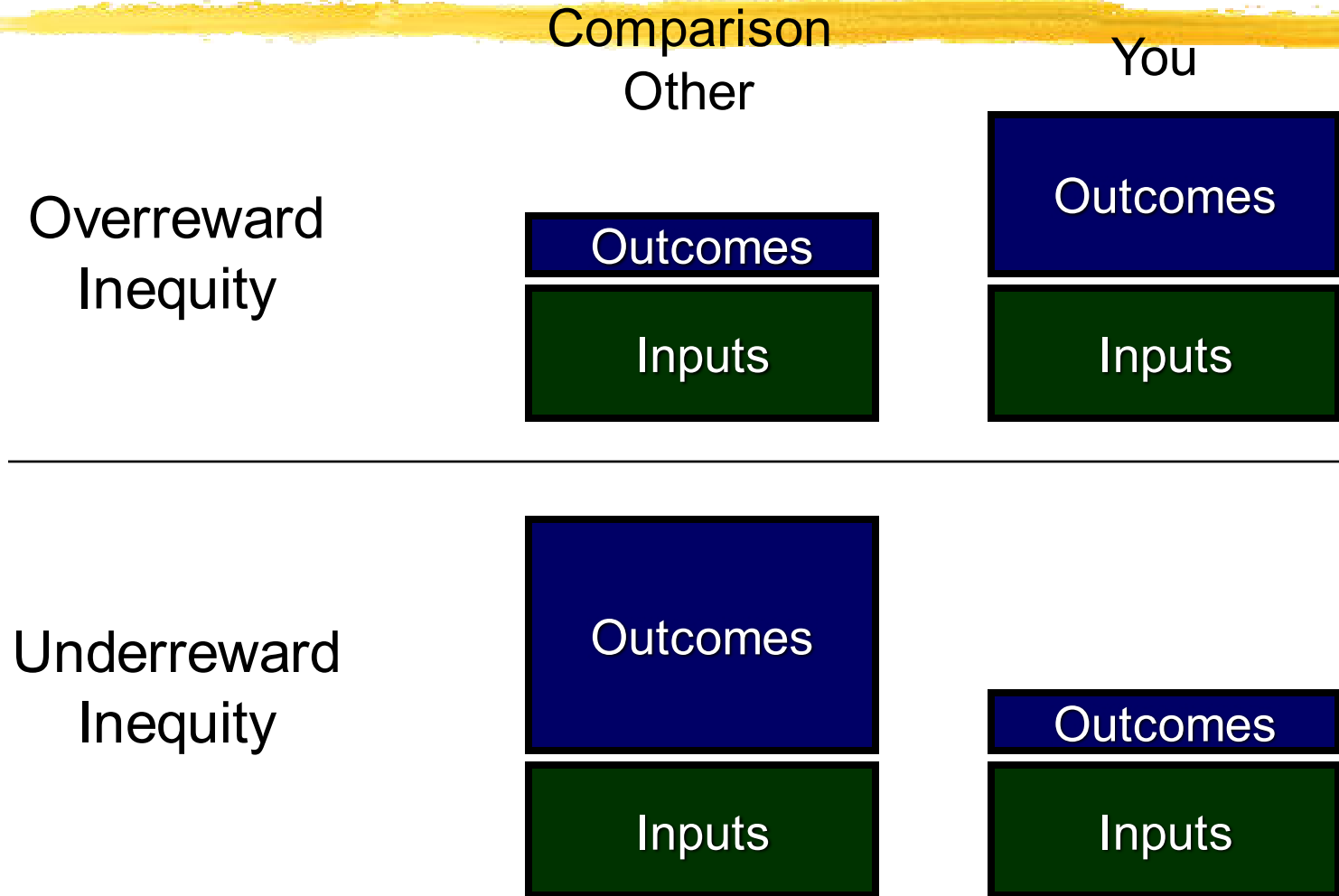
- ⌘ Equity-I am being treated fairly
- ⌘ Under-rewarded-will look to increase rewards, or decrease inputs to match rewards
- ⌘ Over-rewarded-will change referent to match cognitions or increase inputs
- ⌘ Leaving and distortion

Reinforcement Theory



- ⌘ Behaviors are functions of consequences that they produce
- ⌘ If a behavior is followed by a pleasant experience it will be repeated
- ⌘ In order to change behaviors the consequences must be changed

Overreward Versus Underreward Inequity

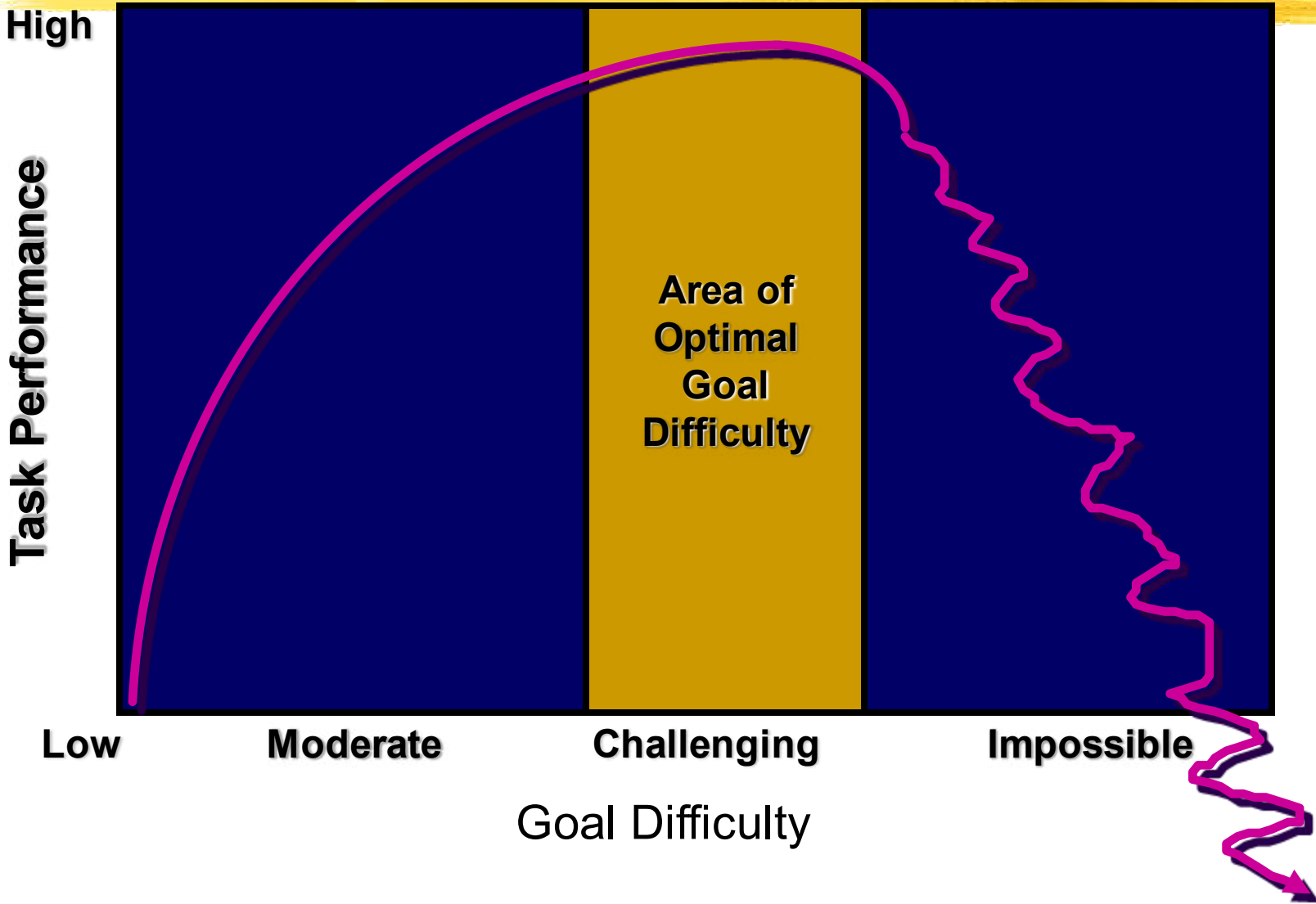


Goal Setting Theory



- ⌘ Assignment of specific, moderately difficult, and providing feedback will provide motivation to work
- ⌘ Employee participation
- ⌘ Receive rewards
- ⌘ Provide competencies for achievement

Effect of Goal Difficulty on Performance



Expectancy Theory



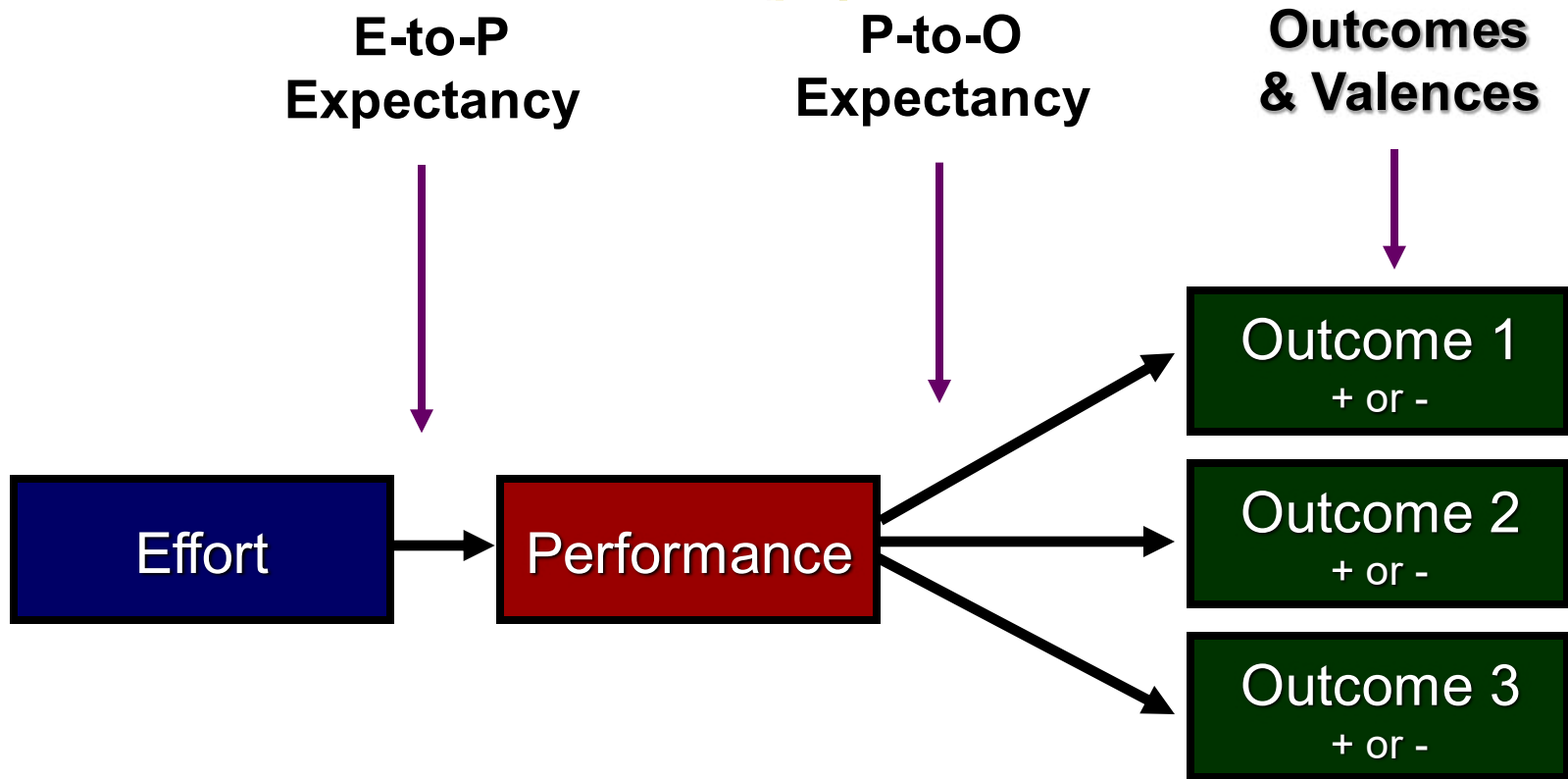
- ⌘ Combines goal setting and reinforcement theories
- ⌘ Three questions drive motivation
 - ☑ With effort can I perform?
 - ☑ With performance, will I be rewarded?
 - ☑ Do I value the rewards?

Terms



- ⌘ Expectancy-belief that effort will lead to performance
- ⌘ Instrumentality-performance leads to rewards (does performance level matter)
- ⌘ Valence-value of rewards

Expectancy Theory of Motivation



Justice Theory



- ⌘ Procedural Justice - fairness issues concerning the methods, mechanisms, and processes used to determine outcomes
- ⌘ Distributive Justice - concerns the fairness of outcomes, includes equity theory
- ⌘ Interactional Justice - concerns the way one is treated informally during procedures and distributions

How they interact



- ⌘ Procedural justice and interactional justice can buffer inequity to some level
- ⌘ Above that threshold, procedural and interactional justice do not matter
- ⌘ If equity is present, then interactional and procedural do not matter
- ⌘ Does order of procedural or interactional justice matter?