Motivational Concepts

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After this lesson you should be able to:

1. Describe the three key elements of motivation.

2. Identify early theories of motivation and evaluate their applicability today.

3. Apply the predictions of self-determination theory to intrinsic and extrinsic rewards.

4. Understand the implications of employee engagement for management.

5. Compare and contrast goal setting theory and management by objectives.

6. Contrast reinforcement theory and goal-setting theory.

7. Demonstrate how organizational justice is a refinement of equity theory.

8. Apply the key tenets of expectancy theory to motivating employees.

9. Compare contemporary theories of motivation.

Describe the three key elements of motivation

- Many people incorrectly view motivation as a personal trait.

- Motivation is "the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal."

- We will narrow the focus to organizational goals in order to reflect our singular interest in work-related behavior.

Describe the three key elements of motivation

- The three key elements of our definition are intensity, direction, and persistence:
  - Intensity is concerned with how hard a person tries.
  - Direction is the orientation that benefits the organization.
  - Persistence is a measure of how long a person can maintain his/her effort.

Identify early theories of motivation and evaluate their applicability today

Exhibit 7-1   **Maslow's Hierarchy of Needs**

Self-actualization

Esteem

Social

Safety

Physiological

Source: A. H. Maslow, Motivation and Personality, 3rd ed., R. D. Frager and J. Fadiman (eds.). © 1997. Adapted by permission of Pearson Education, Inc., Upper Saddle River, New Jersey.

Identify early theories of motivation and evaluate their applicability today

- Maslow's need theory has received wide recognition, particularly among practicing managers.

- Research does not generally validate the theory.

- Some researchers have attempted to revive components of the need hierarchy concept, using principles from evolutionary psychology.

Identify early theories of motivation and evaluate their applicability today

- Theory X assumptions are basically negative.
  - Employees inherently dislike work and, whenever possible, will attempt to avoid it.
  - They must be coerced, controlled, or threatened with punishment.

- Theory Y assumptions are basically positive.
  - Employees can view work as being as natural as rest or play.

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Identify early theories of motivation and evaluate their applicability today

- The implications for managers are best explained by using Maslow's framework:
  - Theory X: lower-order needs dominate individuals.
  - Theory Y: higher-order needs dominate individuals.
  - McGregor himself believed that Theory Y assumptions were more valid than Theory X.
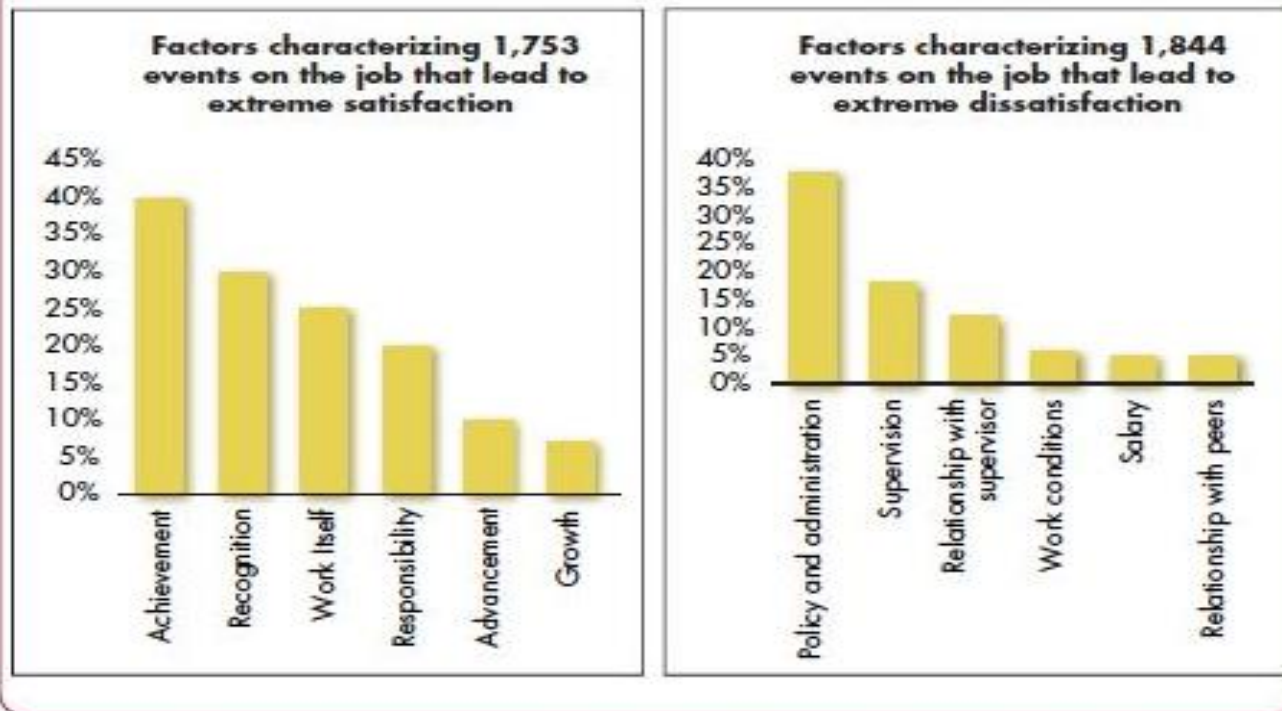 - No evidence to confirm that either of is valid.

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Identify early theories of motivation and evaluate their applicability today

Exhibit 7-2 Comparison of Satisfiers and Dissatisfiers

Factors characterizing 1,753 events on the job that lead to extreme satisfaction: Achievement, Recognition, Work Itself, Responsibility, Advancement, Growth

Factors characterizing 1,844 events on the job that lead to extreme dissatisfaction: Policy and administration, Supervision, Relationship with supervisor, Work conditions, Salary, Relationship with peers

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Identify early theories of motivation and evaluate their applicability today

Exhibit 7-3 Contrasting View of Satisfaction and Dissatisfaction

Traditional view

Satisfaction ————————————— Dissatisfaction

Herzberg's view

Motivators

Satisfaction ————————————— No satisfaction

Hygiene factors

No dissatisfaction ————————————— Dissatisfaction

Identify early theories of motivation and evaluate their applicability today

- Criticisms of Herzberg's theory:
  - The procedure is limited by its methodology.
  - The reliability of methodology is questioned.
  - No overall measure of satisfaction was utilized.
  - Herzberg assumed a relationship between satisfaction and productivity, but the research methodology he used looked only at satisfaction, not at productivity.

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Identify early theories of motivation and evaluate their applicability today

- McClelland's Theory of Needs
  - The theory focuses on three needs: achievement, power, and affiliation.

- Need for achievement need (nAch)
  - The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

Identify early theories of motivation and evaluate their applicability today

- Need for achievement predicted Relationships
  - With a high degree of personal responsibility and feedback and an intermediate degree of risk, high achievers are strongly motivated.
  - A high need to achieve does not necessarily make someone a good manager, especially in large organizations.
  - Needs for affiliation and power tend to be closely related to managerial success.

Identify early theories of motivation and evaluate their applicability today

- Need for power: The need to make others behave in a way that they would not have behaved otherwise.
  - Individuals high in nPow enjoy being "in charge."
  - Strive for influence over others.
  - Prefer to be placed into competitive and status-oriented situations.

Identify early theories of motivation and evaluate their applicability today

- McClelland's theory has had the best support.
  - It has less practical effect than the others.
  - Because McClelland argued that the three needs are subconscious—we may rank high on them but not know it—measuring them is not easy.
  - However, the process is time consuming and expensive, and few organizations have been willing to invest in measuring McClelland's concept.

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Apply the predictions of self-determination theory to intrinsic and extrinsic rewards

- Proposes that people prefer to feel they have control over their actions.

- Research on self-determination theory has focused on cognitive evaluation theory.

- People paid for work feel less like they <u>want</u> to do it and more like they <u>have</u> to it.

- Proposes that in addition to being driven by a need for autonomy, people seek ways to achieve competence and positive connections to others.

Apply the predictions of self-determination theory to intrinsic and extrinsic rewards

- Extrinsic rewards used as payoffs for performance, employees feel they are doing a good job.

- Eliminating extrinsic rewards can also shift an individual's perception of why she works on a task from an external to an internal explanation.

- Self-determination theory acknowledges that extrinsic rewards can improve even intrinsic motivation under specific circumstances.

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Apply the predictions of self-determination theory to intrinsic and extrinsic rewards

- Self-determination theory suggestions for providing rewards.
  - Asenior sales representative may be motivated by a commission.
  - A computer programmer who values writing code because she likes to solve problemsmight react negatively to having to write a certain number of lines of code every day.

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Apply the predictions of self-determination theory to intrinsic and extrinsic rewards

- A recent outgrowth of self-determination theory is *self-concordance*, which considers how strongly peoples' reasons for pursuing goals are consistent with their interests and core values.

Apply the predictions of self-determination theory to intrinsic and extrinsic rewards

- Implications
  - For individuals, it means choose your job for reasons other than extrinsic rewards.
  - For organizations, it means managers should provide intrinsic as well as extrinsic incentives.

Understand the implications of employee engagement for management

- Job engagement, the investment of an employee's physical, cognitive, and emotional energies into job performance.

- Many studies attempt to measure this deeper level of commitment.

- Academic studies have also found positive outcomes.

Understand the implications of employee engagement for management

- One key to increasing job engagement is the degree to which an employee believes it is meaningful to engage in work.

- Another factor is a match between the individual's values and the organization's.

- Leadership behaviors that inspire workers to a greater sense of mission.

Understand the implications of employee engagement for management

- Construct is partially redundant with job attitudes.

- May also predict work outcomes better than job attitudes.

- May be a "dark side", as evidenced by positive relationships between engagement and work-family conflict.

Compare and contrast goal setting theory and management by objectives

- Goal-Setting Theory proposed by Edwin Locke.

- Goals tell an employee what needs to be done and how much effort is needed.

- Evidence strongly suggests
  - that specific goals increase performance,
  - that difficult goals, when accepted, result in higher performance than do easy goals; and
  - that feedback leads to higher performance than does nonfeedback.

Compare and contrast goal setting theory and management by objectives

- There are contingencies in goal-setting theory.
  - Feedback,
  - Performance relationship,
  - Goal commitment, task characteristics, and
  - National culture.

Compare and contrast goal setting theory and management by objectives
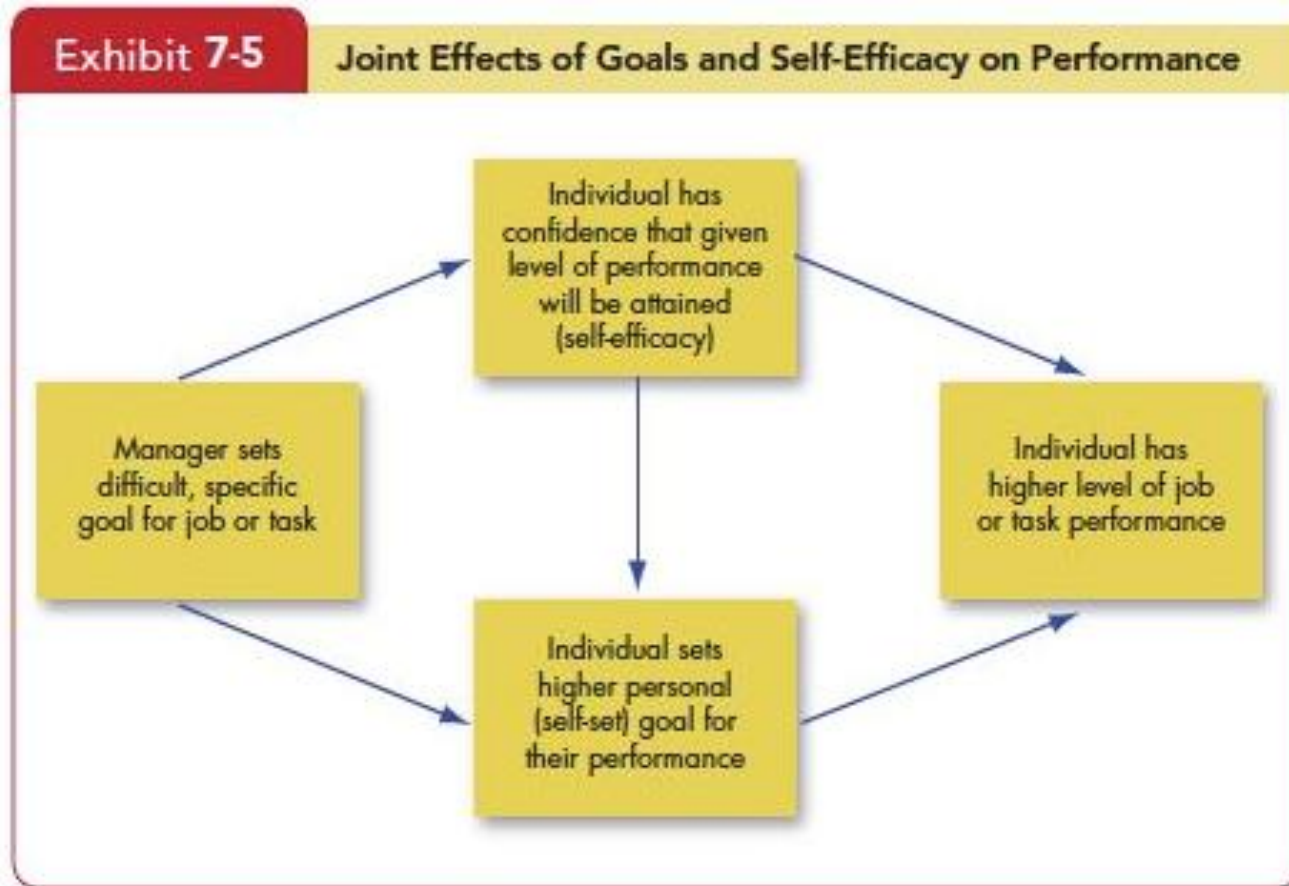

Exhibit 7-4 Cascading of Objectives

- Self-Efficacy Theory
  - Enactive mastery
  - Vicarious modeling
  - Verbal persuasion
  - Arousal

- Known also as social cognitive theory and social learning theory

Self-Efficacy Theory

Exhibit 7-5 — Joint Effects of Goals and Self-Efficacy on Performance

Manager sets difficult, specific goal for job or task → Individual has confidence that given level of performance will be attained (self-efficacy) → Individual sets higher personal (self-set) goal for their performance → Individual has higher level of job or task performance

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- Implications of Efficacy Theory
  - Training programs often make use of enactive mastery by having people practice and build their skills.
  - The best way for a manager to use verbal persuasion is through the Pygmalion effect or the Galatea effect.
  - Intelligence and personality are absent from Bandura's list, but they can increase self-efficacy.

Contrast reinforcement theory and goal-setting theory

- Goal-Setting vs. Reinforcement Theory
  - Goal-setting is a cognitive approach, proposing that an individual's purposes direct his action.
  - Reinforcement theory, in contrast, takes a behavioristic view, arguing that reinforcement conditions behavior.
  - The two theories are clearly at odds philosophically. Reinforcement theorists see behavior as environmentally caused.

Contrast reinforcement theory and goal-setting theory

- Reinforcement theory ignores the inner state of the individual and concentrates solely on what happens when he or she takes some action.

- Operant conditioning theory argues that people learn to behave to get something they want or to avoid something they don't want.

Contrast reinforcement theory and goal-setting theory

- In its pure form, reinforcement theory ignores feelings, attitudes, expectations, and other cognitive variables known to affect behavior.

- Some researchers look at the same experiments reinforcement theorists use to support their position and interpret the findings in a framework.

- Reinforcement is undoubtedly an important influence on behavior, but few scholars are prepared to argue it is the only one.

Demonstrate how organizational justice is a refinement of equity theory

Exhibit 7-6 — Equity Theory

Ratio Comparisons*	Perception
$\frac{O}{I_A} < \frac{O}{I_B}$	Inequity due to being underrewarded
$\frac{O}{I_A} = \frac{O}{I_B}$	Equity
$\frac{O}{I_A} > \frac{O}{I_B}$	Inequity due to being overrewarded

*Where $\frac{O}{I_A}$ represents the employee; and $\frac{O}{I_B}$ represents relevant others

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Demonstrate how organizational justice is a refinement of equity theory

- Which referent an employee chooses will be influenced by the information the employee holds about referents, as well as by the attractiveness of the referent.
  - Gender
  - Length of tenure
  - Level in the organization
  - Professional ranks and higher education

Demonstrate how organizational justice is a refinement of equity theory

- When employees perceive an inequity, they can be predicted to make one of six choices:
  - Change their inputs.
  - Change their outcomes.
  - Distort perceptions of self.
  - Distort perceptions of others.
  - Choose a different referent.
  - Leave the field.

Demonstrate how organizational justice is a refinement of equity theory

Exhibit 7-7 Model of Organizational Justice

Distributive Justice
Definition: perceived fairness of outcome
Example: I got the pay raise I deserved.

Procedural Justice
Definition: perceived fairness of process used to determine outcome
Example: I had input into the process used to give raises and was given a good explanation of why I received the raise I did.

Interactional Justice
Definition: perceived degree to which one is treated with dignity and respect
Example: When telling me about my raise, my supervisor was very nice and complimentary.

Organizational Justice
Definition: overall perception of what is fair in the workplace
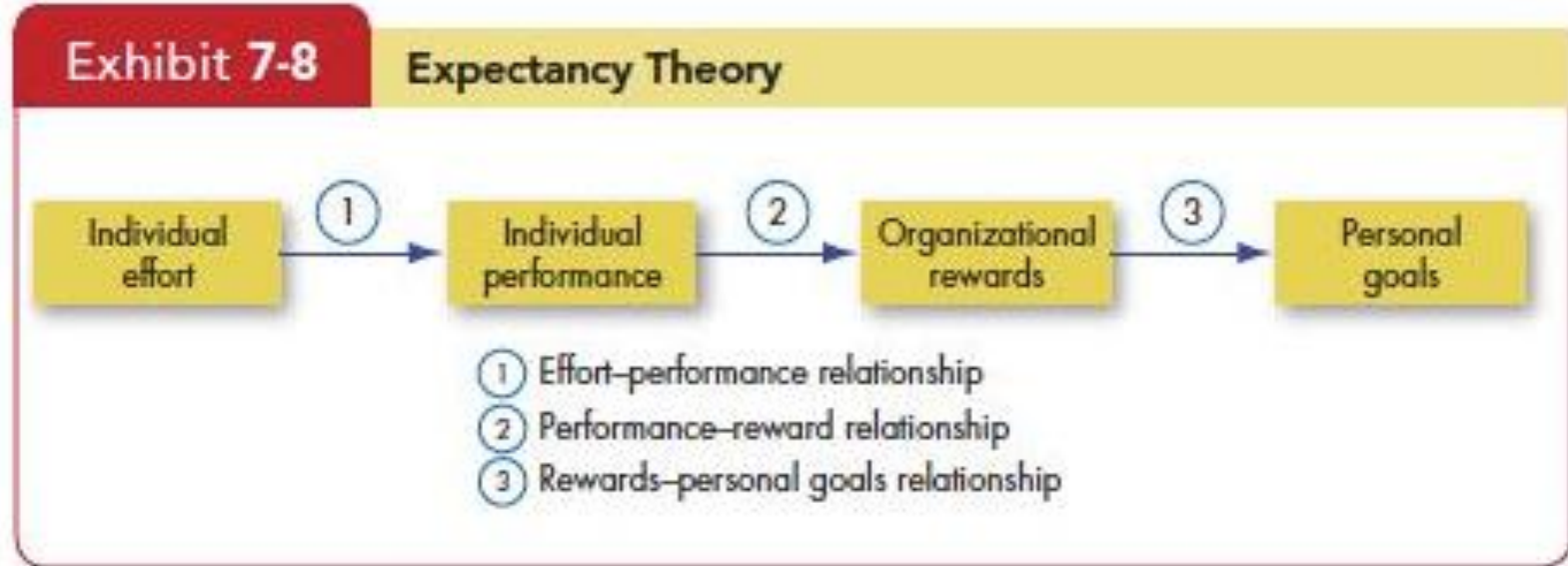*Example*: I think this is a fair place to work.

Apply the key tenets of expectancy theory to motivating employees

- Expectancy Theory argues that a tendency to act in a certain way depends on an expectation that the act will be followed by a given outcome and the attractiveness of that outcome to the individual.

- An employee will be motivated to exert a high level of effort when he/she believes that:
  - Effort will lead to a good performance appraisal.
  - A good appraisal will lead to rewards.
  - The rewards will satisfy his/her personal goals.

Apply the key tenets of expectancy theory to motivating employees

Exhibit 7-8 — Expectancy Theory

Individual effort → ① → Individual performance → ② → Organizational rewards → ③ → Personal goals

① Effort–performance relationship
② Performance–reward relationship
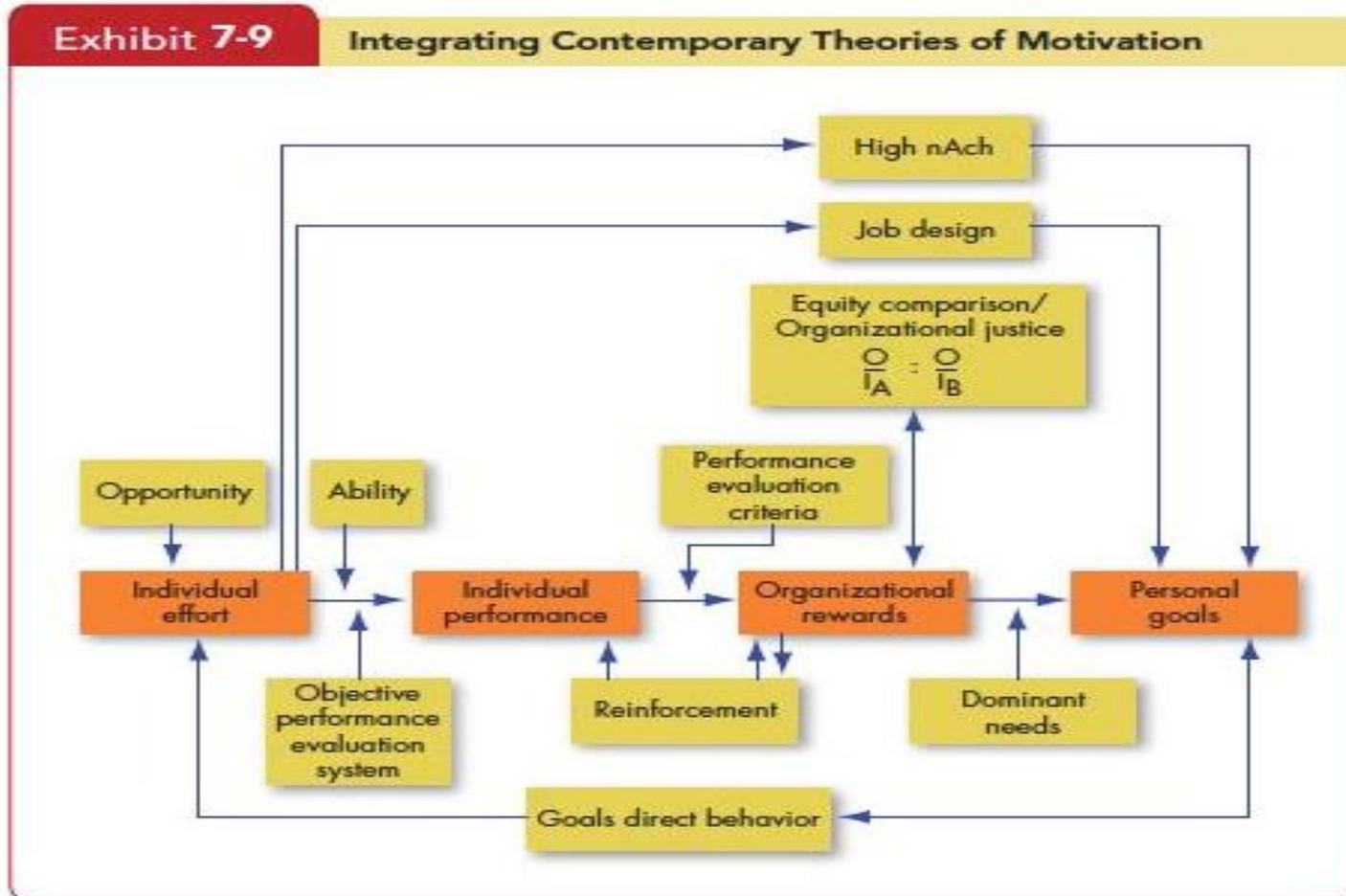③ Rewards–personal goals relationship

Apply the key tenets of expectancy theory to motivating employees

- The key to expectancy theory is the understanding of an individual's goals and the linkage between effort and performance, between performance and rewards, and finally, between the rewards and individual goal satisfaction.

- Some critics suggest that the theory has only limited use, arguing that it tends to be more valid for predicting in situations where effort-performance and performance-reward linkages are clearly perceived by the individual.

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Compare contemporary theories of motivation

Exhibit 7-9 — Integrating Contemporary Theories of Motivation

Summary and Implications for Managers

- The motivation theories in this chapter differ in their predictive strength.
- Need Theories
  - Self-Determination Theory and Cognitive Evaluation Theory
  - Goal-Setting Theory
  - Reinforcement Theory
  - Equity Theory/Organizational Justice
  - Expectancy Theory