

Motivation



Study Question 1: How do individual needs influence motivation?

- Motivation—the forces within the individual that account for the level, direction, and persistence of effort expended at work



Study Question 1: How do individual needs influence motivation?

- Needs
 - Unfulfilled physiological and psychological desires of an individual
 - Explain workplace behavior and attitudes
 - Create tensions that influence attitudes and behavior
 - Good managers and leaders facilitate employee need satisfaction



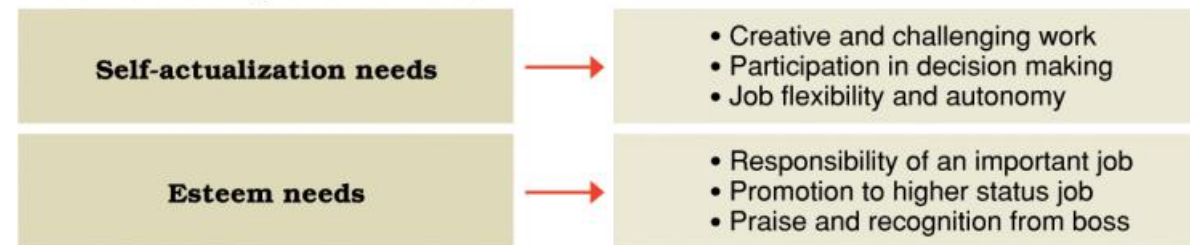
Study Question 1: How do individual needs influence motivation?

- **Hierarchy of needs theory**
 - Developed by Abraham Maslow
 - Lower-order and higher-order needs affect workplace behavior and attitudes
 - Lower-order needs:
 - Physiological, safety, and social needs
 - Desires for physical and social well being
 - Higher-order needs:
 - Esteem and self-actualization needs
 - Desire for psychological growth and development

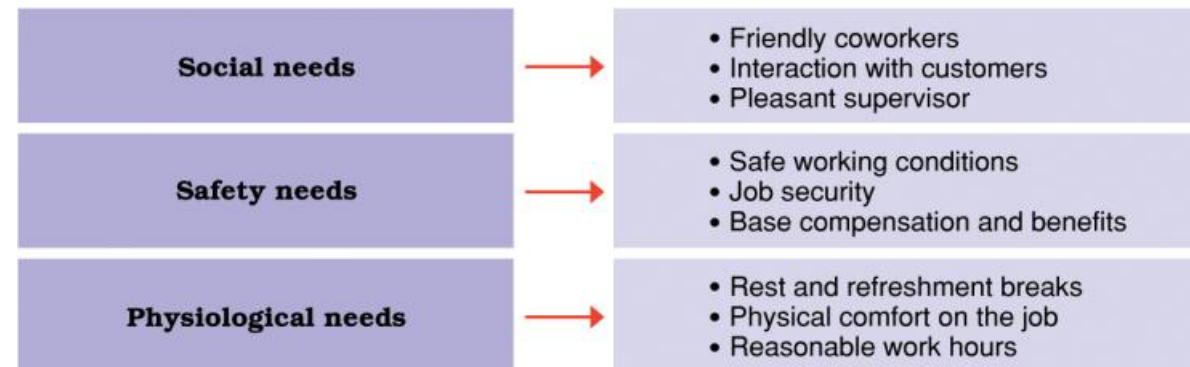


Figure 15.1 Opportunities for satisfaction in Maslow's hierarchy of human needs

What satisfies higher-order needs?



What satisfies lower-order needs?



Study Question 1: How do individual needs influence motivation?

- ERG theory
- Developed by Clayton Alderfer
- Three need levels

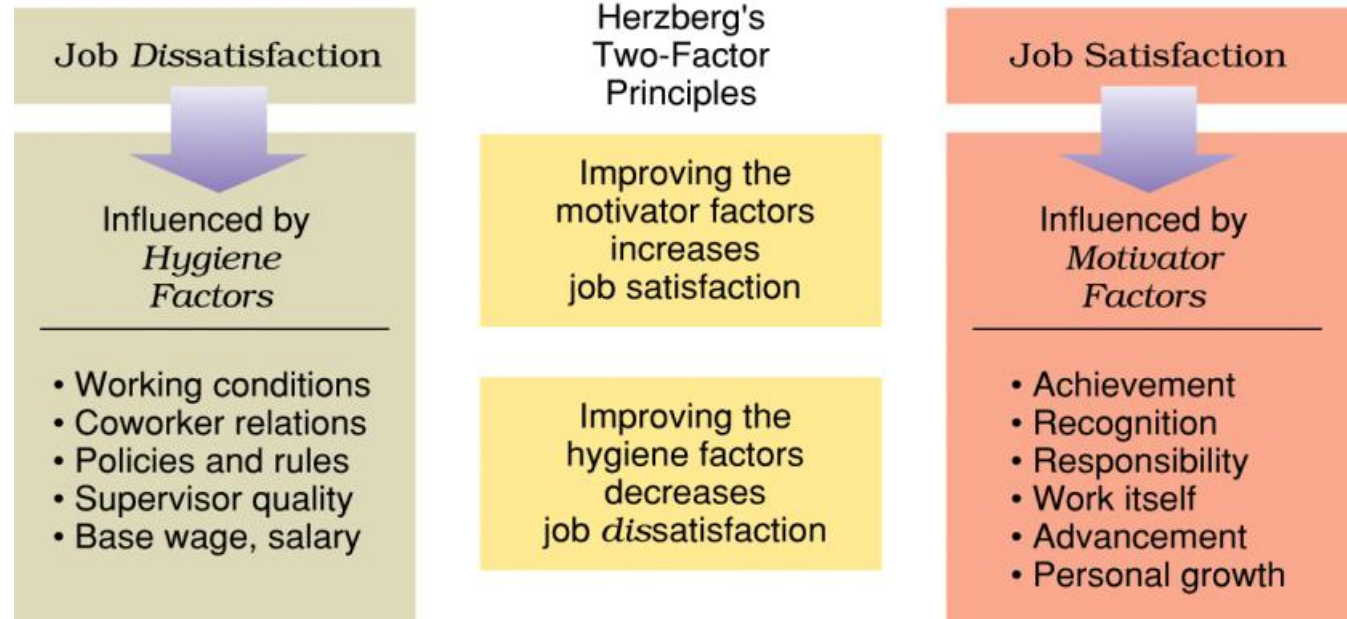


Study Question 1: How do individual needs influence motivation?

- Two-factor theory
 - Developed by Frederick Herzberg
 - Hygiene factors:
 - Elements of the job context
 - Sources of job dissatisfaction
 - Satisfier factors:
 - Elements of the job content
 - Sources of job satisfaction and motivation

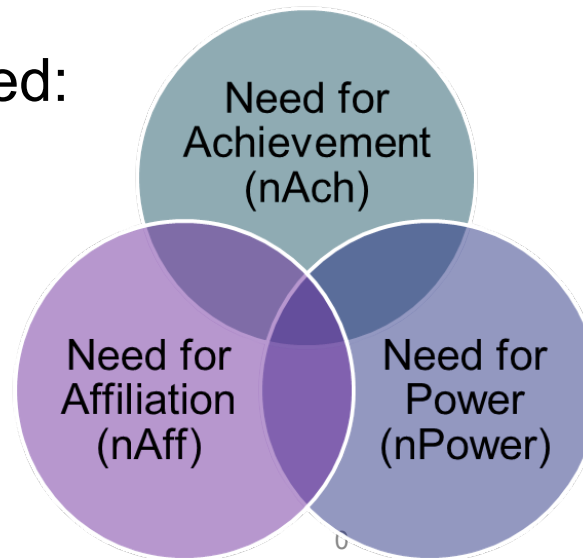


Figure 15.2 Herzberg's two-factor theory



Study Question 1: How do individual needs influence motivation?

- Acquired needs theory
 - Developed by David McClelland
 - People acquire needs through their life experiences
 - Needs that are acquired:



Study Question 2: What are the process theories of motivation?

- Process theories of motivation ...
 - How people make choices to work hard or not
 - Choices are based on:
 - Individual preferences
 - Available rewards
 - Possible work outcomes
- Types of process theories:
 - Equity theory
 - Expectancy theory
 - Goal-setting theory

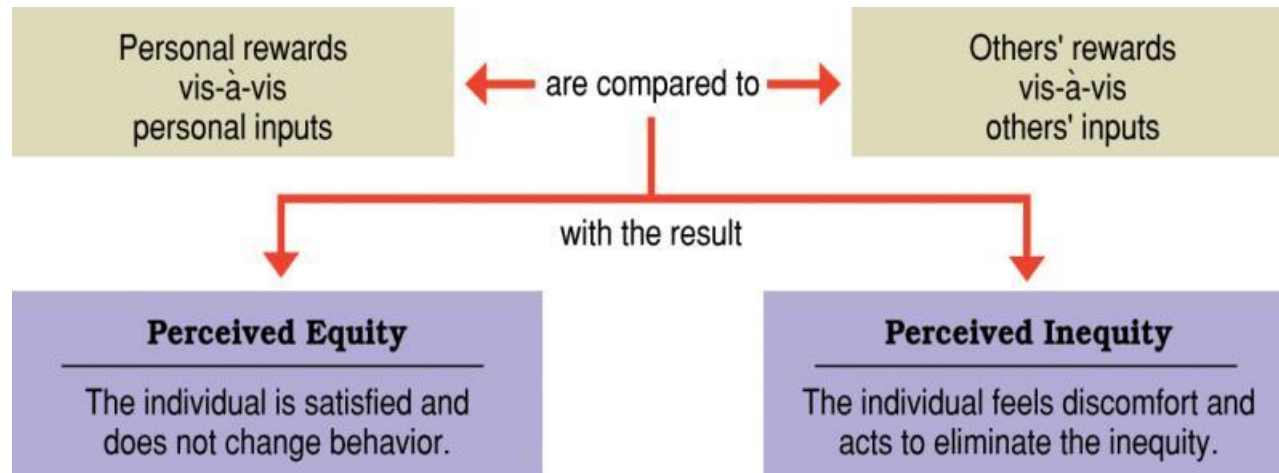


Study Question 2: What are the process theories of motivation?

- Equity theory
 - Developed by J. Stacy Adams
 - When people believe that they have been treated unfairly in comparison to others, they try to eliminate the discomfort and restore a perceived sense of equity to the situation
 - Perceived inequity
 - Perceived equity



Figure 15.3 Equity theory and the role of social comparison

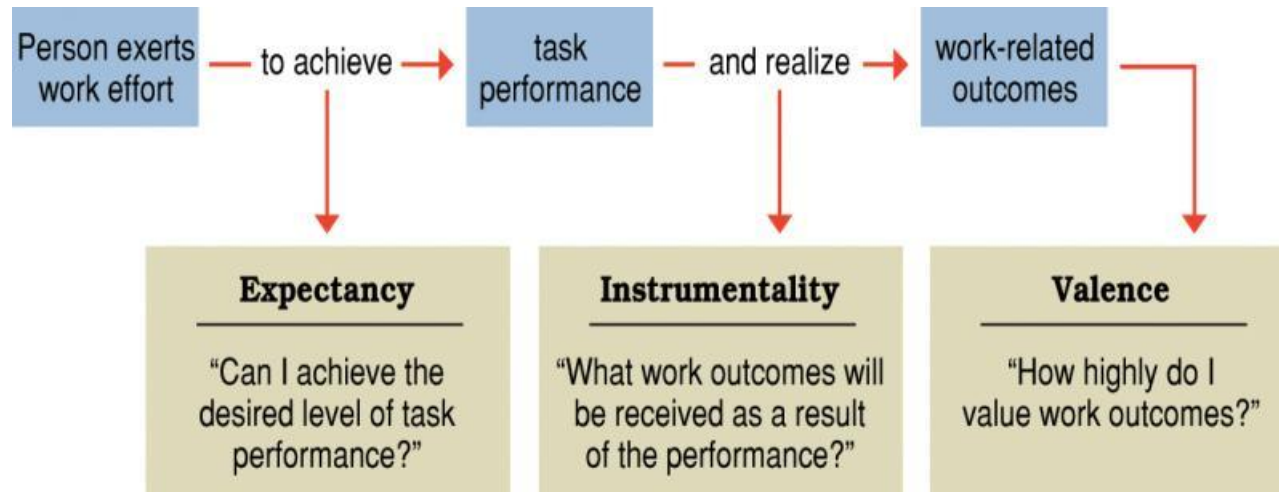


Study Question 2: What are the process theories of motivation?

- **Expectancy theory**
- Developed by Victor Vroom
- Key expectancy theory variables:
 - Expectancy — belief that working hard will result in desired level of performance
 - Instrumentality — belief that successful performance will be followed by rewards
 - Valence — value a person assigns to rewards and other work related outcomes



Figure 15.4 Elements in the expectancy theory of motivation



Study Question 2: What are the process theories of motivation?

- Expectancy theory
- Motivation (M), expectancy (E), instrumentality (I), and valence (V) are related to one another in a multiplicative fashion:

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$

If either E, I, or V is low, motivation will be low



Study Question 2: What are the process theories of motivation?

- **Goal-setting theory**
- Developed by Edwin Locke
- Properly set and well-managed task goals can be highly motivating
- Motivational effects of task goals:
 - Provide direction to people in their work
 - Clarify performance expectations
 - Establish a frame of reference for feedback
 - Provide a foundation for behavioral self-management



Study Question 2: What are the process theories of motivation?

- **Self-Efficacy Theory**
- a person's belief that he or she is capable of performing a task
- Capability directly affects motivation
- higher self-efficacy will have higher expectancy
- self-efficacy is linked to performance goal setting



Study Question 2: What are the process theories of motivation?

- **Self-Efficacy Theory**

- **Enactive mastery**
 - person gains confidence through positive experience
- **Vicarious modeling**
 - learning by observing others
- **Verbal persuasion**
 - encouragement from others that one can perform a task
- **Emotional arousal**
 - high stimulation or energy to perform well in a situation



Study Question 3: What role does reinforcement play in motivation?

- Fundamentals of reinforcement theory
 - Focuses on the impact of external environmental consequences on behavior
 - Law of effect — impact of type of consequence on future behavior



Thanks

