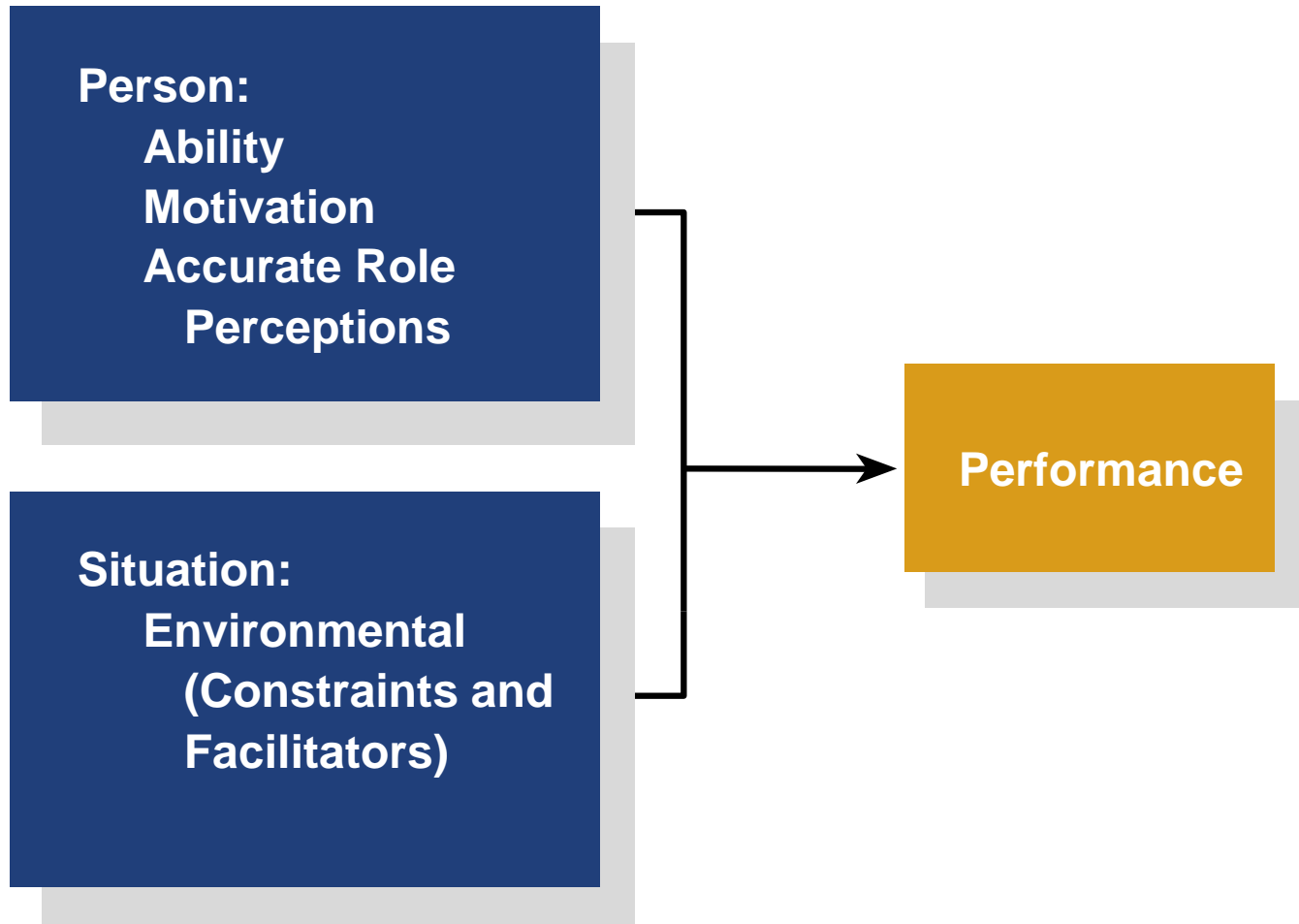


MOTIVATION

Determinants of Performance



Fundamentals of Motivation

- Motivation comes from the Latin *movere*, “to move”
- Motivation requires:
 - arousal to initiate behavior toward a goal
 - direction to properly focus that behavior
 - persistence to ultimately attain the goal
- The motivation “toolkit” contains:
 - content or need theories to help us understand *what* people want
 - process theories to understand the motivation process

What is Motivation?

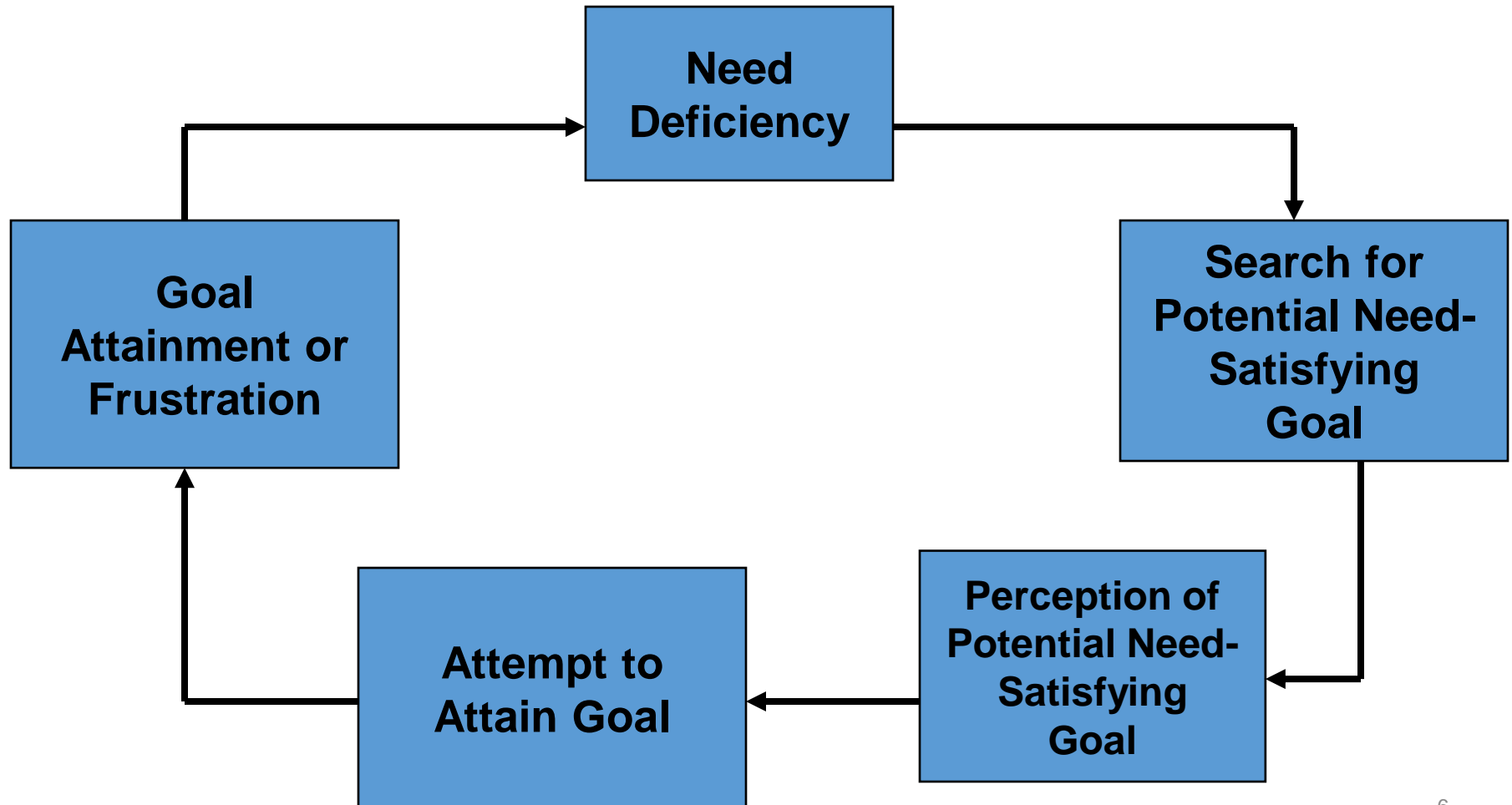
Motivation is a psychological drive that directs a person toward an objective

Motives are the “whys” of behavior

Some Theories Of Motivation

- Need (or Content) Theories
 - Maslow's Need Hierarchy
 - Herzberg's Two-Factor Theory
 - Alderfer's ERG Theory
 - McClelland's Manifest Needs
- Process Theories
 - Learning Theory
 - Goal Setting Theory
 - Equity Theory
 - Expectancy Theory

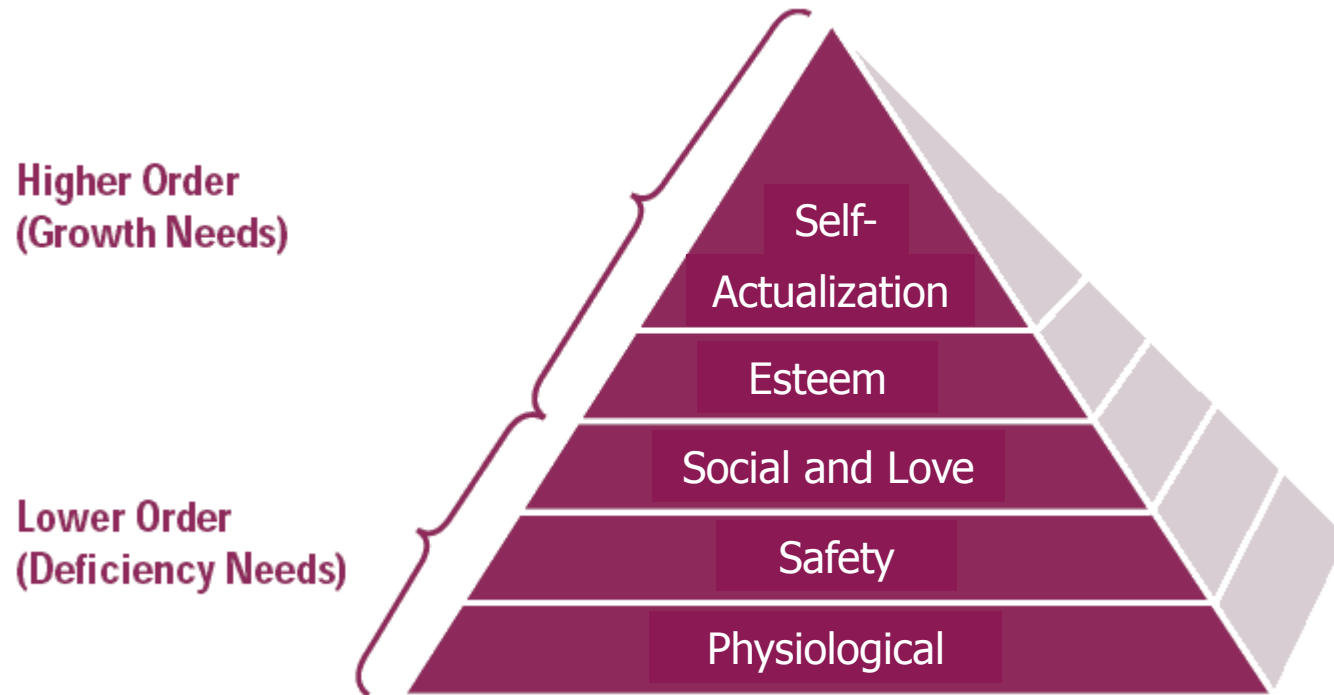
The Need Satisfaction Process



Maslow's Needs

- *Physiological*: the need for food, sleep, water, air, and sex
- *Security*: the need for safety, family, stability, and economic security
- *Social or affiliation*: the need to belong, to interact with others, to have friends, and to love and be loved
- *Esteem*: the need for respect and recognition of others
- *Self-actualization*: the need to realize one's potential, to grow, to be creative, and to accomplish

Maslow's Hierarchy of Needs



Maslow's Hypotheses

- Needs cluster into five sets
- Needs at the lowest unsatisfied level are most salient
- A satisfied need is not a motivator
- There is a hierarchy of successive prepotency -- once needs at a given level are satisfied, those at the next higher level become most important

Herzberg's Two Factor Theory

- **Based on interviews with 203 engineers and accountants**
- **Individuals were asked to reveal two separate job-related events in which their work satisfaction had improved or declined**

Herzberg's Two Factor Theory (cont.)

- **Findings suggested that there were two completely separate sets of factors, one leads to feelings of satisfaction, the other leads to dissatisfaction**
- **Motivator Factors: Pertained to the content of the job; e.g. career advancement, recognition, achievement, sense of responsibility**

Herzberg's Two Factor Theory (cont.)

- **Hygiene Factors: Stemmed from the context in which the job was performed, e.g. job security, company policies, interpersonal relations, working conditions**

Herzberg's Two Factor Theory (cont.)

- **When present, motivator factors will lead directly to employees' feelings of satisfaction, while when not present, they were said to lead to feelings of “no satisfaction” or a neutral state**

Herzberg's Two Factor Theory (cont.)

- **When not present, hygiene factors lead to dissatisfaction of employees, while even if present they were said to be incapable of motivating workers to feel satisfied in their jobs**

Examples of Motivator and Hygiene Factors

Motivator Factors (Sources of Job Satisfaction and Motivation)

Challenge of the work itself
Responsibility
Recognition
Achievement
**Job advancement and
professional growth**

Hygiene Factors (Sources of Job Dissatisfaction; Neutral to Motivation)

Physical working conditions
Company policies
Quality of supervision
Coworker relationships
Salary
Status
Job security
**Benefits, including work habits
and time management**

Alderfer's Sets of Needs (ERG)

- Existence -- all forms of material and physical desires
- Relatedness -- all needs involving relationships with significant other persons
- Growth -- All needs involving a person making creative and productive efforts on the self and the environment

Alderfer's ERG Theory



Satisfying Existence, Relatedness, and Growth Needs

Growth Opportunities

- Challenging Job
- Creativity
- Organizational Advancement
- Responsibility
- Autonomy
- Interesting Work
- Achievement
- Participation

Relatedness Opportunities

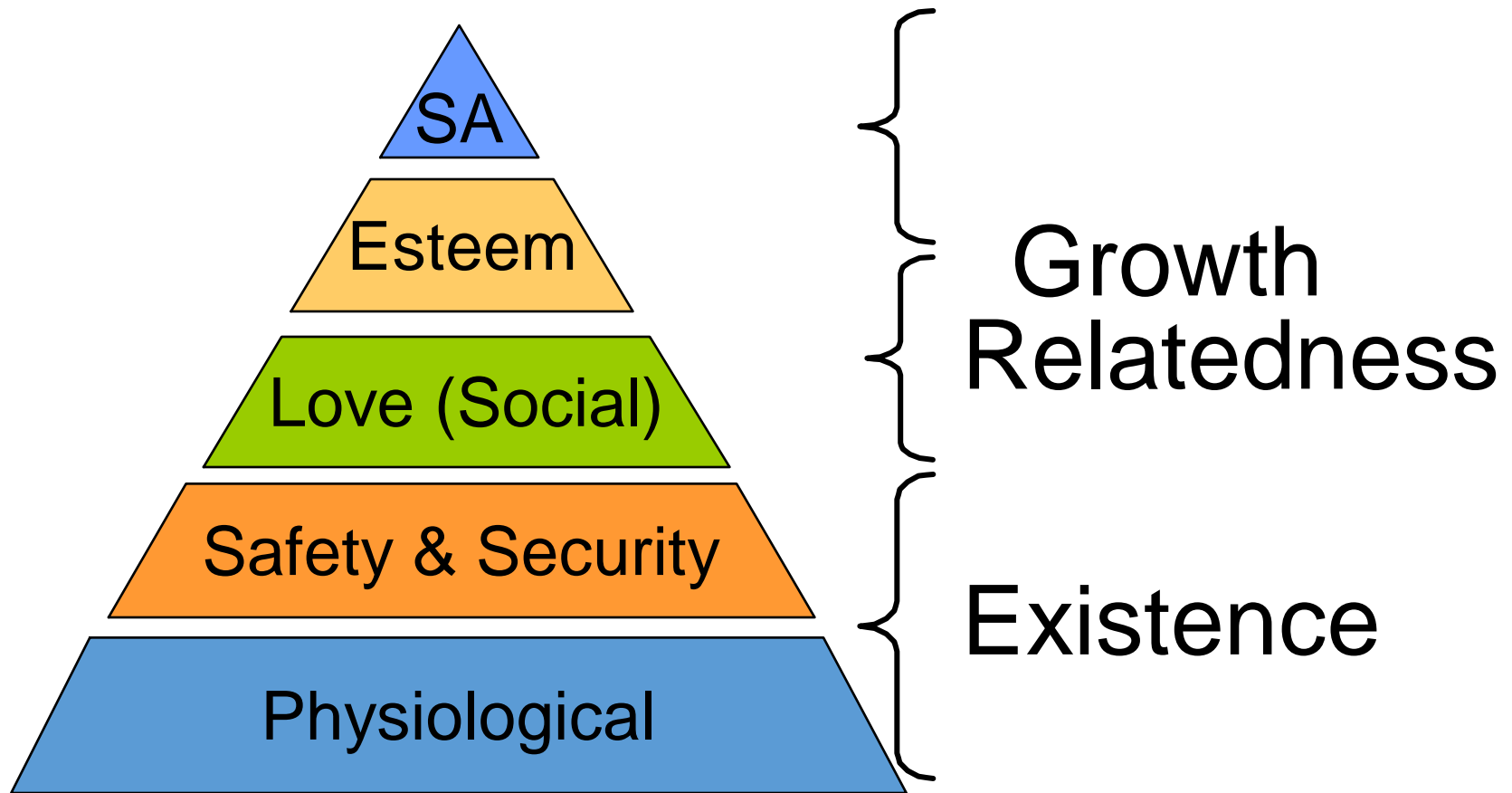
- Friendship
- Interpersonal Security
- Athletic Teams
- Social Recognition
- Quality Supervision
- Work Teams
- Social Events

Existence Opportunities

- Heat
- Lighting
- Base Salary
- Insurance
- Retirement
- Air Conditioning
- Rest Rooms
- Cafeteria
- Job Security
- Health Programs
- Clean Air
- Drinking Water
- Safe Conditions
- No Layoffs
- Time Off

FIGURE 7-4

Alderfer's ERG Theory



McClelland's Manifest Needs

- *Need for Achievement (nAch)*: The need to do well no matter what goal is pursued.
- *Need for Affiliation (nAff)*: The desire to establish and maintain friendly and warm relations with other people.
- *Need for Power (nPow)*: The desire to control other people, to influence their behavior, and to be responsible for them.

Need for Achievement

Need for Achievement

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

Need for Power

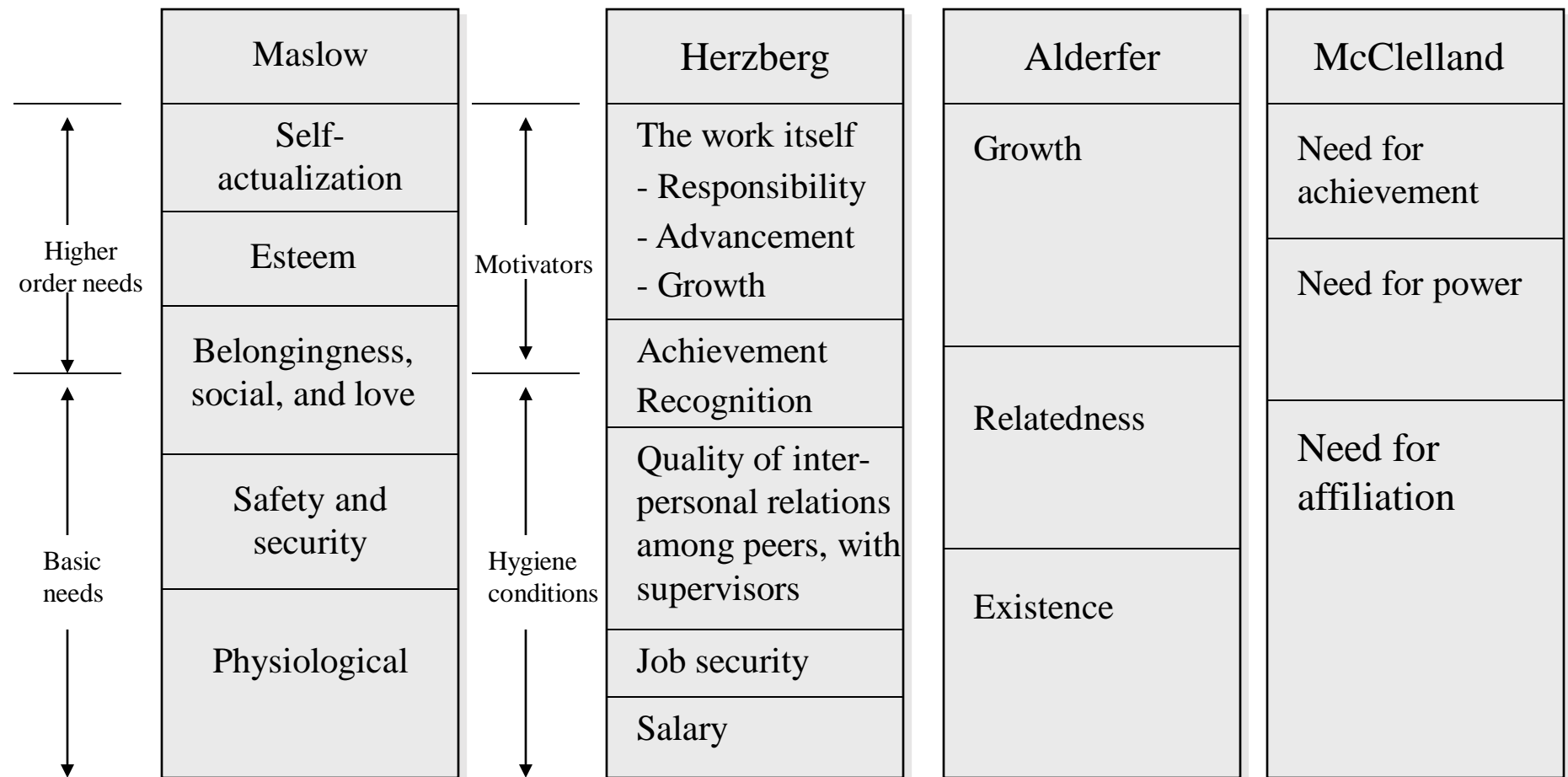
Need for Power - a manifest (easily perceived) need that concerns an individual's need to make an impact on others, influence others, change people or events, and make a difference in life

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



A Graphic Comparison of Four Content Approaches to Motivation



Implications of Need Theories

- Different people have different needs structures as well as different needs that may be salient at a given time.
- While satisfaction occurs when needs are met, motivation flows from lack of satisfaction.
- A reward may satisfy multiple needs.
- Needs appear to form two or three clusters.

The Equity Theory Comparison

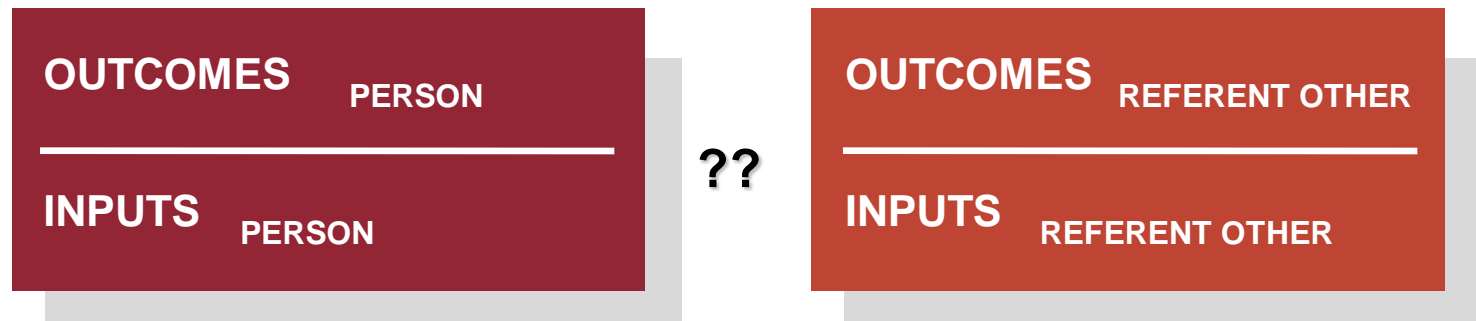


FIGURE 7-6
27

Motivational Theory of Social Exchange

| | Person | Comparison | other |
|--------------------------|---|------------|---|
| Equity | $\frac{\text{Outcomes}}{\text{Inputs}}$ | = | $\frac{\text{Outcomes}}{\text{Inputs}}$ |
| Negative Inequity | $\frac{\text{Outcomes}}{\text{Inputs}}$ | < | $\frac{\text{Outcomes}}{\text{Inputs}}$ |
| Positive Inequity | $\frac{\text{Outcomes}}{\text{Inputs}}$ | > | $\frac{\text{Outcomes}}{\text{Inputs}}$ |

Equity Theory

- Responses to a perceived state of inequity:
 - Alter inputs of the person
 - Alter outcomes of the person
 - Alter inputs of the referent other
 - Alter outcomes of the referent other
 - Distort perceptions of inputs or outcomes
 - Choose a different referent other
 - Leave the situation

How People Choose From Among Ways to Reduce Inequity

- People will first try to maximize valued outcomes.
- People will be reluctant to increase inputs that are difficult or costly to change.
- People will be more resistant to changing perceptions of their own inputs and outcomes than to changing perceptions of their comparison other's inputs and outcomes.
- People will leave the situation only when inequity is great and other means of reducing it are not available.
- People will be reluctant to change their comparison others.

Expectancy Theory

Developed by Victor Vroom, expectancy theory defines motivation as a process governing choices among alternative forms of voluntary activity. The components of expectancy theory are instrumentalities, valences, and expectancies.



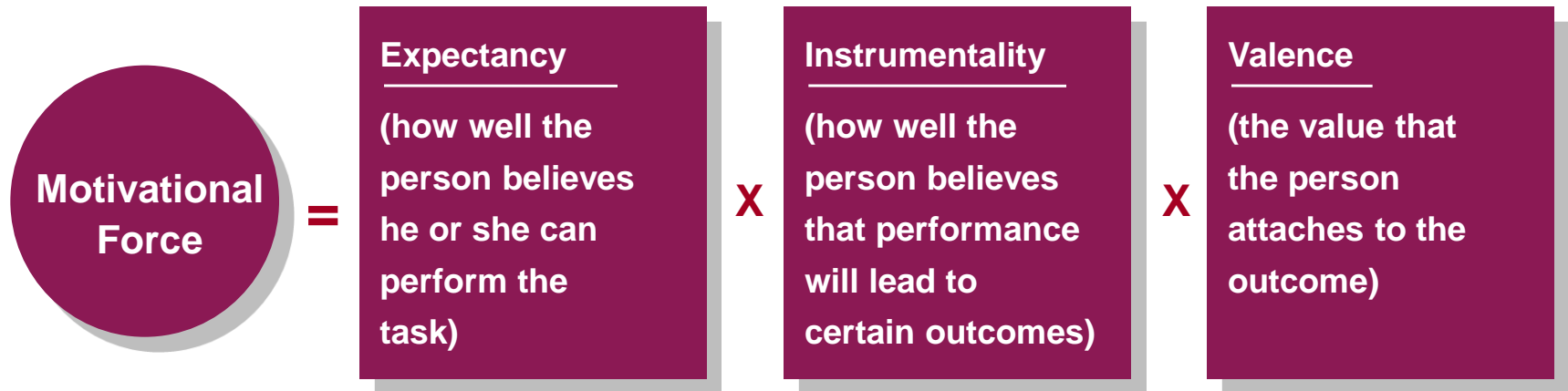
Expectancy Theory of Motivation: Key Constructs

Valence - value or importance placed on a particular reward

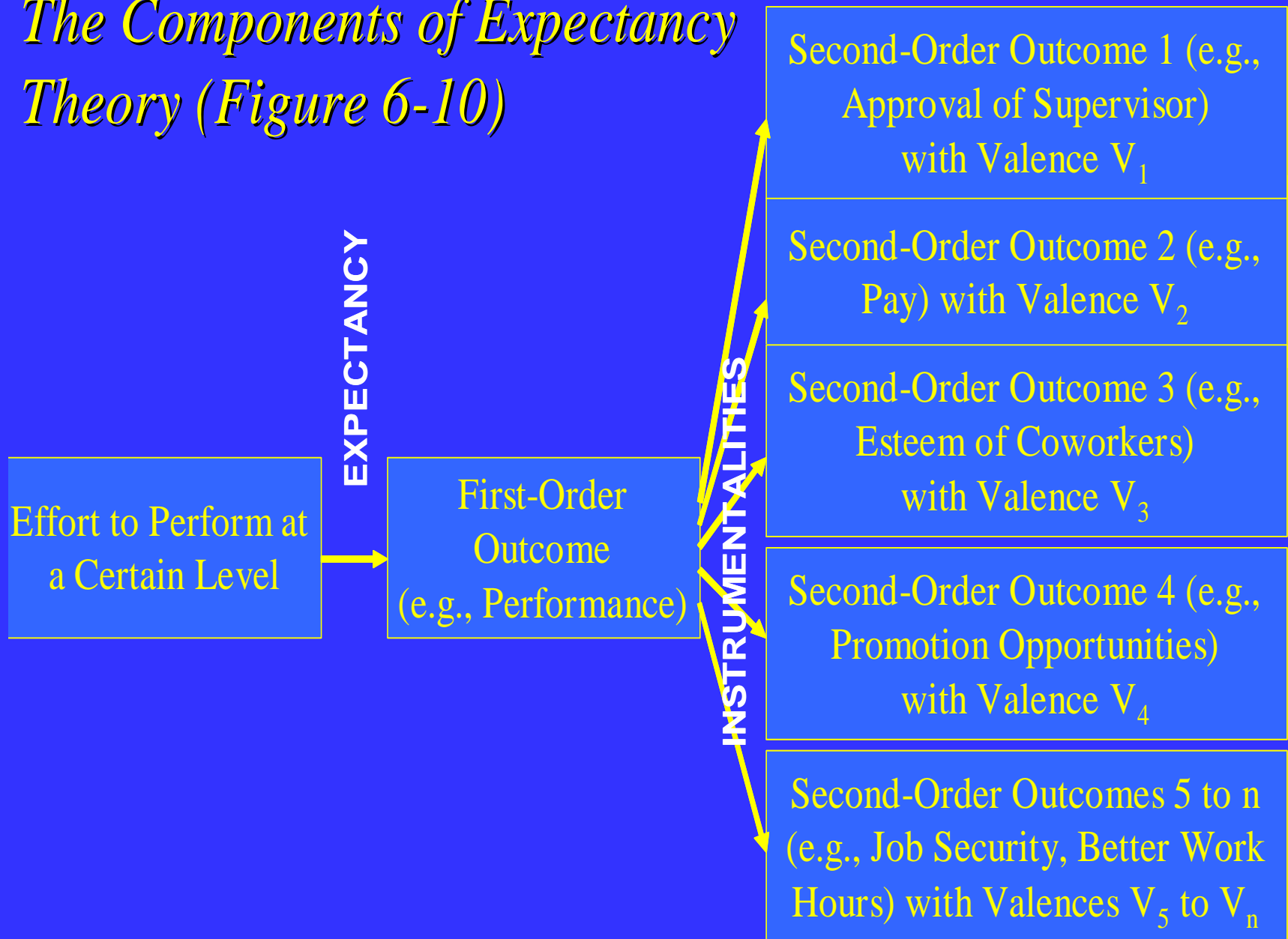
Expectancy - belief that effort leads to performance

Instrumentality - belief that performance is related to rewards

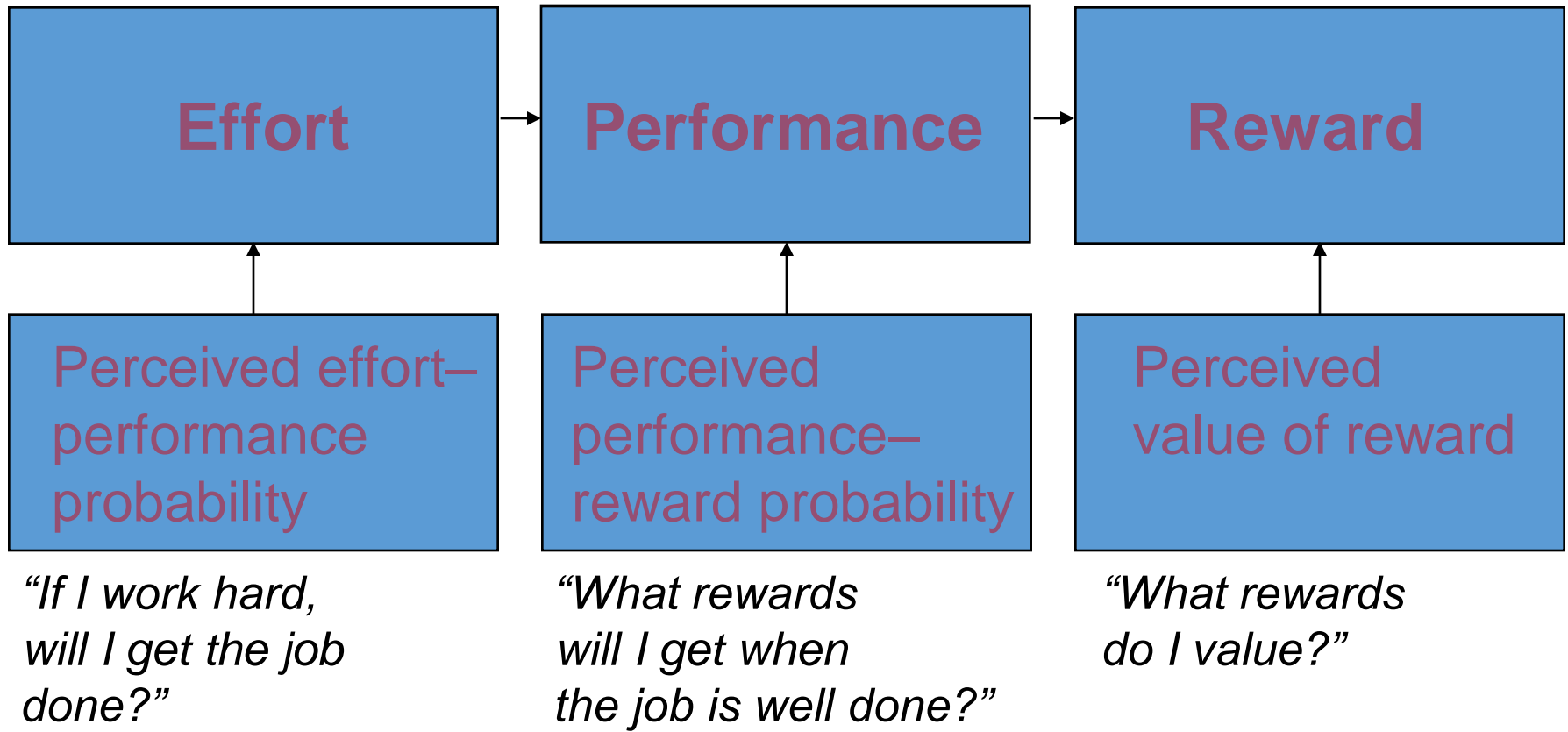
Expectancy Theory



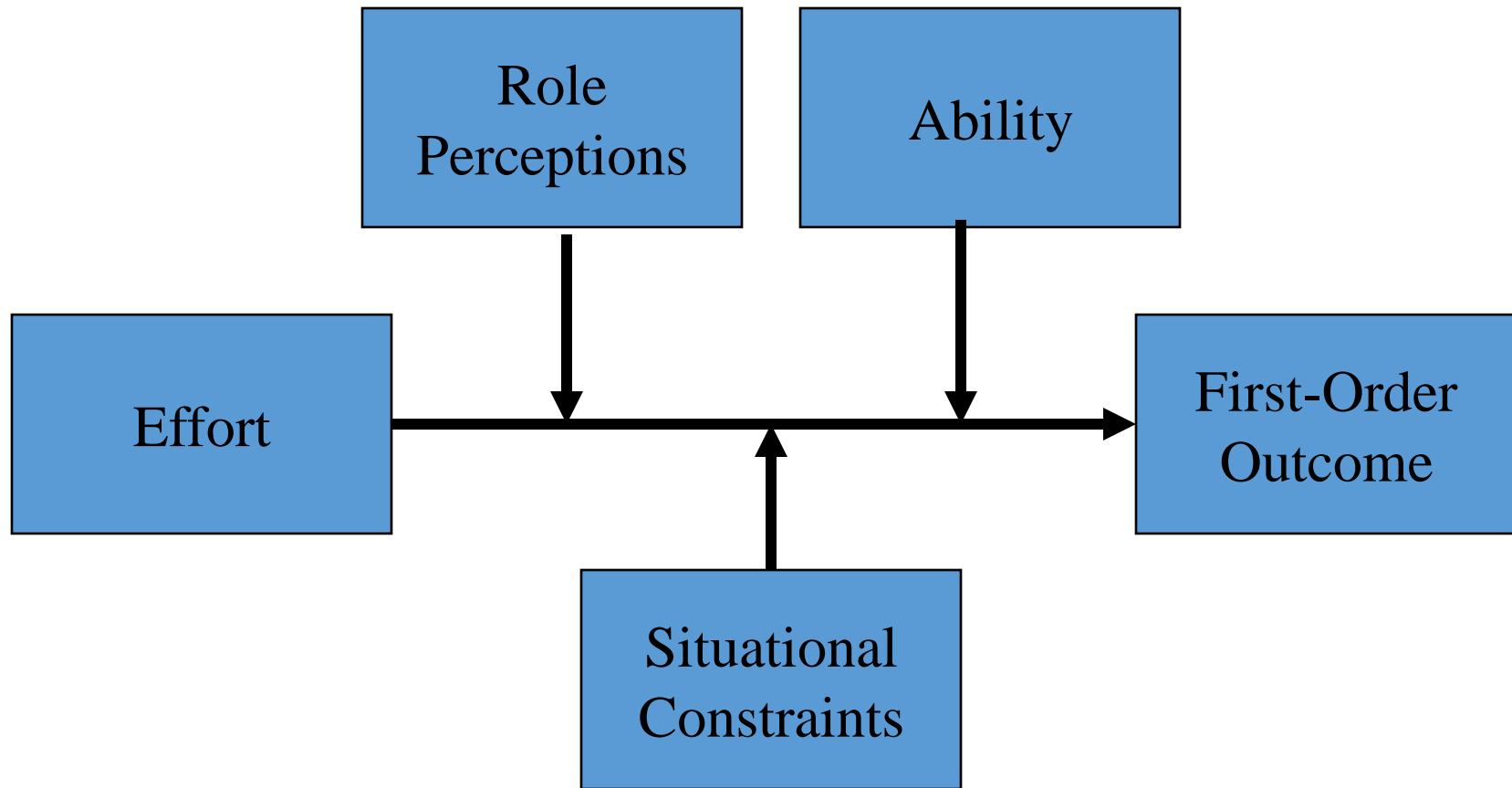
The Components of Expectancy Theory (Figure 6-10)



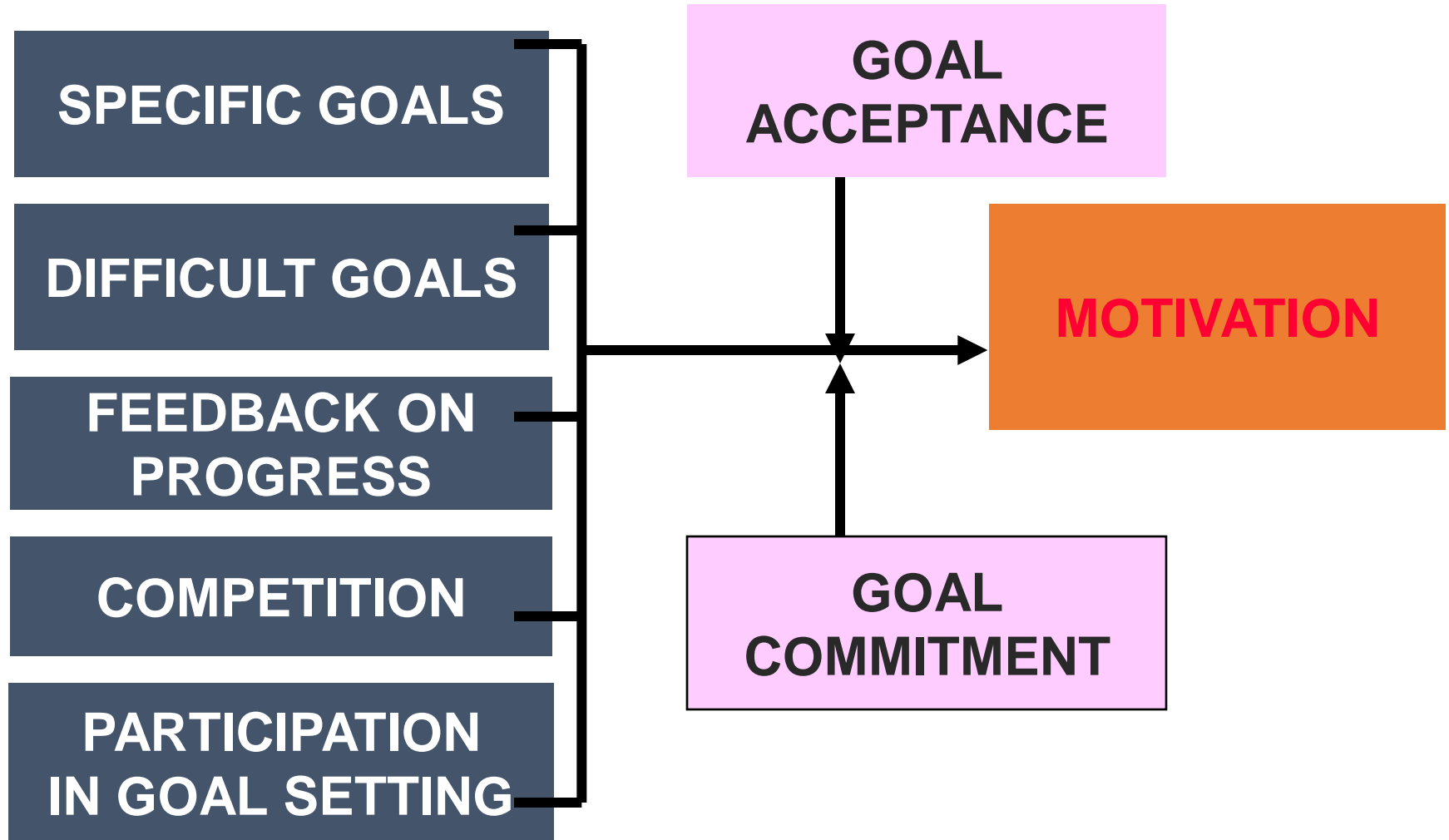
Expectancy Model of Motivation



The Linkage of Effort to a First-Order Outcome



Important Goal Characteristics



Management by Objectives

- Management by objectives (MBO) is a motivational technique in which the manager and employee work together to set employee goals.
- MBO combines many key goal setting principles, including setting of specific goals, participation in goal setting, and feedback on performance.
- MBO may be difficult and time consuming to implement, and may encourage focus on easily-quantifiable goals.
- 68 of 70 major studies showed MBO to result in productivity gains.

ATTITUDES, & VALUES

Meaning of Attitude

Attitudes are individual's general affective, cognitive and intentional responses towards objects, other people, themselves or social issues

Attitudes (cont.)

- Attitude is a more or less stable set of predisposition of opinions, interest or purpose involving expectancy of a certain kind of experience and readiness with appropriate response.

Attitude (cont.)

- An attitude is a cognitive element.

It resides in a person.

- Everyone's psychological world is limited and

Consequently a person has limited number of attitudes

In an organisation, employees have attitudes

- Towards world environments, job security.

Components of Attitude

1. Cognitive
2. Affective
3. Behavioural

Sources of Attitudes

Attitudes are acquired from
parents, teachers, and
Peer group members.

We model our attitudes after
those we admire

Types of Attitudes

An individual may multiple attitudes

However research in OB has been focused on

- ✓ Job satisfaction
- ✓ Job involvement
- ✓ Organisational commitment

Attitude Formation

Attitudes are learned. Individuals acquire attitudes

From several sources

The following are some sources:

- i. Direct experience
- ii. Classical conditioning
- iii. Operant conditioning
- iv. Vicarious learning
- v. Social learning