

Definition of Motivation

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



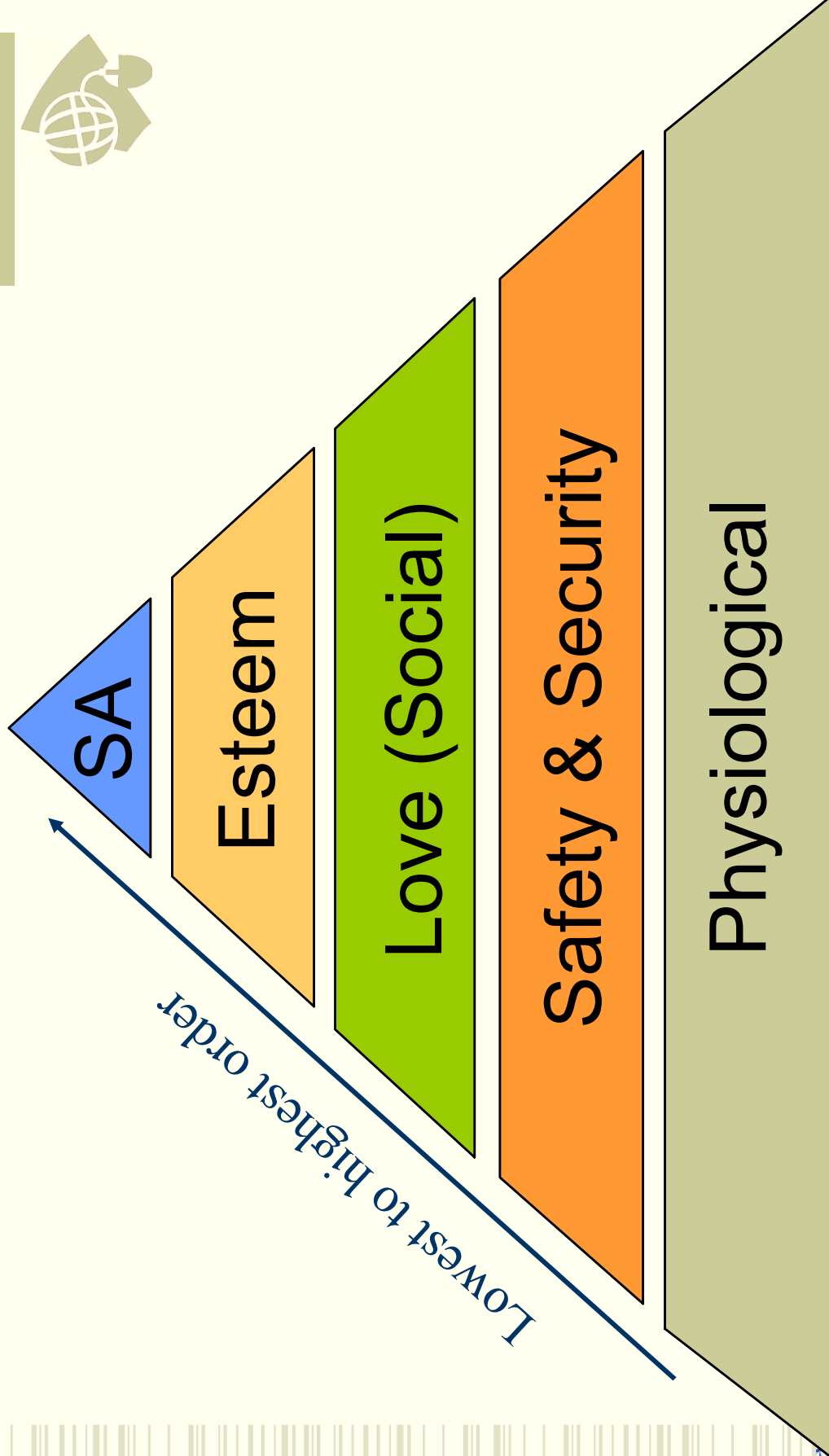
3 Groups of Motivational Theories

- ◆ 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

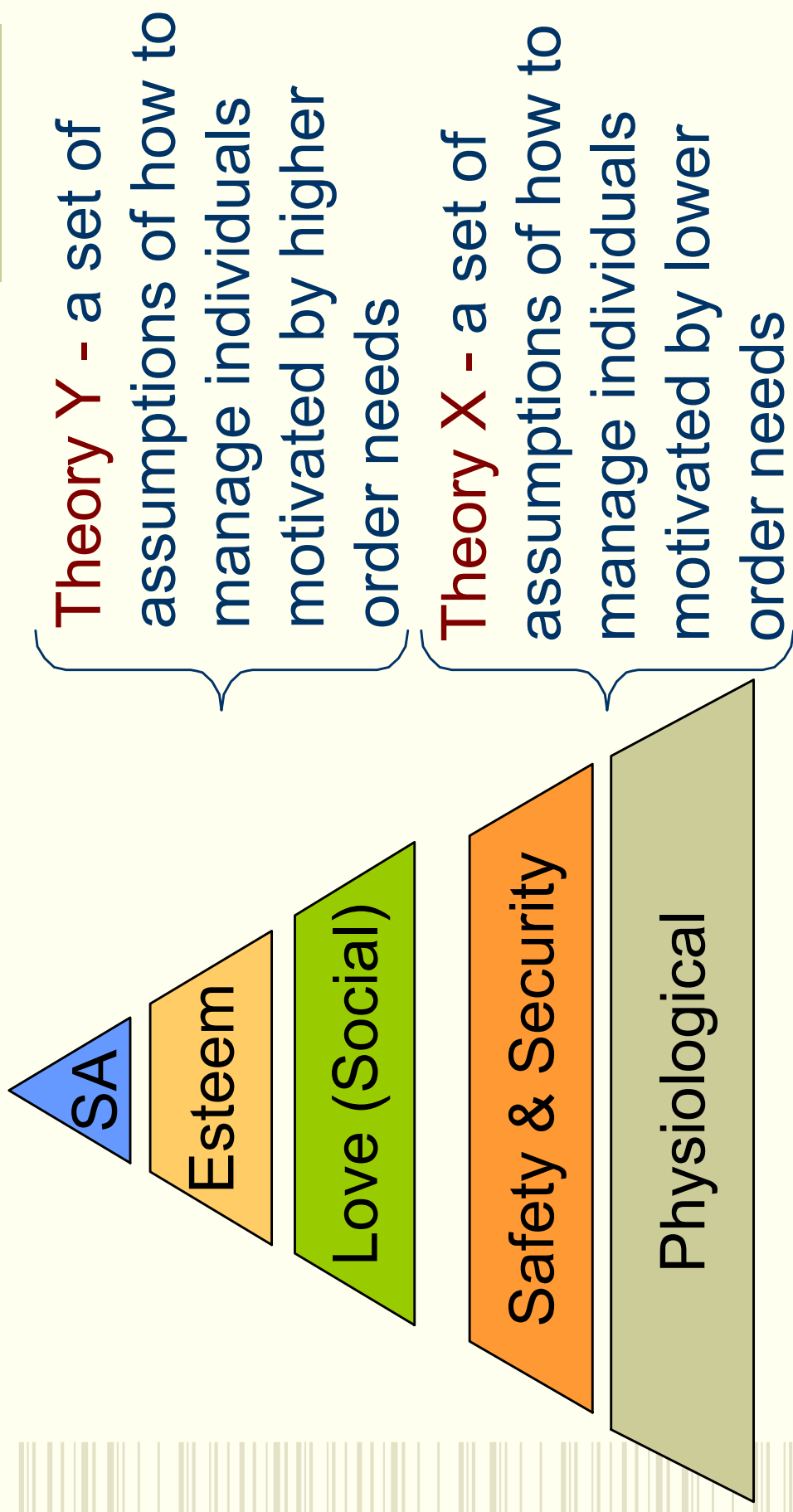
Early Philosophers of Motivational Theories

- ◆ 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

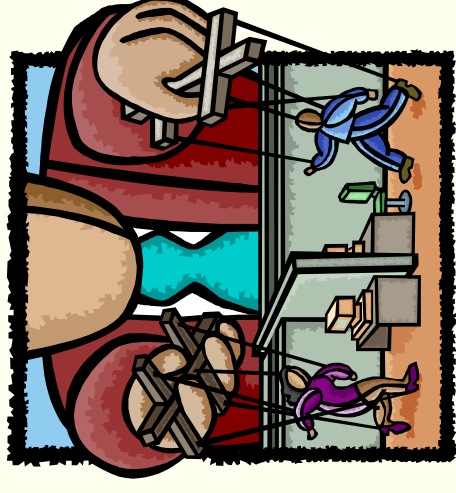


Motivational Theories X & Y



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



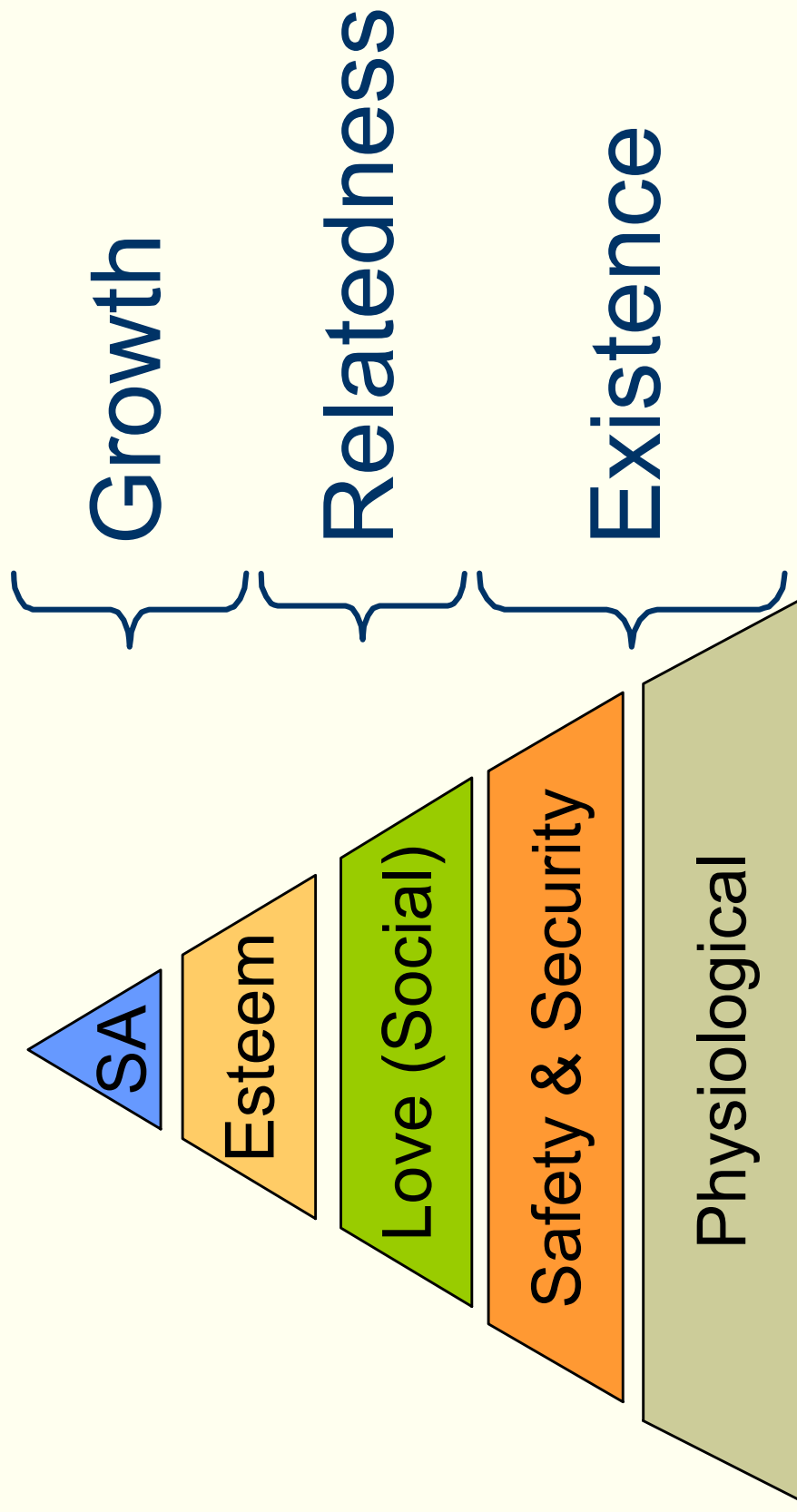
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McGregor's Assumptions About People Based on Theory Y

- ◆ 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

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Alderfer's ERG Theory



McClelland's Need Theory:

Need for Achievement

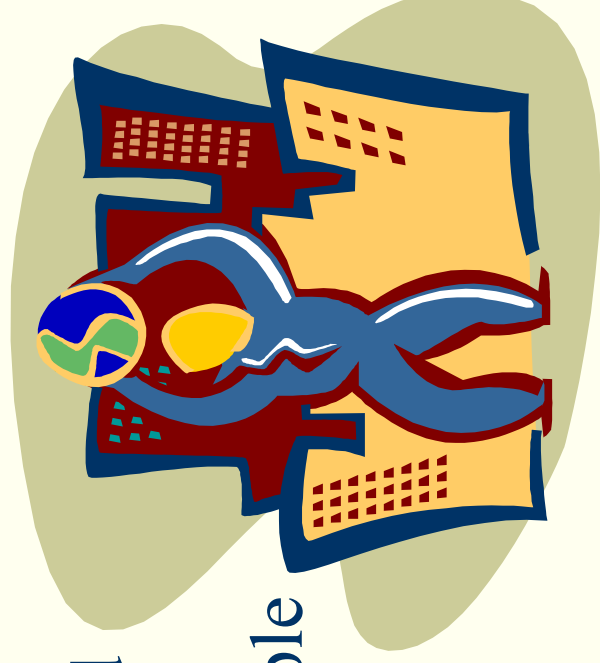
Need for Achievement - a manifest (easily perceived) need that concerns individuals' issues of excellence, competition, challenging goals, persistence, and overcoming difficulties



McClelland's Need Theory:

Need for Power

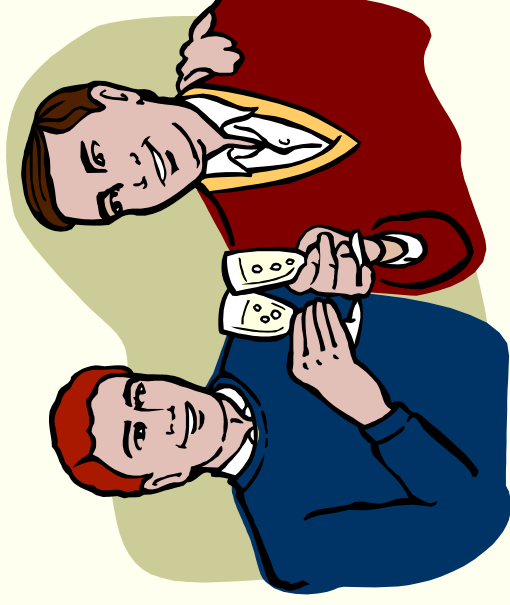
Need for Power - a manifest (easily perceived) need that concerns an individual's need to make an impact on others, influence others, change people or events, and make a difference in life



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	Growth	Need for Achievement
	Esteem self interpersonal		Need for Power
	Belongingness (social & love)	Relatedness	Need for Affiliation
Lower Order Needs	Safety & Security	Existence	
	interpersonal physical Physiological		

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

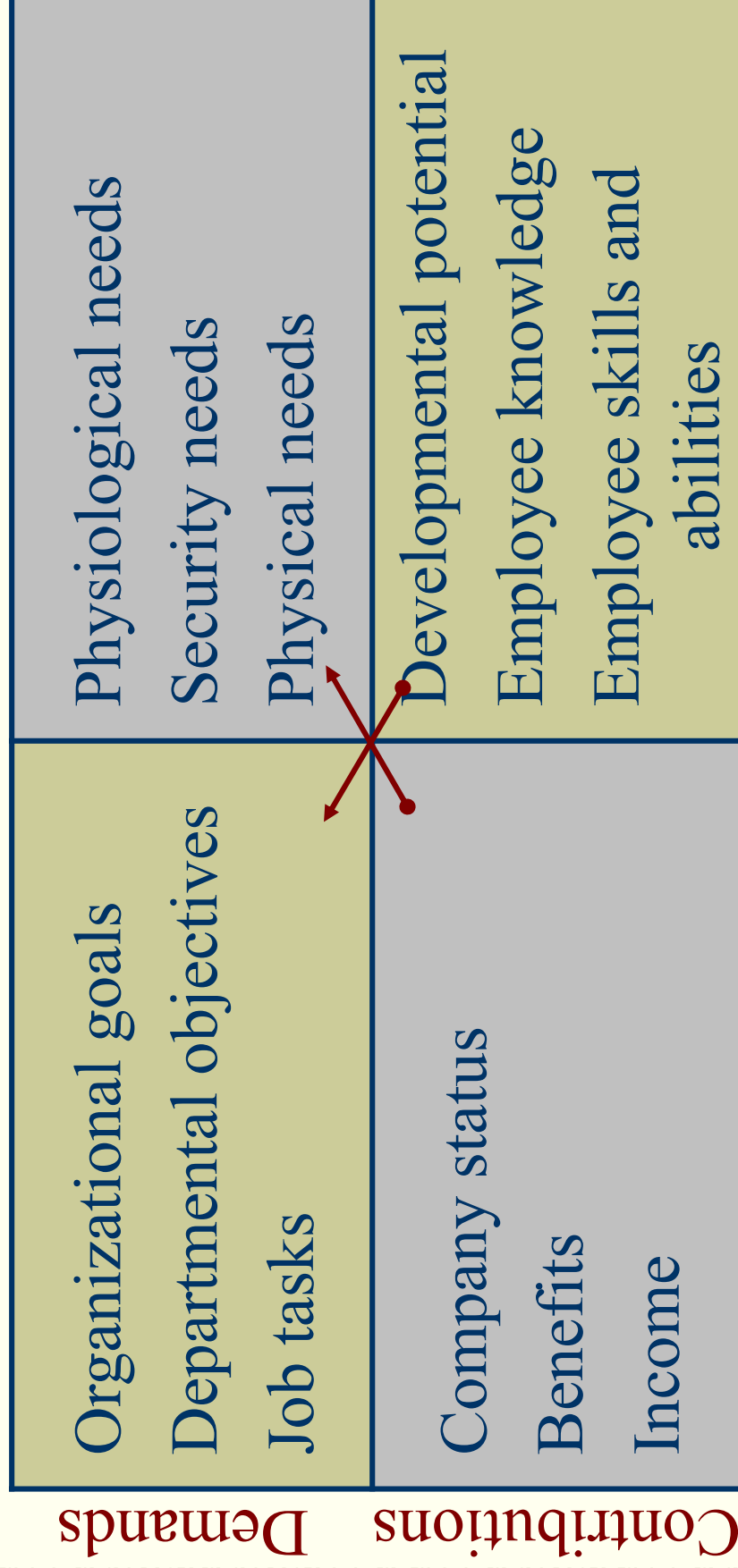
	High M	Low M
High H	high motivation few complaints	low motivation few complaints
Low H	high motivation many complaints	low motivation many complaints

(Motivation = M, Hygiene = H)

Individual—Organizational Exchange Relationship

Organization

Individual



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

$$\frac{\text{Outcomes}}{\text{Inputs}} = \frac{\text{Outcomes}}{\text{Inputs}}$$

**Negative
Inequity**

$$\frac{\text{Outcomes}}{\text{Inputs}} < \frac{\text{Outcomes}}{\text{Inputs}}$$

**Positive
Inequity**

$$\frac{\text{Outcomes}}{\text{Inputs}} > \frac{\text{Outcomes}}{\text{Inputs}}$$

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



New Perspectives on Equity Theory

Benevolent

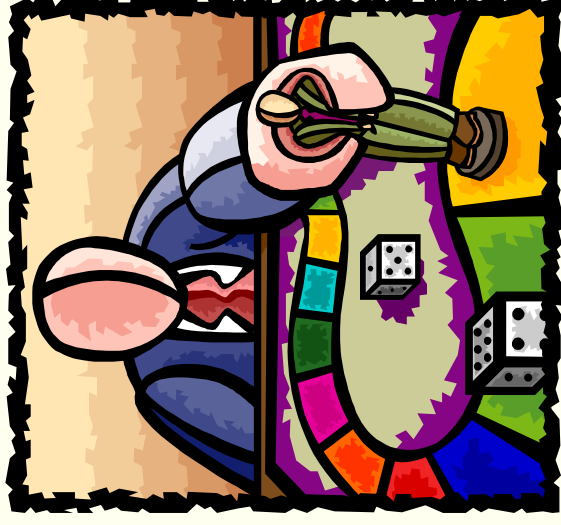
I am comfortable
with an equity ratio
less than that of my
comparison other



New Perspectives on Equity Theory

Entitled

I am comfortable
with an equity ratio
greater than that of
my comparison other



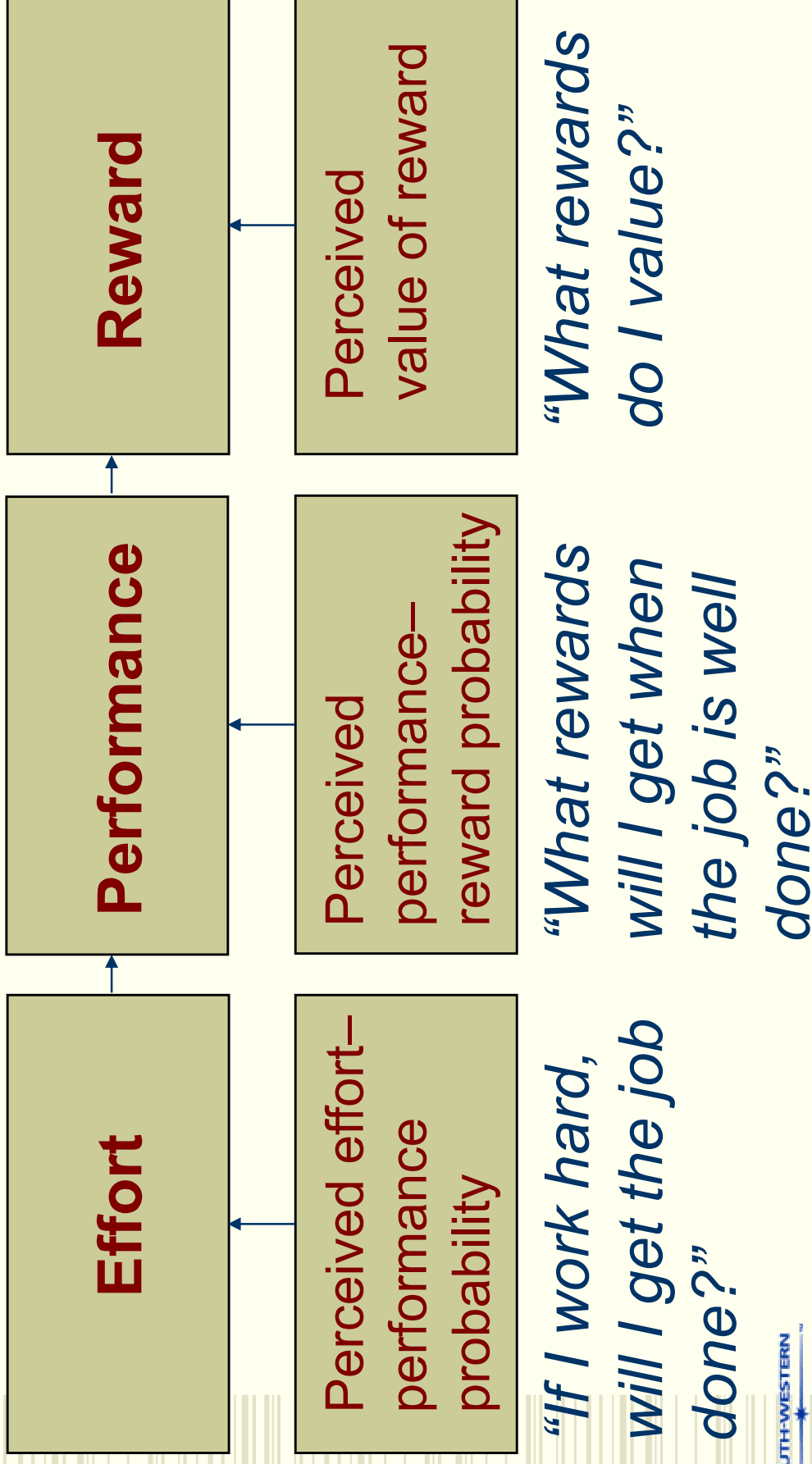
Expectancy Theory of Motivation: Key Constructs

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



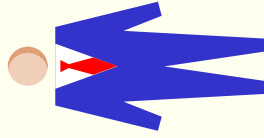
3 Causes of Motivational Problems

- ◆ 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

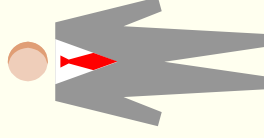


Moral Maturity

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.