Motivation

Unit 6

Content

* Concept, importance, and process of motivation.
* **Motivation theories**
  * Maslow's Nh Theory
  * Hertzberg's Theory
  * ERG Theory
  * McClelland's Theory
  * Expectancy Theory
  * Equity Theory
  * Goal Setting Theory

Motivation: Concept

| Job Performance | → | Success of Organization |

Job Performance = Ability + Motivation + Environment

Motivation refers to the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal - Robbins

Motivation refers to the forces within a person that affect his or her direction, intensity, and persistence of voluntary behavior. - McShane

Motivation: Concept

| Intensity | How hard a person tries : - effort |

Effort that is to be directed toward, and consistent with, the organizational goal

| Persistence | How long a person can maintain their effort |

Motivation: Definition

* *"A motive is what prompts a person to act in a certain way or at least develops a propensity for specific behavior"* – Kast, 1985.
* *"Motivation is a general term applied to the entire class of drives, desires, needs, wishes and similar forces"* – Koontz and Weihrich
* *"Motivation is the willingness to do something to achieve organizational goals and, at the same time, to satisfy individual needs."*

Need Want Satisfaction chain

Motivation: Concept

Increased workforce diversity with varied experienced and expectations from the employer accompanied the importance of Motivation

Motivating employees has become more challenging in recent years

Three factors seem to be responsible

* **First**, globalization, information technology, corporate restructuring, and other changes altered the employment relationship
* **Second**, command – and – control approach to performance management
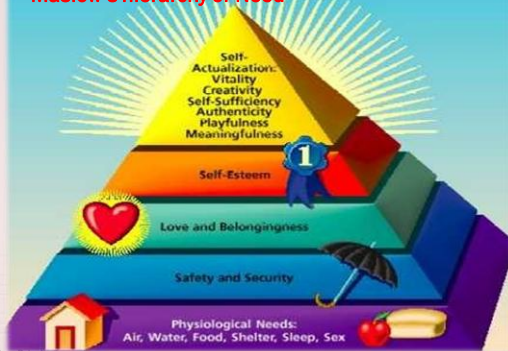* **Third**, new generation with different expectation

MOTIVATION THEORIES

EARLY THEORIES
CONTEMPORARY THEORIES

Early Theories of Motivation

* Maslow's Nh Theory
* Theory X and Theory Y
* Two factor Theory (Motivation – hygiene theory)

Maslow's hierarchy of Need

By Gyan Bahadur Tamang

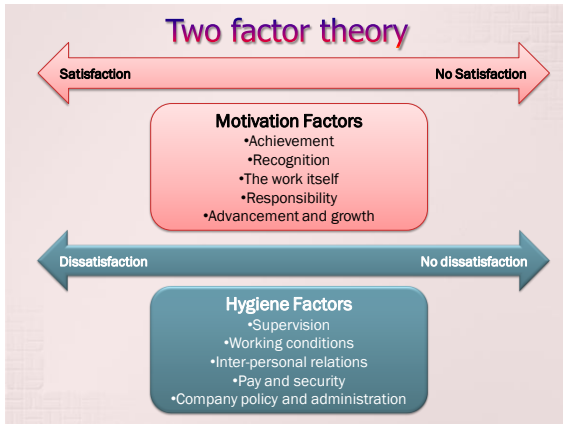## Theory X and Theory Y (Douglas McGregor)

Theory X

Assumes that employees dislike work, lack ambition, avoid responsibility, and must be directed and coerced to perform.

Theory Y

Assumes that employees like work, seek responsibility, are capable of making decisions, and exercise self-direction and self-control when committed to a goal.

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Two factor theory

Satisfaction ← → No Satisfaction

Motivation Factors
•Achievement
•Recognition
•The work itself
•Responsibility
•Advancement and growth

Dissatisfaction ← → No dissatisfaction

Hygiene Factors
•Supervision
•Working conditions
•Inter-personal relations
•Pay and security
•Company policy and administration

Contemporary Theories

- ⌘ ERG Theory
- ⌘ McClelland's Theory of Needs
- ⌘ Cognitive Evaluation Theory
- ⌘ Goal – setting Theory
- ⌘ Reinforcement Theory
- ⌘ Flow and Intrinsic Theory
- ⌘ Equity Theory
- ⌘ Expectancy Theory

ERG Theory (Clayton Alderfer)

- ⌘ **E**xistence
  - × Basic material existence requirement
  - × Physiological and safety needs
- ⌘ **R**elatedness
  - × Maintaining interpersonal relationship
  - × Social needs and external component of Esteem
- ⌘ **G**rowth
  - × Intrinsic desire for personal development
  - × Intrinsic component from Esteem and characteristics included under self - actualization

ERG Theory: Concept

- ⌘ Unlike to Nh Theory, more than one need may be operative at the same time
- ⌘ Unlike to satisfaction – progression feature of Nh theory, It has a frustration – regression dimension.
- ⌘ It is more consistent with our knowledge of individual differences among people. With respect to different culture, people rank the need categories differently

David McClelland's Theory of Needs
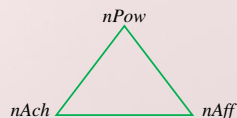
Need for Achievement

The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

Need for Affiliation

The desire for friendly and close personal relationships.

Need for Power

The need to make others behave in a way that they would not have behaved otherwise.

nPow

nAch   *nAff*

Expectancy Theory (Victor Vroom)

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

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

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

Expectancy Theory Relationships

✵ Effort–Performance Relationship
  - *If I give maximum effort, will it be recognized in my performance appraisal?*
  - The probability that exerting a given amount of effort will lead to performance.

✵ Performance–Reward Relationship
  - *If I get good performance appraisal, will it lead to organizational rewards?*
  - The belief that performing at a particular level will lead to the attainment of a desired outcome.

Expectancy Theory Relationships

✵ Rewards–Personal Goals Relationship
  - *If I am awarded, are the rewards ones that I find personally attractive?*
  - The degree to which organizational rewards satisfy an individual's goals or needs and the attractiveness of potential rewards for the individual.

Equity Theory

Individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities.

Referent Comparisons:
Self-inside
Self-outside
Other-inside
Other-outside

Equity Theory (cont'd)

Ratio Comparisons*	Perception
$O/I_A < O/I_B$	Inequity due to being underrewarded
$O/I_A = O/I_B$	Equity
$O/I_A > O/I_B$	Inequity due to being overrewarded

*Where O/I_A represents the employee; and O/I_B represents relevant others.

Equity Theory (cont'd)

Choices for dealing with inequity:
1. Change inputs (slack off)
2. Change outcomes (increase output)
3. Distort/change perceptions of self
4. Distort/change perceptions of others
5. Choose a different referent person
6. Leave the field (quit the job)

Equity Theory (cont'd)

Propositions relating to inequitable pay:
1. Overrewarded hourly employees produce more than equitably rewarded employees.
2. Overrewarded piece-work employees produce less, but do higher quality piece work.
3. Underrewarded hourly employees produce lower quality work.
4. Underrewarded employees produce larger quantities of lower-quality piece work than equitably rewarded employees

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Equity Theory (cont'd)

Distributive Justice

Perceived fairness of the amount and allocation of rewards among individuals.

Procedural Justice

The perceived fairness of the process to determine the distribution of rewards.

Goal-Setting Theory (Edwin Locke)

, ... Exam

The theory that specific and difficult goals, with feedback, lead to higher performance.

Goal-Setting Theory (Edwin Locke)

Can we take it as a universal truth that difficult and specific goals will always lead to higher performance?

Factors influencing the goals–performance relationship:

Goal commitment, adequate self-efficacy, task characteristics, and national culture.

Self-Efficacy
The individual's belief that he or she is capable of performing a task.