



Theories of Motivation

Definition of Motivation

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



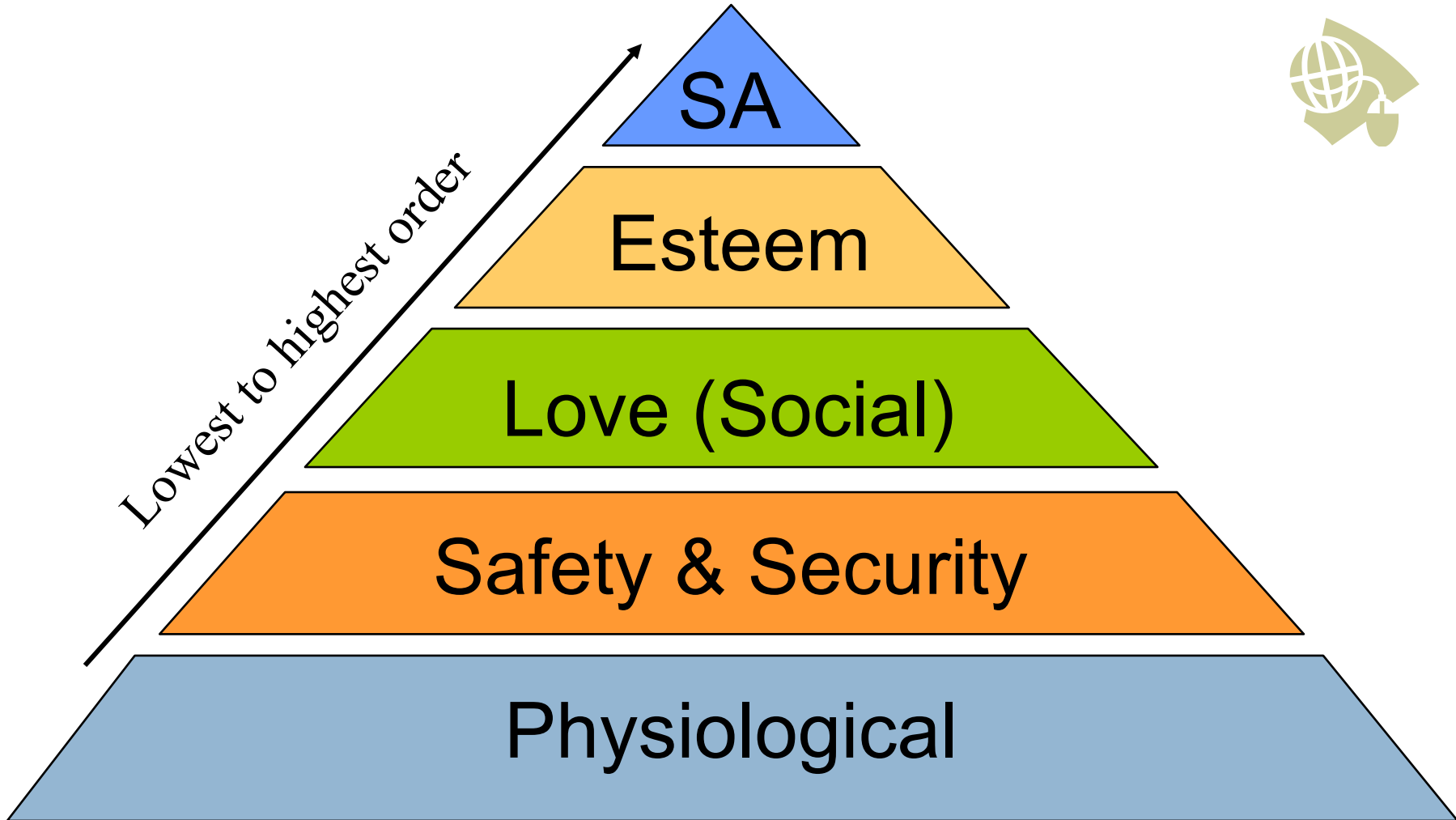
3 Groups of Motivational Theories

- 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

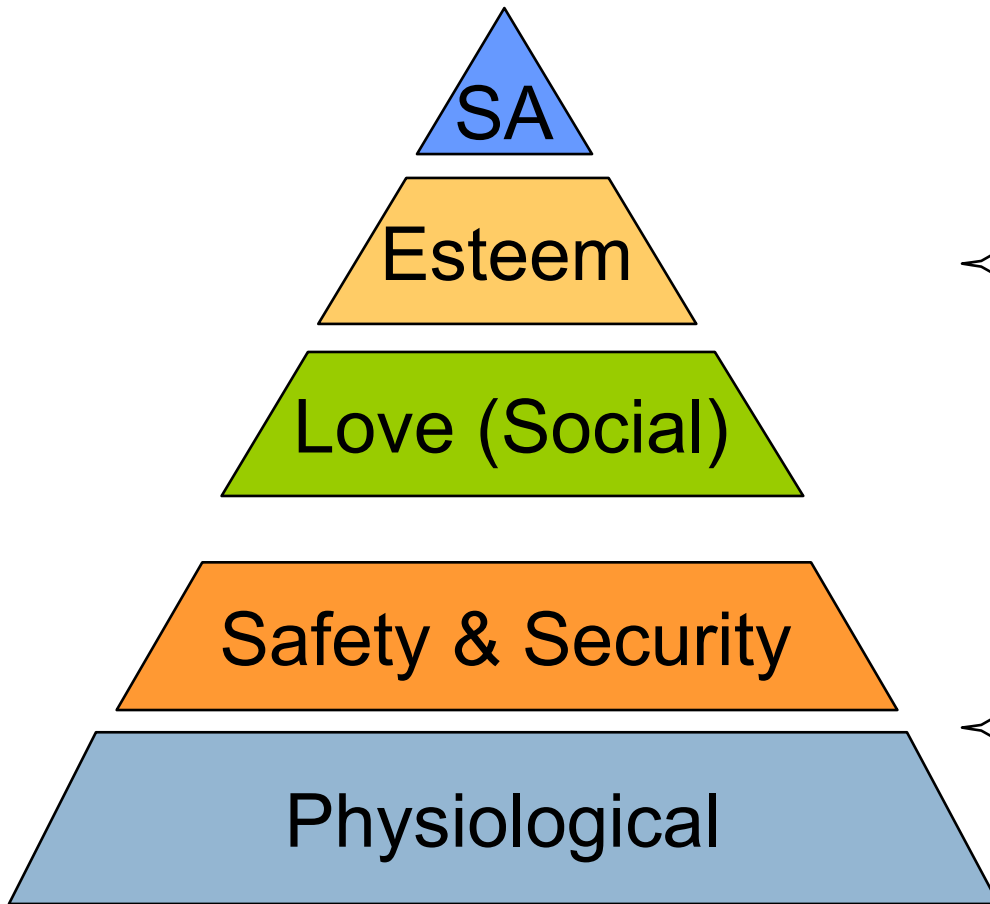
Early Philosophers of Motivational Theories

- 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



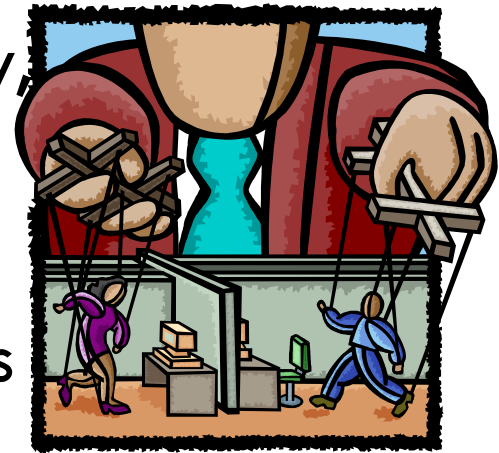
Theory Y - a set of assumptions of how to manage individuals motivated by higher order needs

Theory X - a set of assumptions of how to manage individuals motivated by lower order needs

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

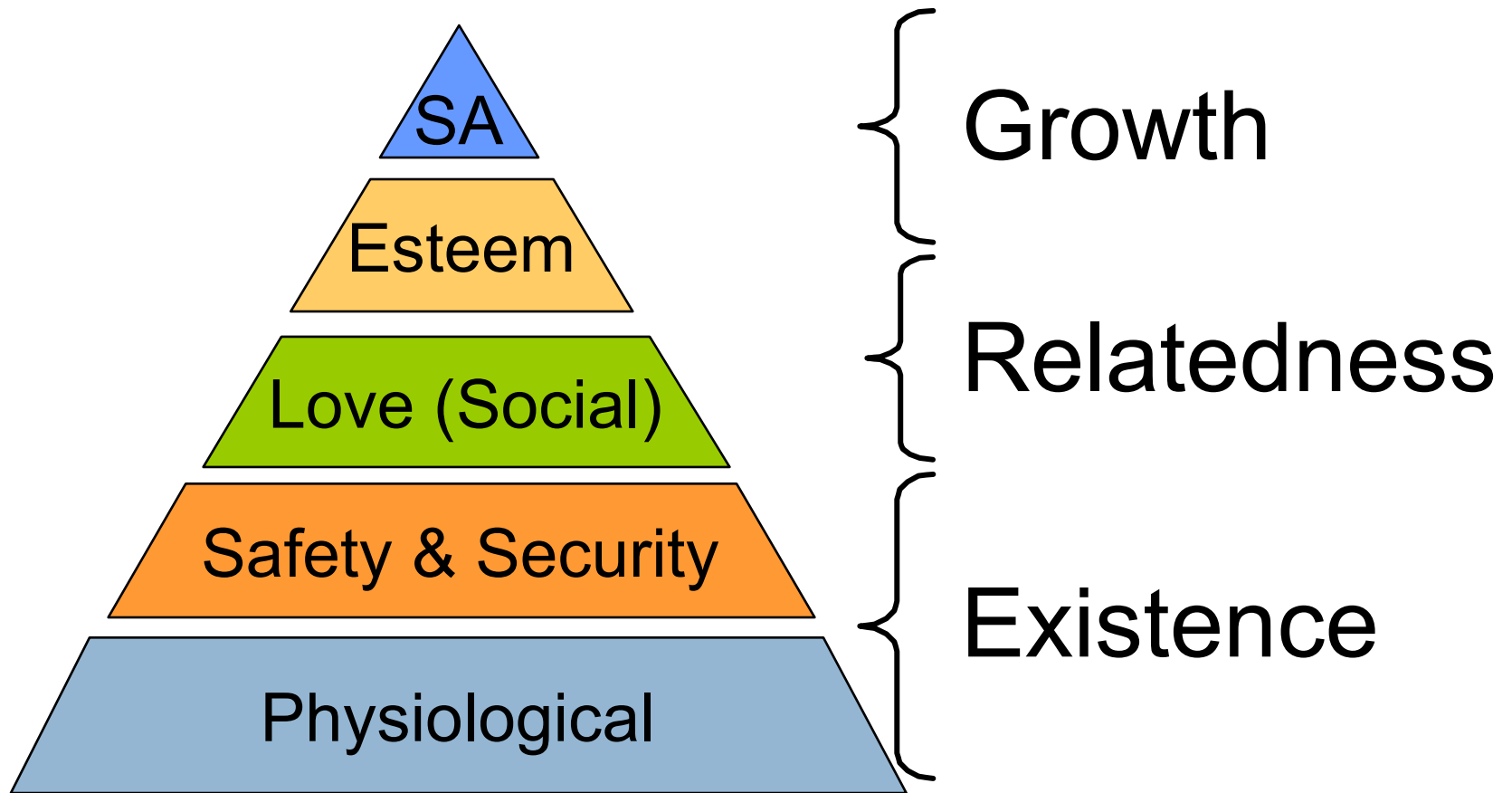


McGregor's Assumptions

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

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

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
Demands	<ul style="list-style-type: none"> ◆ Organizational goals ◆ Departmental objectives ◆ Job tasks 	<ul style="list-style-type: none"> ◆ Physiological needs ◆ Security needs ◆ Physical needs
Contributions	<ul style="list-style-type: none"> ◆ Company status ◆ Benefits ◆ Income 	<ul style="list-style-type: none"> ◆ Developmental potential ◆ Employee knowledge ◆ Employee skills and abilities

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

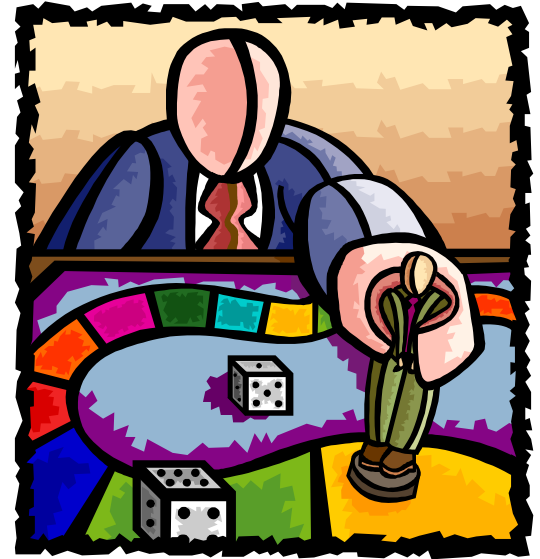
I am comfortable with an equity ratio less than that of my comparison other



New Perspectives on Equity Theory

Entitled

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



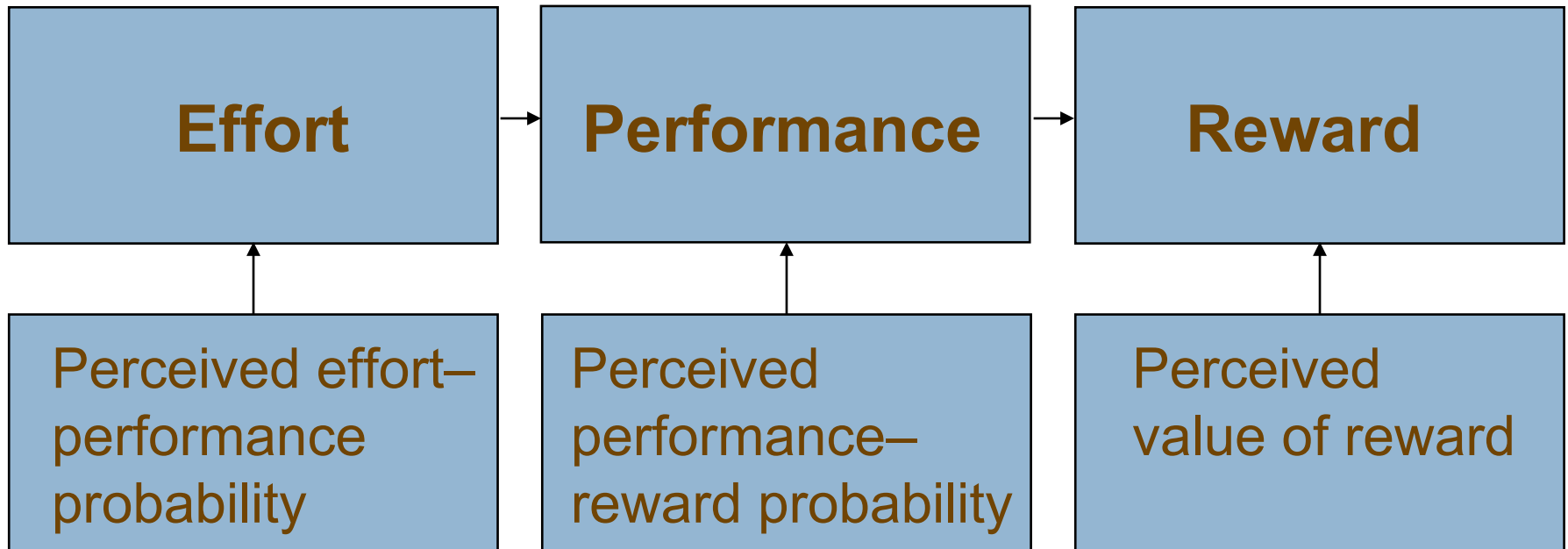
Expectancy Theory of Motivation: Key Constructs

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



“If I work hard, will I get the job done?”

“What rewards will I get when the job is well done?”

“What rewards do I value?”

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.