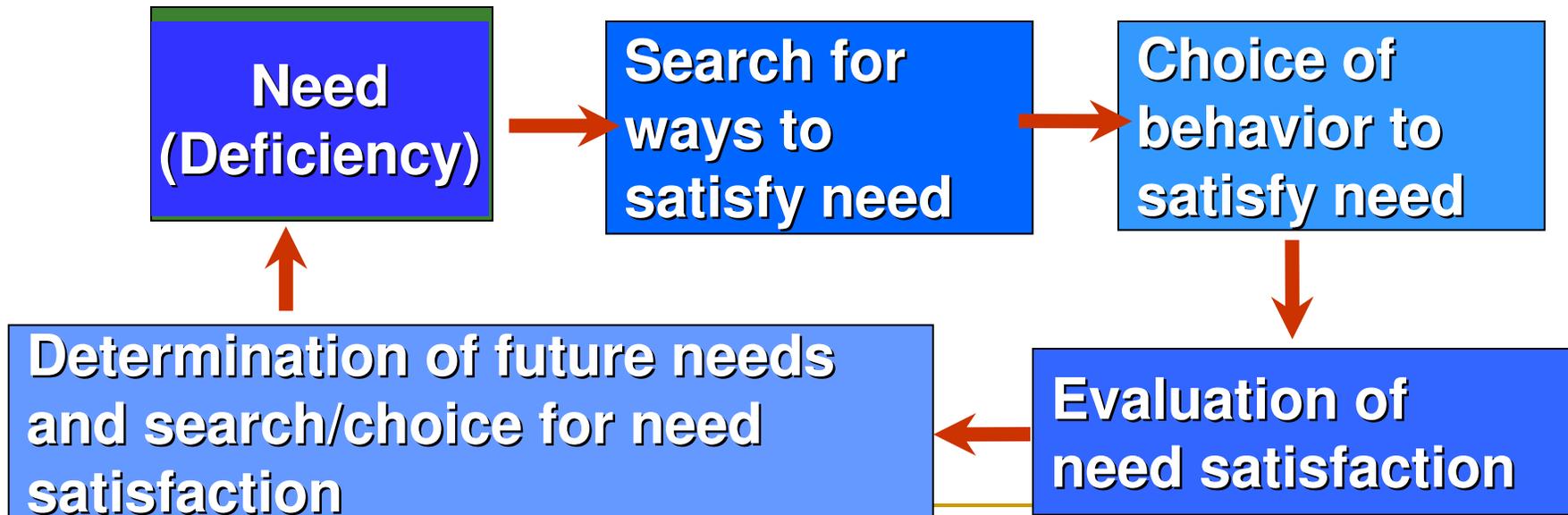

Motivation

Motivation

The set of forces that cause people to behave in certain ways.

The Motivation Framework



Categories of Motivation Theories.

- **Content Theories of Motivation**
 - WHAT motivates us
 - **Process Theories of Motivation**
 - WHY and HOW motivation occurs
 - **Reinforcement Theory**
 - HOW outcomes influence behaviors
-

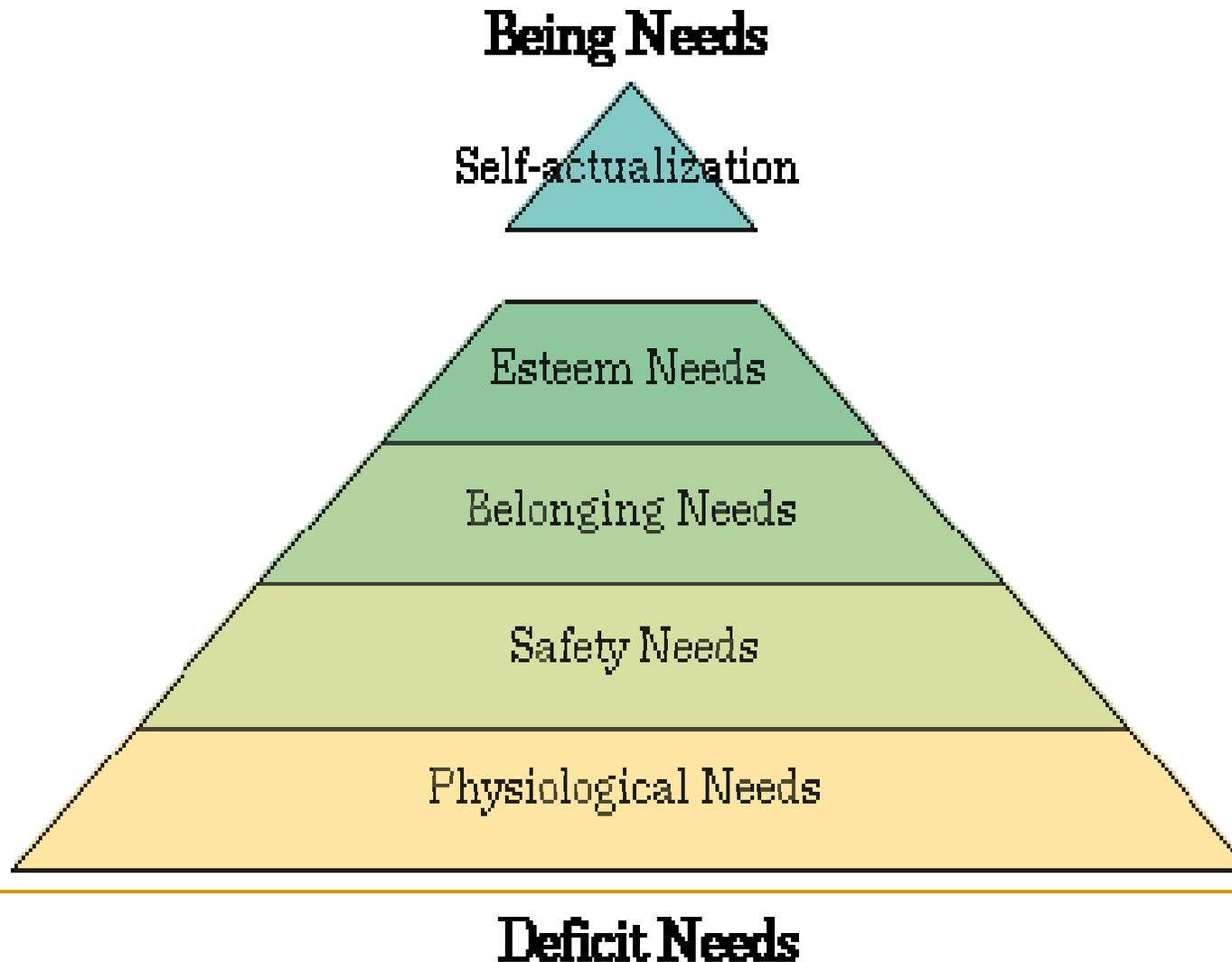
Content Perspectives on Motivation

Approaches to motivation that try to answer the question, “What factors in the workplace motivate people?”

Content Perspectives of Motivation

- *Maslow’s Hierarchy of Needs*
 - *Aldefefer’s ERG Theory*
 - *Herzberg’s Two-Factor Theory*
 - *McClelland’s Achievement, Power, and Affiliation Needs*
-

Maslow's Hierarchy of needs



Physiological Need



- The basic requirements needed to survive
 - These needs can be classified as the most primary needs of a human.
 - Examples-
Water, Food, Sleep, Health and Sex
-

Safety Needs



- The physiological needs are largely taken care of, this second layer of needs comes into play.
 -
 - You will become increasingly interested in finding safe circumstances
 - Examples-
Physical security
Economic security
Freedom
-

Love & Belonging Needs



- When physiological needs and safety needs are, by and large, taken care of, a third layer starts to show up.
- You begin to feel the need for friends, a partner, children, affectionate relationships in general.
- Examples-
 - Acceptance
 - Group membership
 - Love & affection

Esteem Needs



- Maslow noted two versions of esteem needs, a lower one and a higher one.
- Examples for the lower one-
respect of others, the need for status, fame, glory, recognition, attention, reputation, appreciation, dignity, even dominance
- Examples for the higher one
confidence, competence, achievement, mastery, and freedom

Self actualization Needs



- The last level is a bit different.
 - They involve the continuous desire to fulfill potentials, to “**be all that you can be.**” They are a matter of becoming the most complete, the fullest, “you”
 - Examples-
 - More challenging work
 - Opportunities for innovation
 - Through creativity identifies ones full potential
-

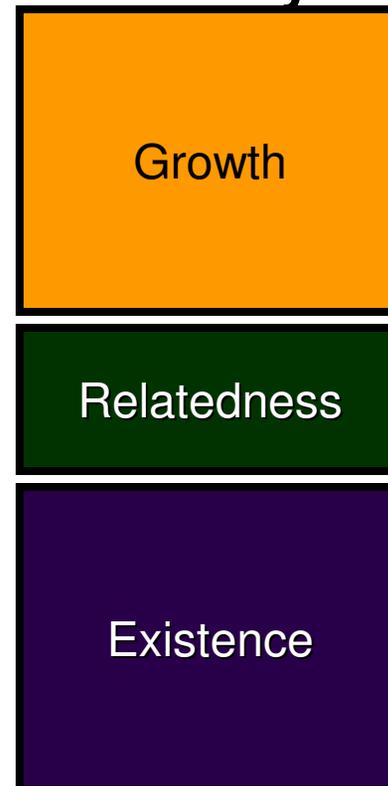
ERG Theory

- Existence needs
 - Physiological
 - Relatedness needs
 - How one individual relates to his/her social environment
 - Growth needs
 - Achievement and self actualization
-

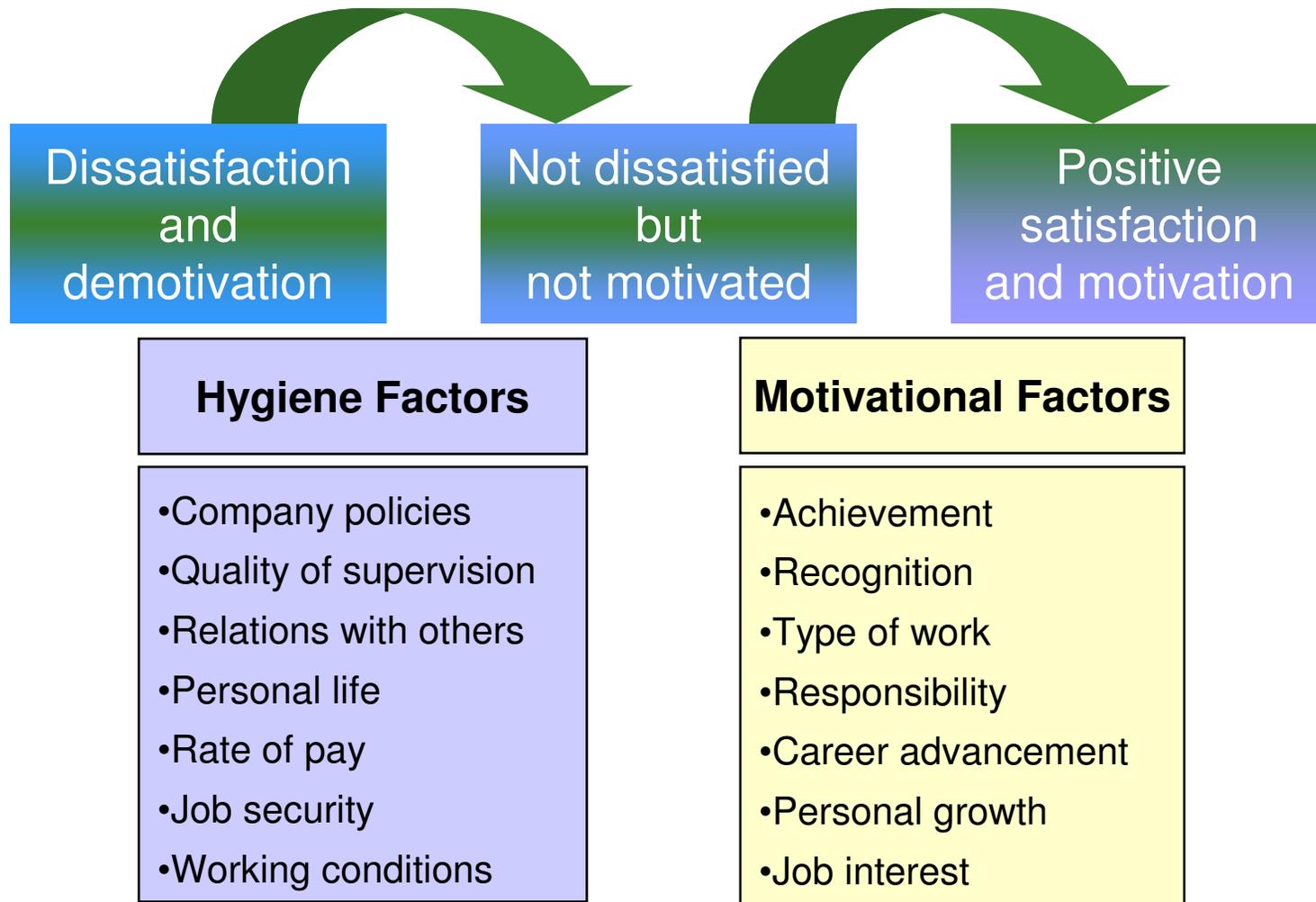
Needs Hierarchy Theory



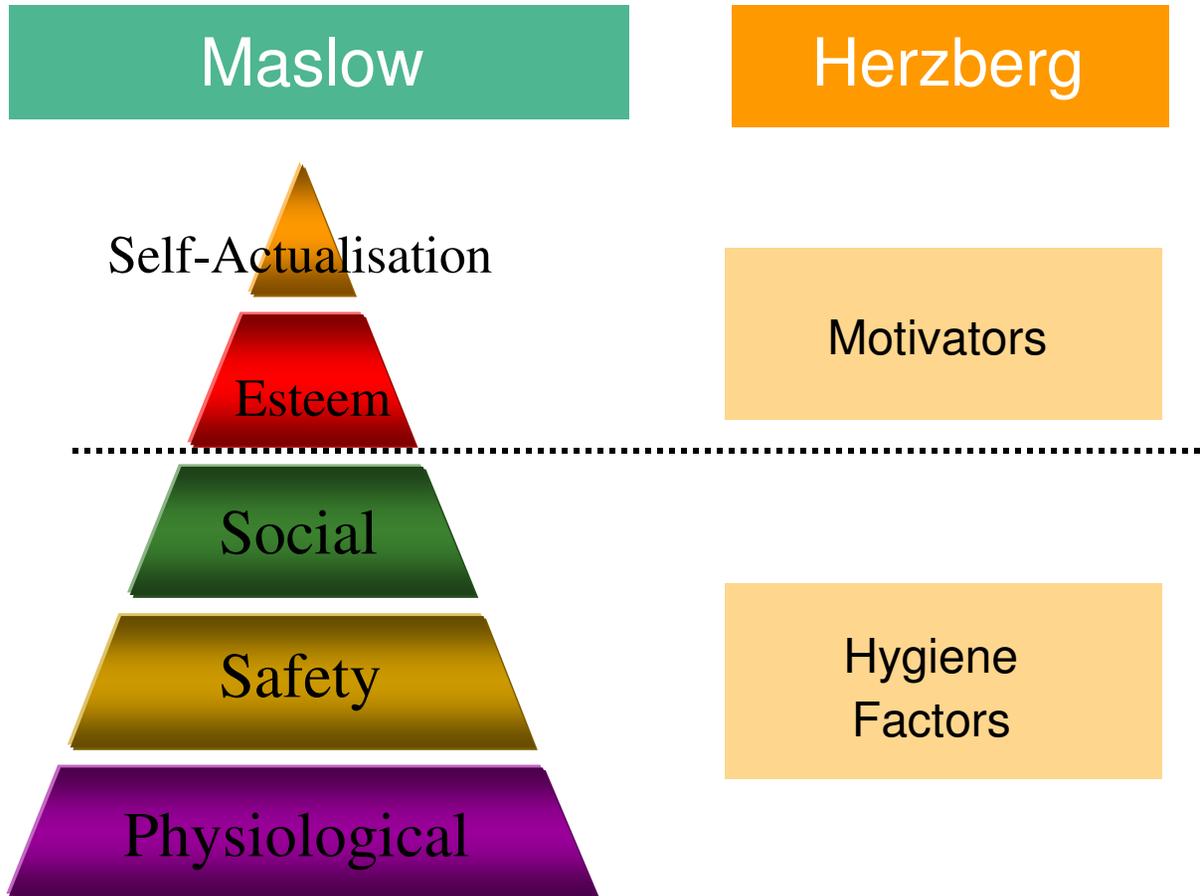
ERG Theory



Herzberg's Two-Factor Theory



Needs Theories

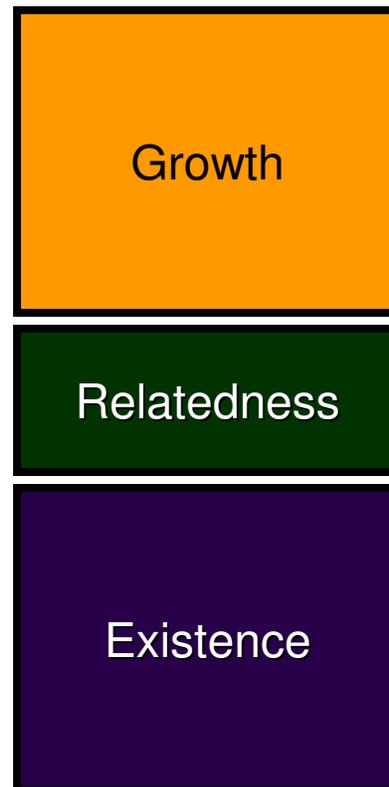


Content Theories of Motivation

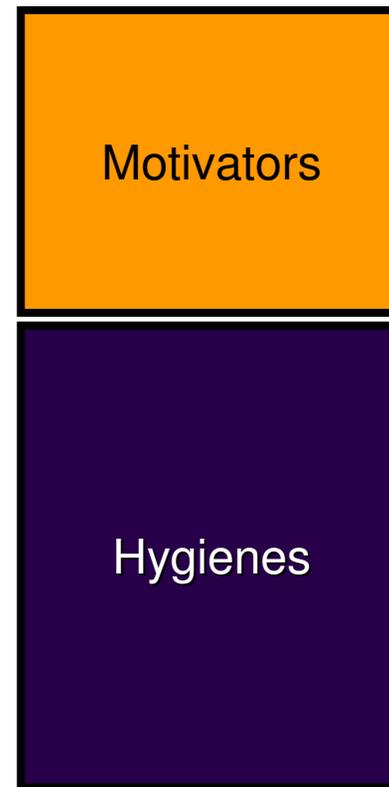
Needs Hierarchy Theory



ERG Theory



Motivator--Hygiene Theory



McClelland's Learned Needs



Process Perspectives of Motivation

- Why people choose certain behavioral options to satisfy their needs and how they evaluate their satisfaction after they have attained their goals.

Process perspectives of Motivation

- Expectancy Theory
 - Equity Theory
 - Goal Setting Theory
-

Expectancy Theory

Valence - value or importance placed on a particular reward

Expectancy - belief that effort leads to performance

Instrumentality - belief that performance is related to rewards

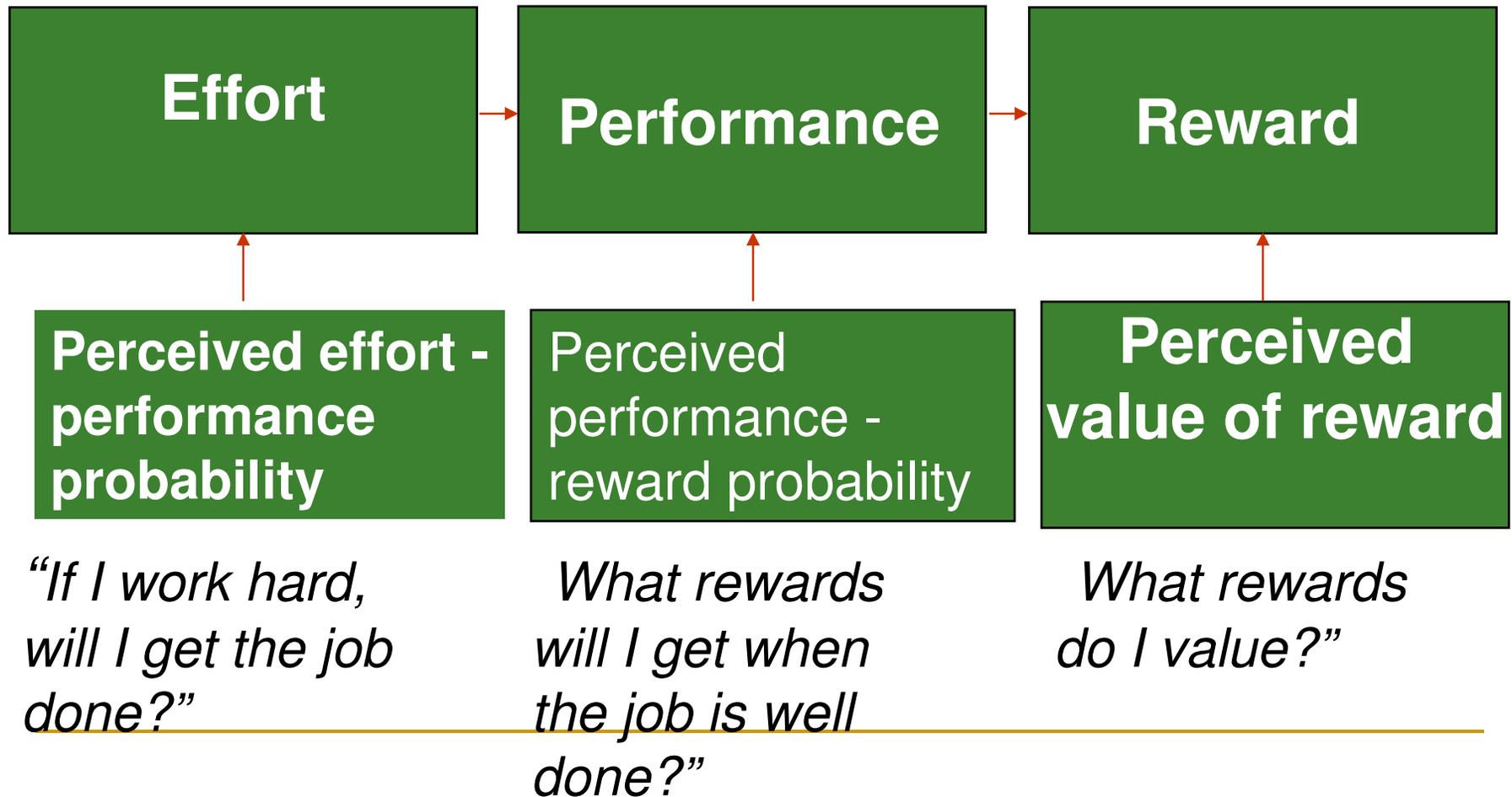
Expectancy Theory

$$M = E \times I \times V$$

- For motivated behavior to occur:
 - Effort-to-performance must be greater than 0
 - Performance-to-outcome must be greater than 0
 - Sum of valences must be greater than 0*

* One or more valences may be negative!

Expectancy Model of Motivation



Extrinsic Rewards

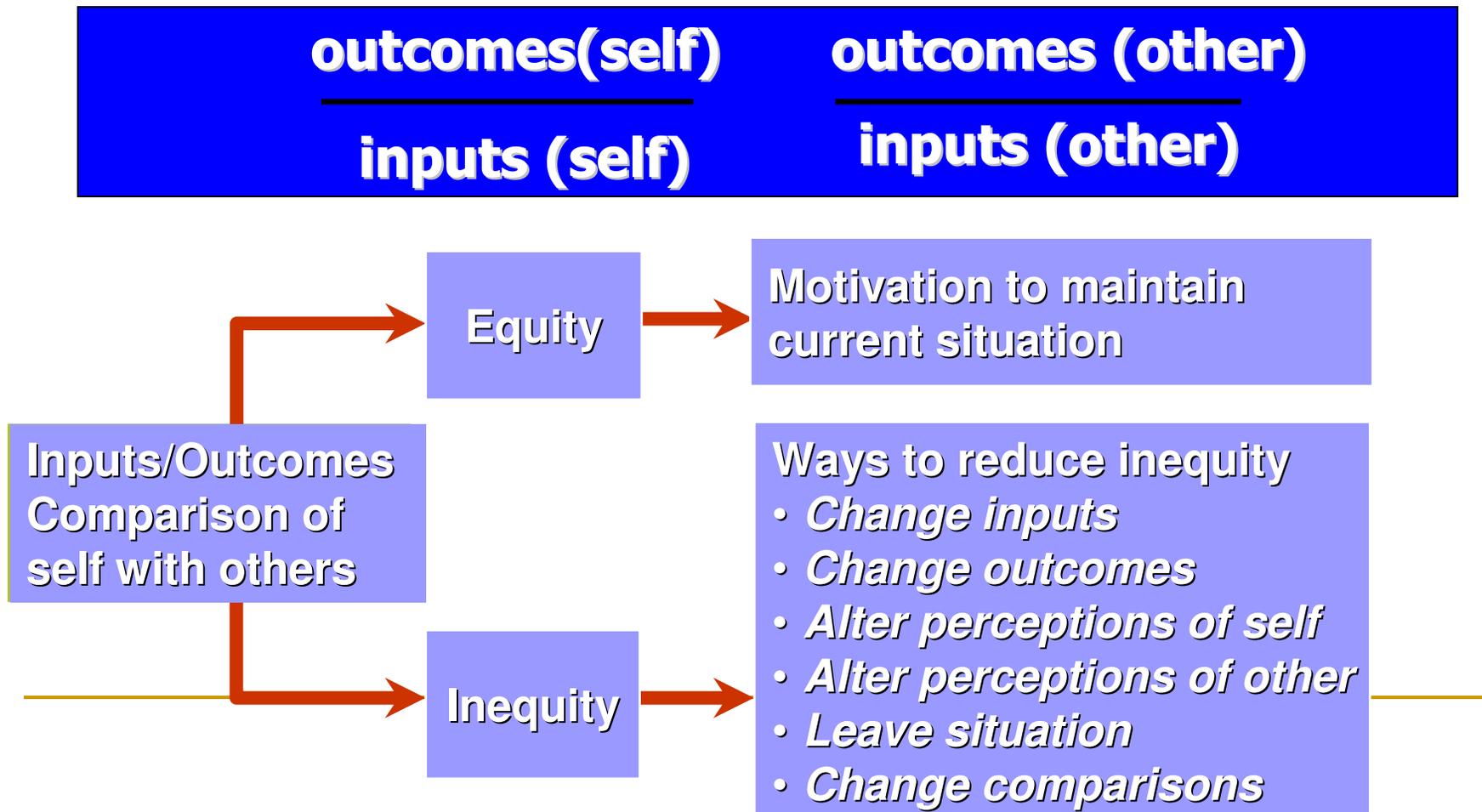
Positively valued work outcomes given to the individual by some other person such as a supervisor or a work group.

Intrinsic Rewards

Positively valued psychological reward that the individual receives directly as a result of task performance.

Equity Theory

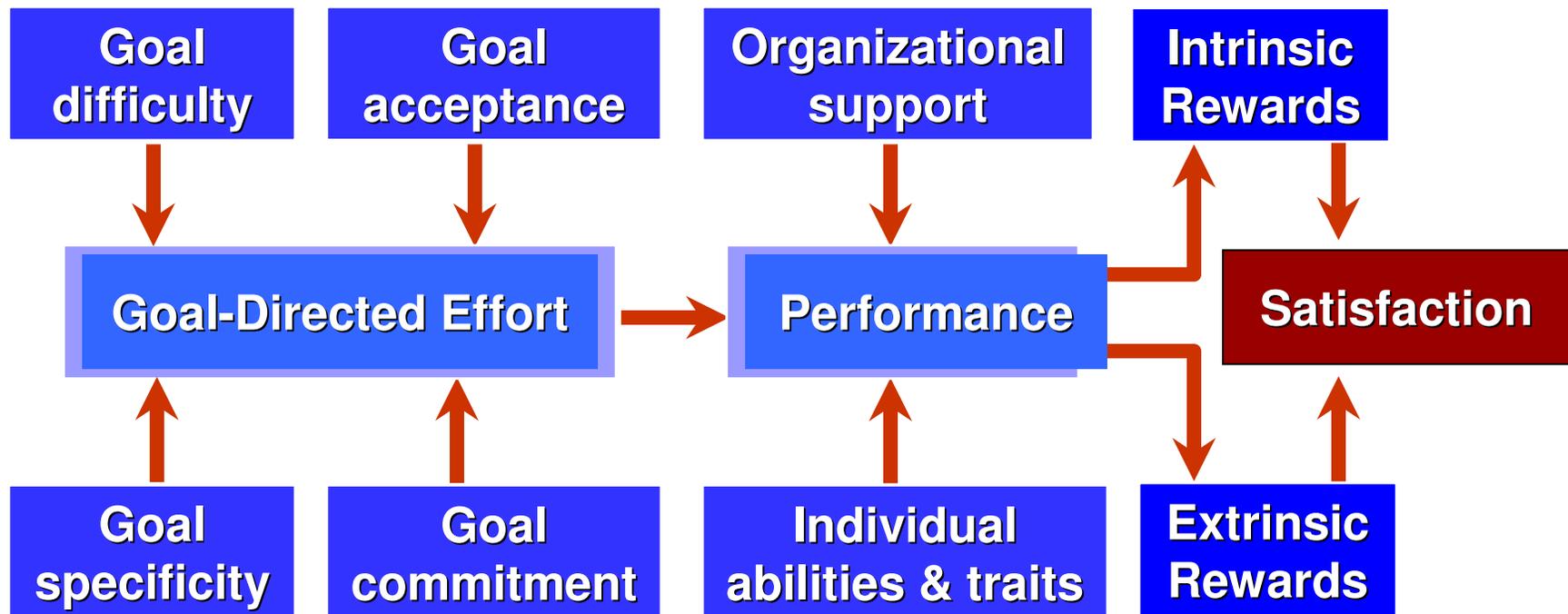
- Individuals equate value of rewards to effort and compare it to other people.



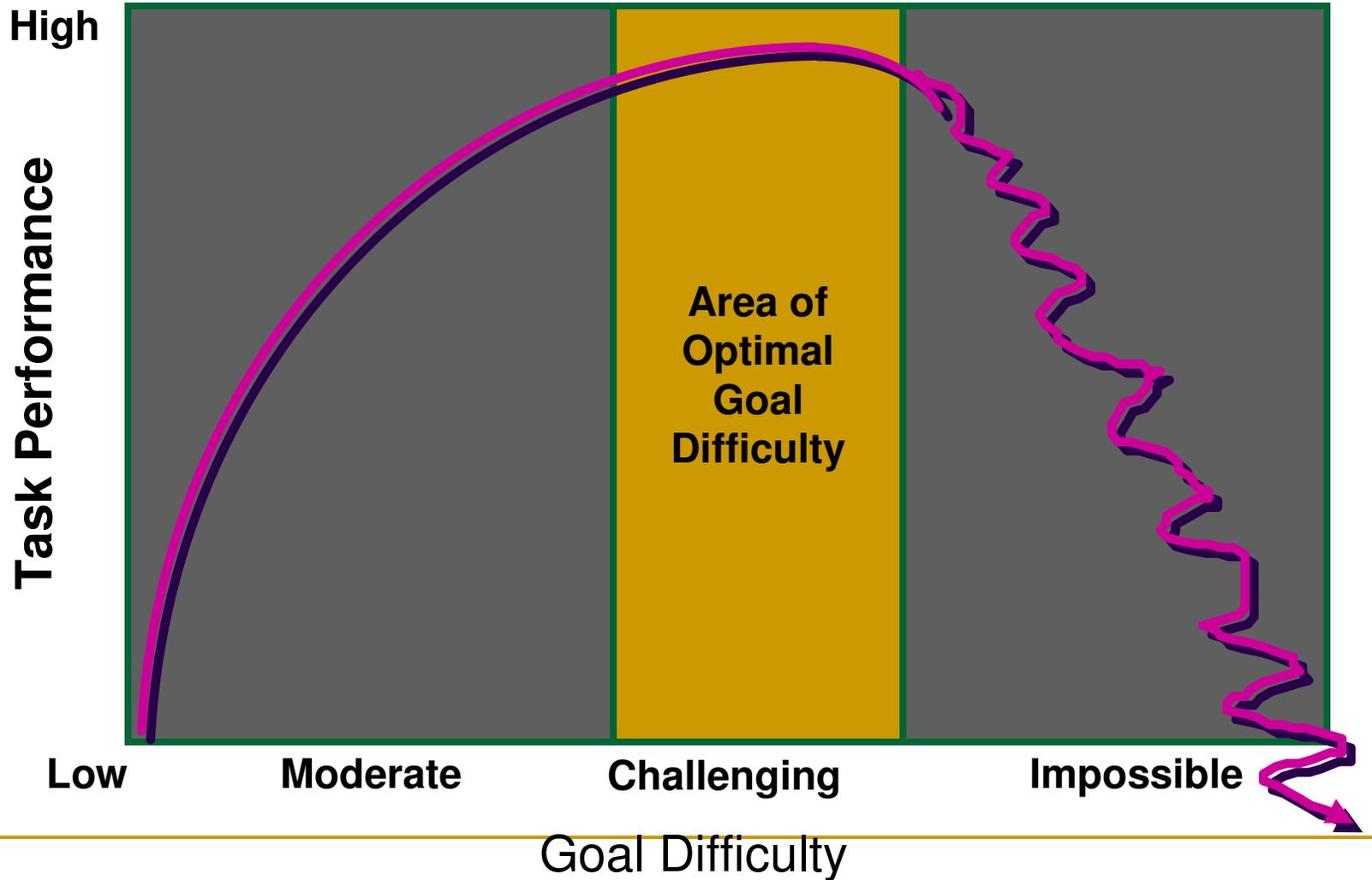
Goal-Setting Theory

- **Difficulty**
 - Extent to which a goal is challenging and requires effort.
 - **Specificity**
 - Clarity and precision of the goal.
 - **Acceptance**
 - Extent to which persons accept a goal as their own.
 - **Commitment**
 - Extent to which an individual is personally interested in reaching a goal.
-

Goal-Setting Theory



Effect of Goal Difficulty on Performance

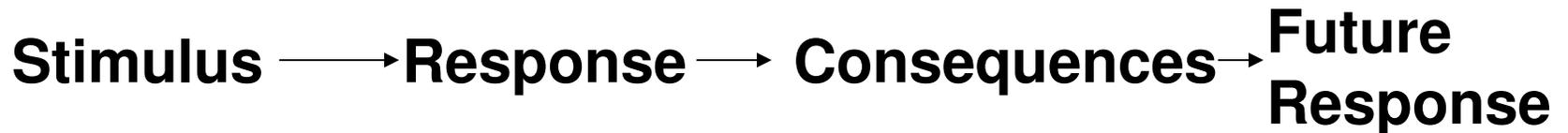


Content Vs Process

- Content theories
 - explain why people have different needs at different times
 - Process theories
 - describe the processes through which needs are translated into behavior
-

Reinforcement Theory

- ❑ The administration of a consequence as a result of a behavior.
- ❑ Proper management of reinforcement can change the direction, level, and persistence of an individual's behavior.



Reinforcement Theory

- Law of effect.
 - Behavior that results in a pleasant outcome is likely to be repeated while behavior that results in an unpleasant outcome is not likely to be repeated.
-

Organizational behavior modification (OB Mod)

- ❑ The systematic reinforcement of desirable work behavior and the non reinforcement or punishment of unwanted work behavior.
 - ❑ Uses four basic strategies:
 - Positive reinforcement.
 - Negative reinforcement.
 - Punishment.
 - Extinction.
-

Reinforcement Contingencies

- ❑ Positive Reinforcement - The use of positive consequences to encourage desirable behavior
 - ❑ Avoidance Learning - Learning that occurs when individuals change behavior to avoid or to escape unpleasant circumstances.
 - ❑ Punishment - Application of negative consequences to stop or correct improper behavior
 - ❑ Extinction - The absence of re-enforcement for undesirable behavior so that the behavior stops recurring
-

Positive reinforcement

- ❑ The administration of positive consequences to increase the likelihood of repeating the desired behavior in similar settings.
 - ❑ Rewards are not necessarily positive reinforcers.
 - ❑ A reward is a positive reinforce only if the behavior improves.
-

Principles governing reinforcement.

- ❑ Law of contingent reinforcement.

- The reward must be delivered only if the desired behavior is exhibited.

- ❑ Law of immediate reinforcement.

- The reward must be given as soon as possible after the desired behavior is exhibited.
-

Scheduling reinforcement.

- ❑ Continuous reinforcement.
 - Administers a reward each time the desired behavior occurs.
 - ❑ Intermittent reinforcement.
 - Rewards behavior periodically — either on the basis of time elapsed or the number of desired behaviors exhibited.
-

Negative reinforcement.

- ❑ Also known as avoidance.
 - ❑ The withdrawal of negative consequences to increase the likelihood of repeating the desired behavior in a similar setting.
-

Punishment.

- ❑ The administration of negative consequences or the withdrawal of positive consequences to reduce the likelihood of repeating the behavior in similar settings
-

Implications of using punishment.

- ❑ Punishing poor performance enhances performance without affecting satisfaction.
 - ❑ Arbitrary and capricious punishment leads to poor performance and low satisfaction.
 - ❑ Punishment may be offset by positive reinforcement from another source.
-

Extinction

- ❑ The withdrawal of the reinforcing consequences for a given behavior.
 - ❑ The behavior is not unlearned; it simply is not exhibited.
 - ❑ The behavior will reappear if it is reinforced again.
-