

ORGANIZATIONAL BEHAVIOR

Basic Motivation Concepts

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6

Defining Motivation

motivation

The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal.

Key Elements

- 1. Intensity: how hard a person tries**
- 2. Direction: toward beneficial goal**
- 3. Persistence: how long a person tries**

Motivation And Individual Needs

➤ **Motivation**

- The willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need

➤ **Need**

- An internal state that makes certain outcomes appear attractive

The Motivation Process

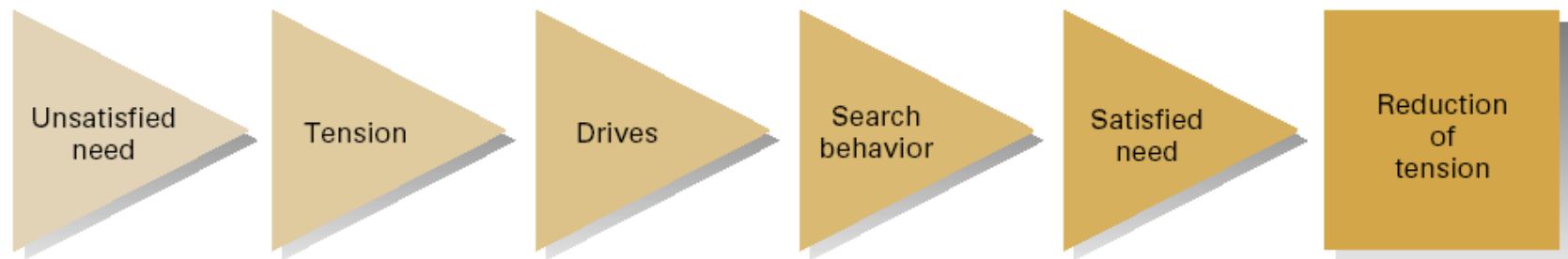


EXHIBIT 10.1

Early Theories Of Motivation

➤ **Hierarchy of needs theory (Maslow)**

- there is a hierarchy of five human needs; as each need becomes satisfied, the next need becomes dominant.
- Physiological: food, drink, shelter
- Safety: physical safety
- Social: affiliation with others, affection, friendship
- Esteem: Internal (self-respect, autonomy, and achievement); external (status, recognition, and attention)
- Self-actualization: personal growth and fulfillment

Maslow's Hierarchy of Needs

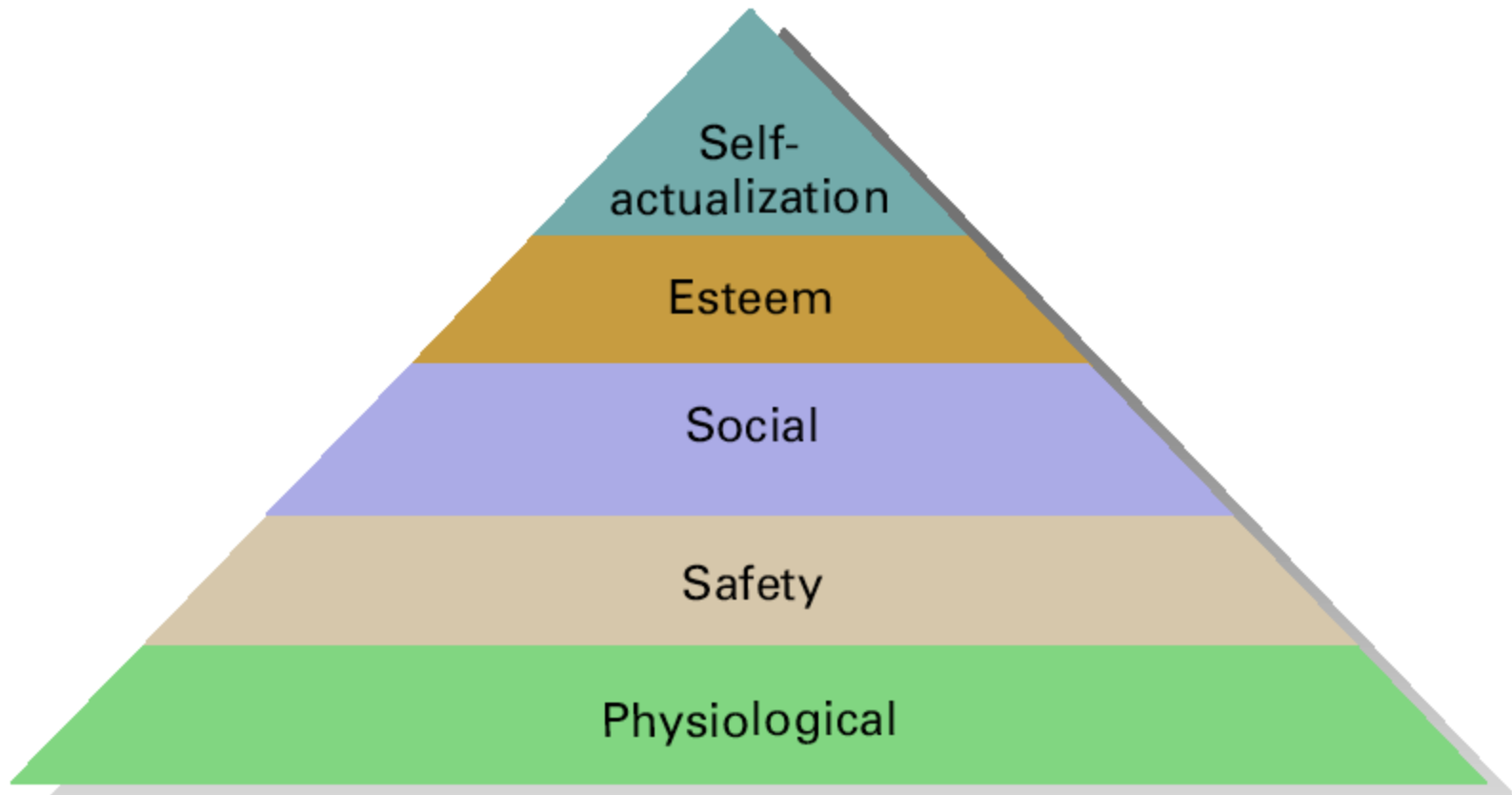


EXHIBIT 10.2

Theory X and Theory Y (Douglas McGregor)

Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.



Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.



Theory X Premises

- **A manager who views employees from a Theory X (negative) perspective believes:**
 - Employees inherently dislike work and, whenever possible, will attempt to avoid it
 - Because employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve desired goals
 - Employees will shirk responsibilities and seek formal direction whenever possible
 - Most workers place security above all other factors associated with work and will display little ambition

Theory Y Premises

- **A manager who views employees from a Theory Y (positive) perspective believes:**
 - Employees can view work as being as natural as rest or play
 - Men and women will exercise self-direction and self-control if they are committed to the objectives
 - The average person can learn to accept, even seek, responsibility
 - The ability to make good decisions is widely dispersed throughout the population and is not necessarily the sole province of managers

Two-Factor Theory (Frederick Herzberg)

two-factor theory

Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.

hygiene factors

Factors—such as company policy and administration, supervision, and salary—that, when adequate in a job, placate workers. When these factors are adequate, people will not be dissatisfied.



Herzberg's Motivation-Hygiene Theory

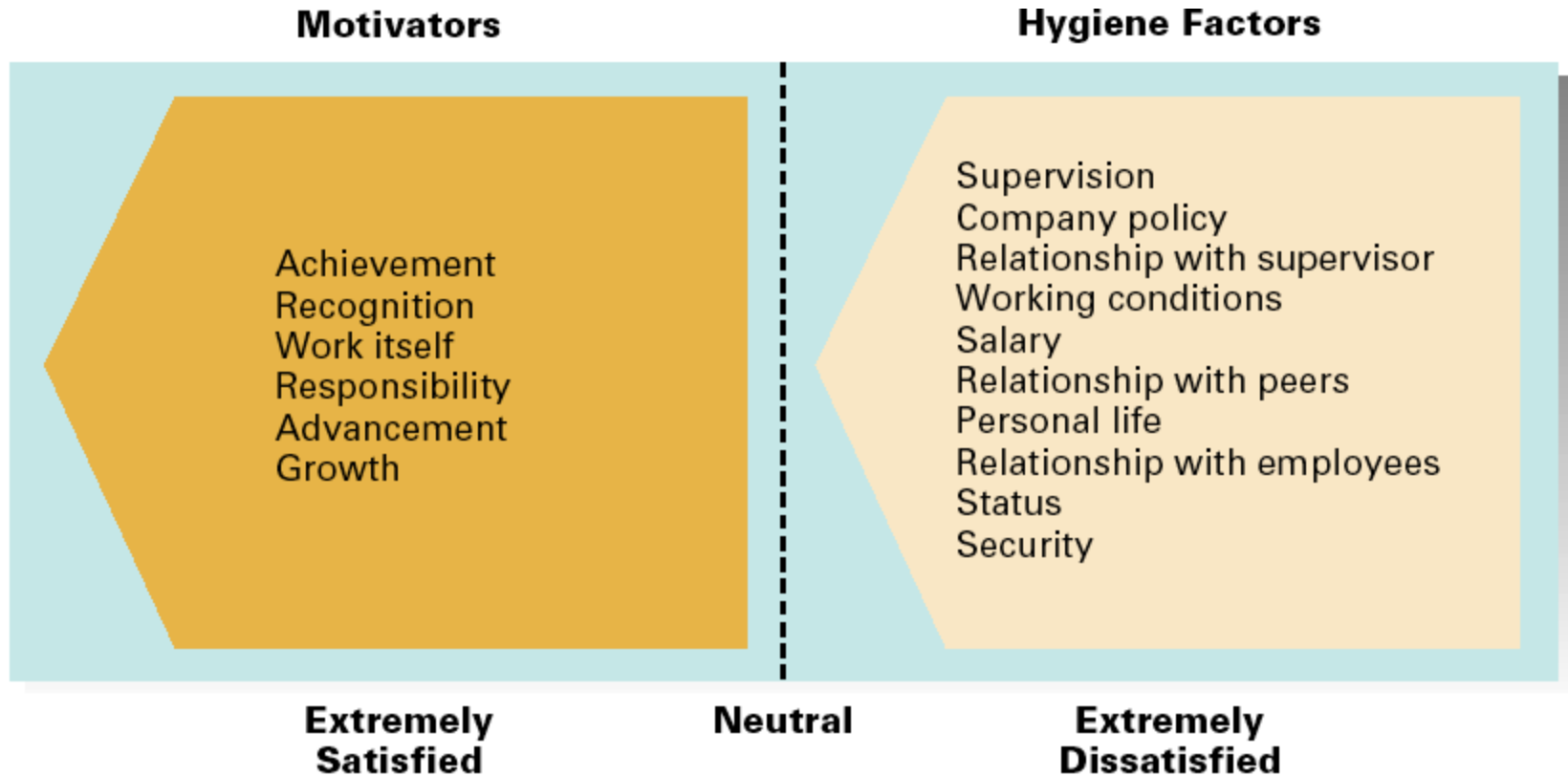


EXHIBIT 10.4

ERG Theory (Clayton Alderfer)

ERG theory

There are three groups of core needs: existence, relatedness, and growth.

Core Needs

Existence: provision of basic material requirements.

Relatedness: desire for relationships.

Growth: desire for personal development.

Concepts:

More than one need can be operative at the same time.

If a higher-level need cannot be fulfilled, the desire to satisfy a lower-level need increases.

David McClelland's Theory of Needs

need for achievement

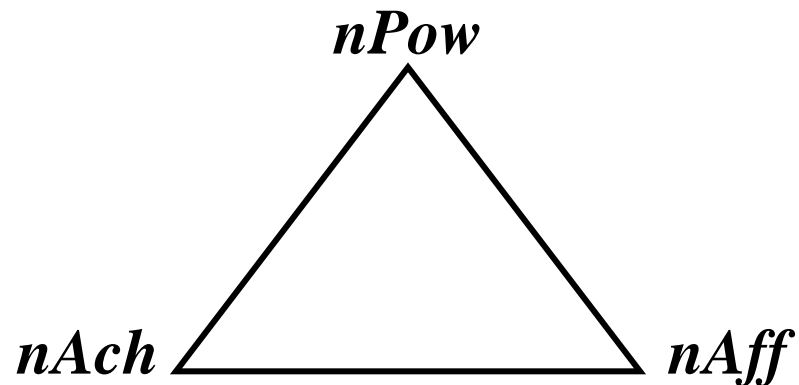
The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

need for affiliation

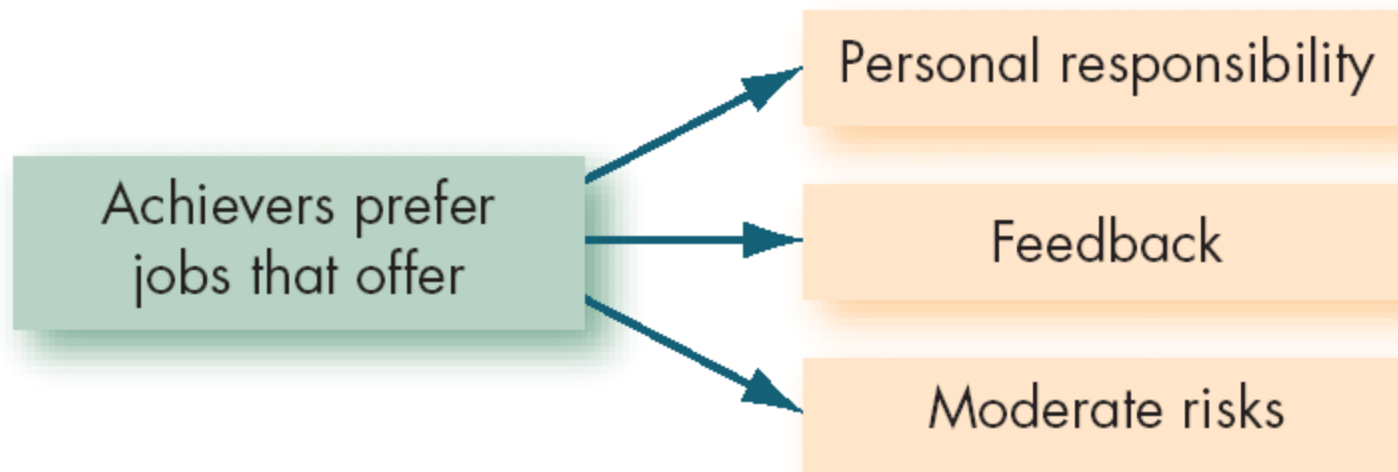
The desire for friendly and close interpersonal relationships.

need for power

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



Matching Achievers and Jobs



Reinforcement Theory

reinforcement theory

Behavior is a function of its consequences.

Concepts:

Behavior is environmentally caused.

Behavior can be modified (reinforced) by providing (controlling) consequences.

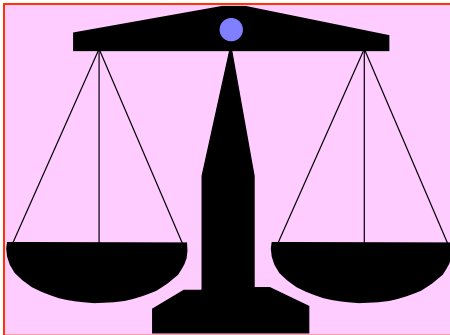
Reinforced behavior tends to be repeated.

Equity Theory

equity theory

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

Adam's Equity Theory

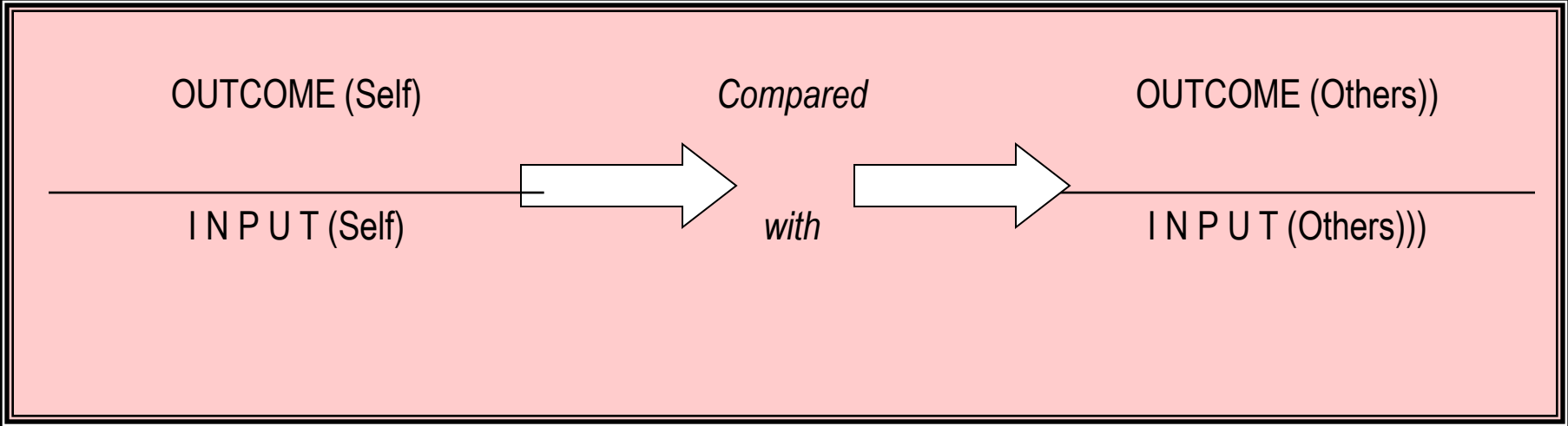


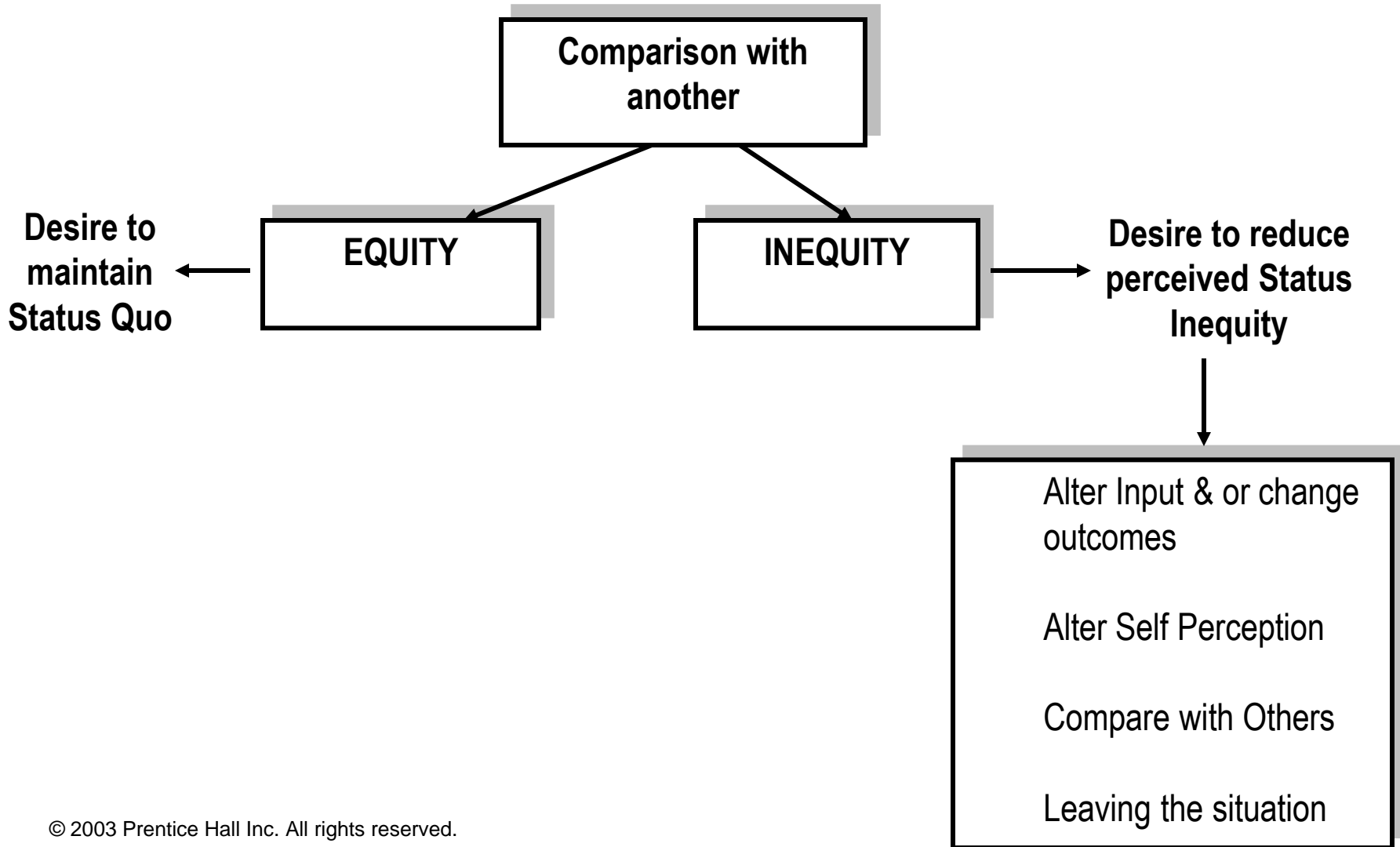
Decision Rule: We choose the behavior which restores equity.

Equity theory is a social comparison theory.

To calculate equity we compute an outcome/input ratio for "self" and "other" and then compare the two ratios.

Equity exists when O/I (self) = O/I (other).





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 used to determine the distribution of rewards.



Expectancy Theory

expectancy theory

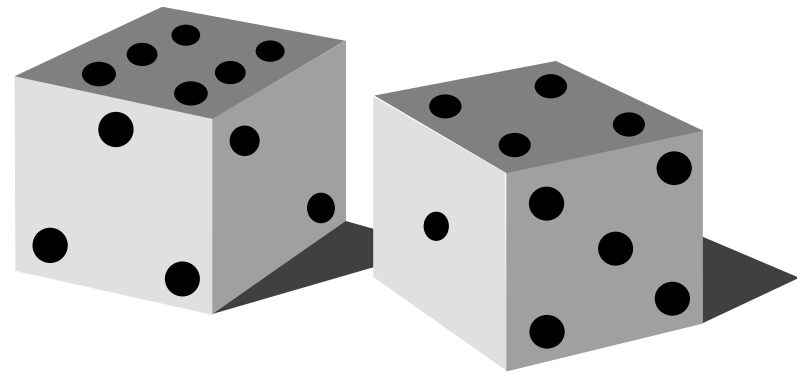
The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.



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

EXHIBIT

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Expectancy theory suggests that we choose the behavior which maximizes expected outcome.

Basic expectancy model

The motivational force behind a behavior is a function of the desirability of outcomes and the probability that the behavior will result in the outcomes.

Motivational Force(MF)= Valence(V) X Expectancy(E)XInstrumenta

VROOM'S EXPECTANCY THEORY

Valence: It is the anticipated reward from an outcome
(Promotion from performance)

Expectancy: It is the perceived probability of performing sufficiently
to achieve the outcome & thus the reward. (Performance
& Promotion)

Expectancy is of two types:

Expectancy of Effort leading to Performance (ie $E \rightarrow P$)

Expectancy that Performance leading to Outcome (ie $P \rightarrow O$)

**Instrumentality- Perception that first level outcomes are associated
with
second level outcomes**