MOTIVATION IN ORGANIZATIONS

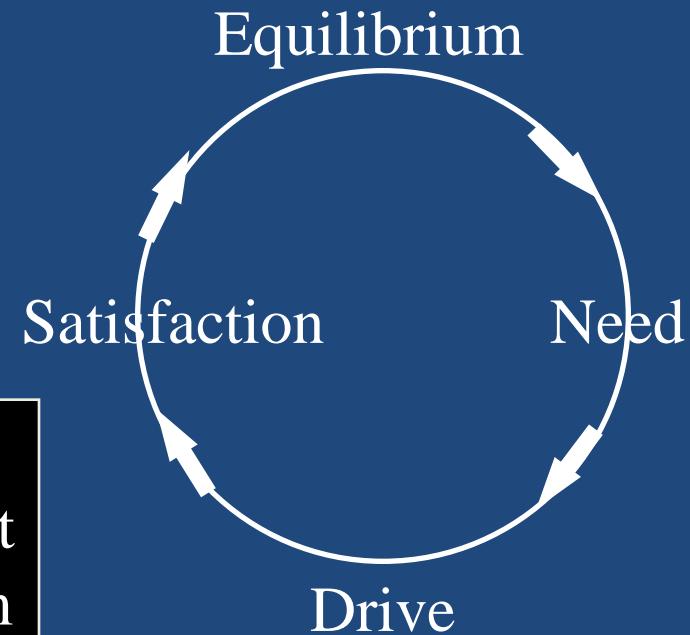# Motivation

Energizes Behavior

Drives
Compulsions
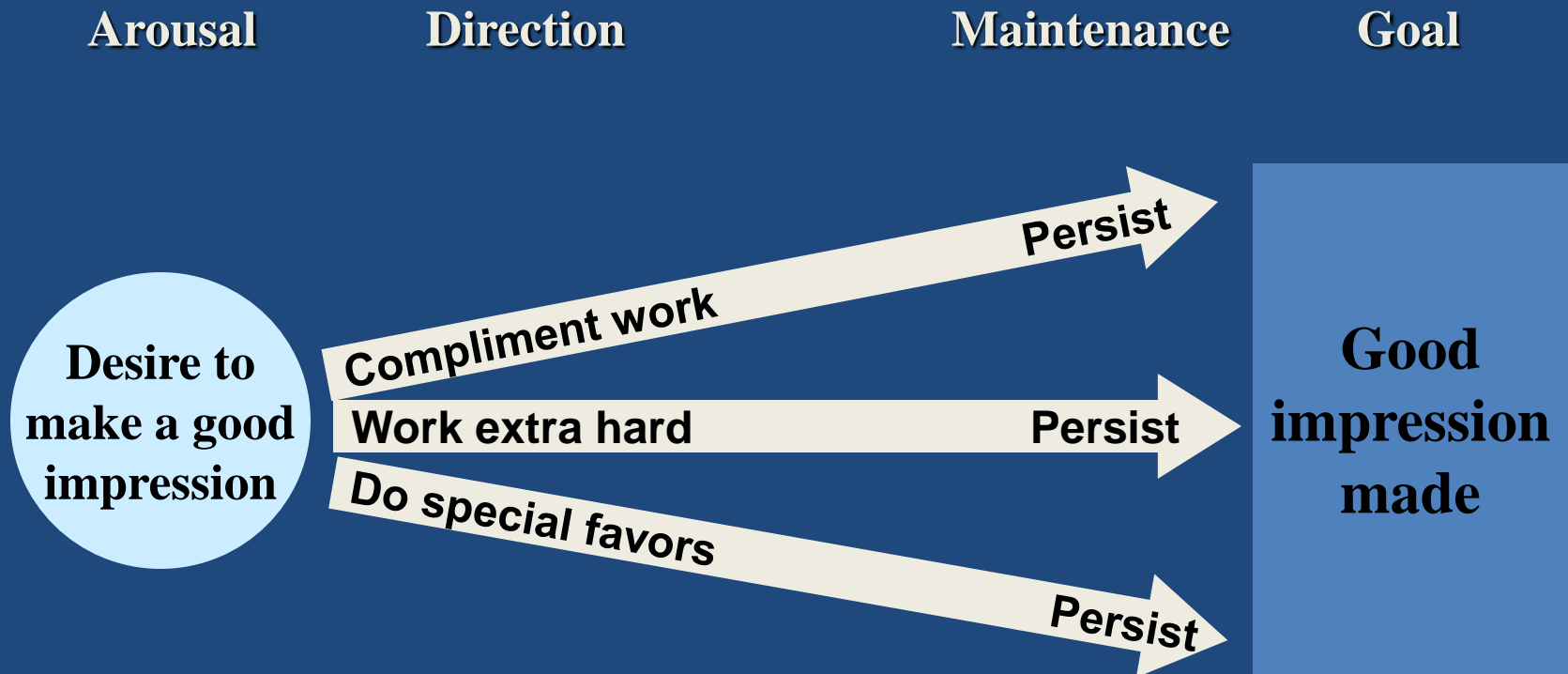Deprivation/
Disequilibrium

Directs Behavior

Goals
Organization of Effort
Reaching Equilibrium

Sustains Behavior

Maintaining motivation
Persistance
Ability to change course
Importance of Feedback

Equilibrium

Satisfaction   Need

Drive

Motivation: Its Basic Components

Arousal   **Direction**   **Maintenance**   **Goal**

Desire to make a good impression

Compliment work → Persist

Work extra hard → Persist

Do special favors → Persist

Good impression made

Need Theories: A Comparison

Growth needs

5. Self-actualization needs

4. Esteem needs

Deficiency Needs

3. Social needs

2. Safety needs

1. Physiological needs

• Growth needs

• Relatedness needs

• Existence needs
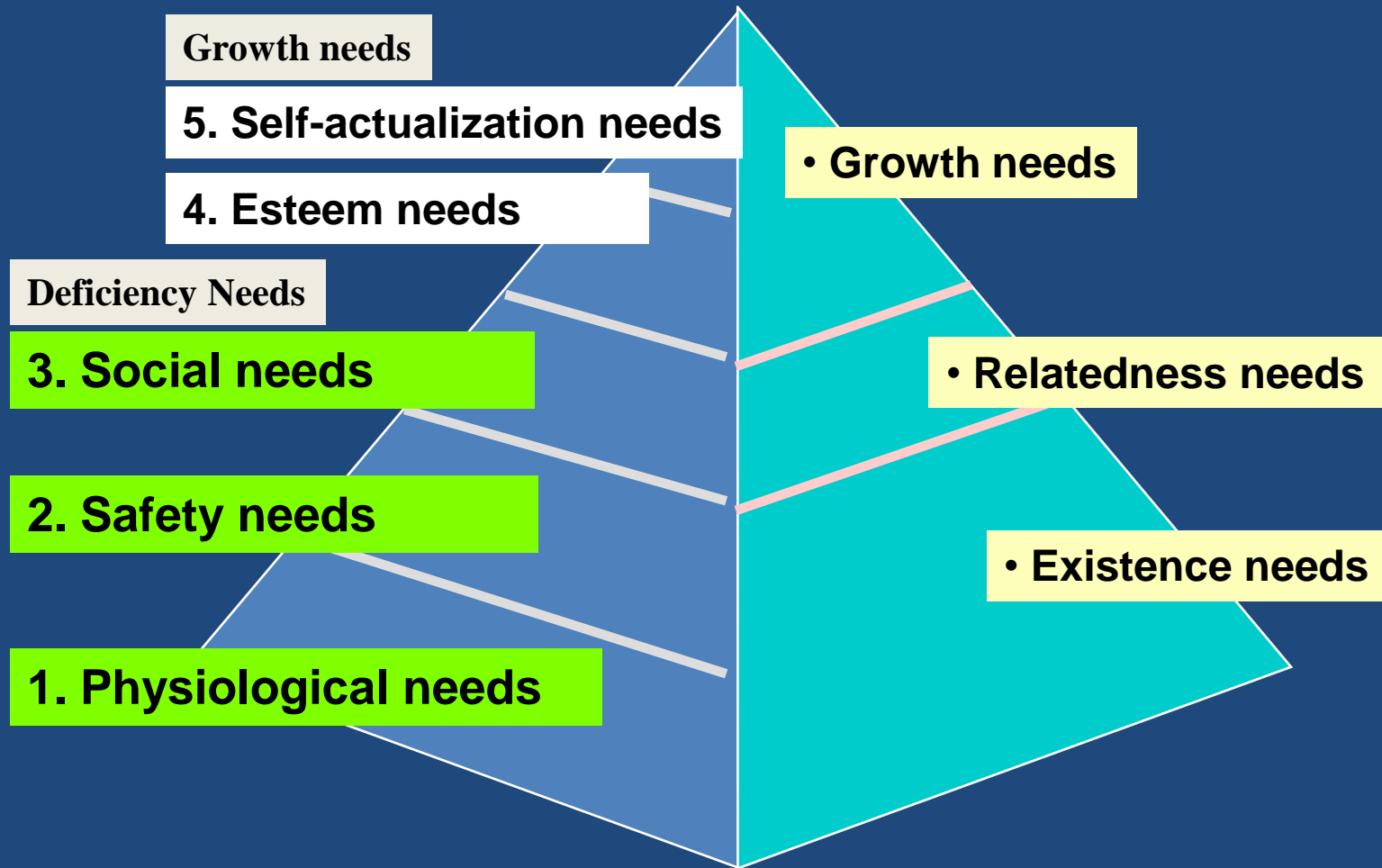
Maslow's need hierarchy theory

Alderfer's ERG theory

ERG Theory
(Aldefer)

Relatedness Needs

Existence Needs

Growth Needs

→ Satisfaction/Progression

-----→ Frustration/Regression

↶↷ Satisfaction/Strengthening
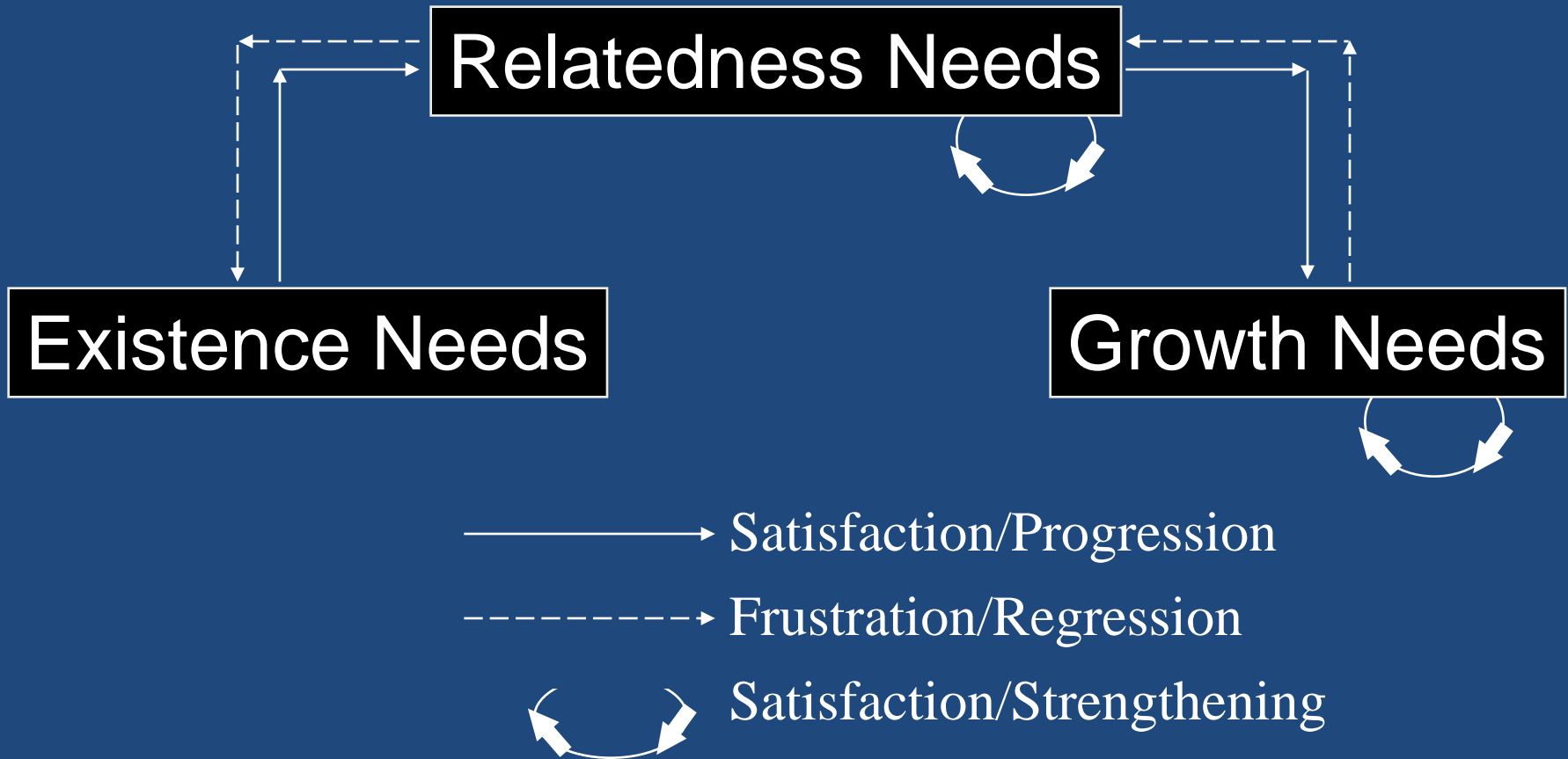
# Discussion: Considering these theories, how might companies motive their employees

- What types of incentives would motivate employees

- How can employers satisfy employees' needs

- Would the same type of incentives or rewards satisfy all employees?

Goal Setting
People's Behavior is Guided by Intentions

- Goals provide **direction** ⟹ Specific goals are more effective

- Goals **mobilize** behavior ⟹ Difficult goals generate more effort

- Feedback about goal attainment **sustains** behavior.

Goal Commitment

Publically stated goals
+
High nAch
+
Internal Locus of Control

→

Commitment to Goals
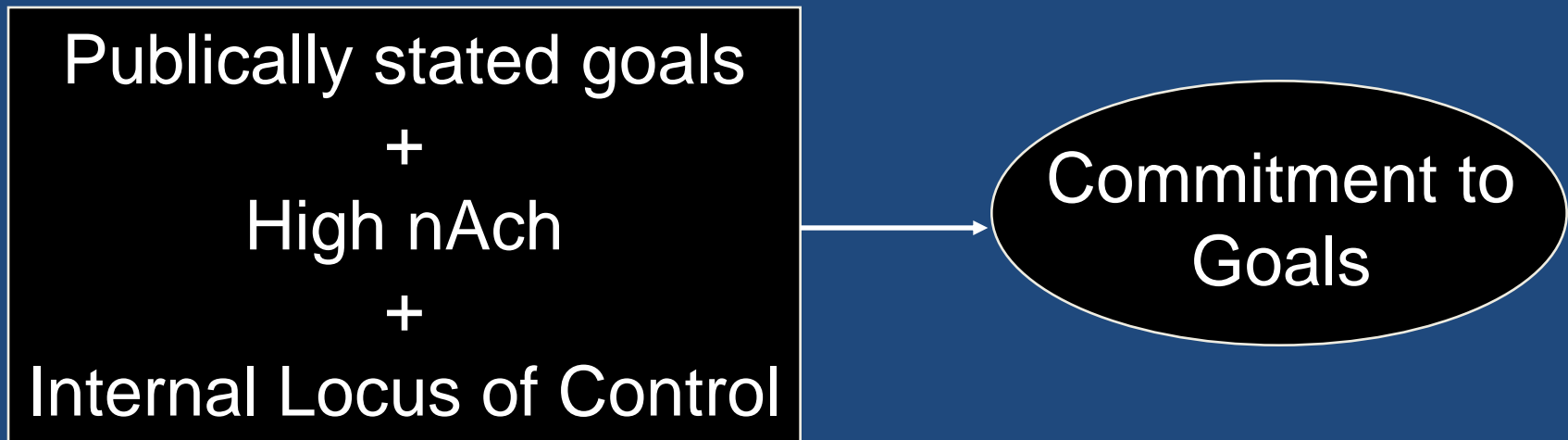
Goal Setting Applications

- Management by Objectives (MBO)
  - Performance review procedure by which employees and managers jointly make goals for next review period. They also work out the details for reaching those goals. Performance is regularly monitored.
- Organizational Behavioral Management (OBM) (remember learning theory?)
  - Application of goal setting (or other behavioral science technology) to change the behavior of large units within the organization
    - Logging example

Distributive Justice: Perceptions of how fairly rewards are distributed

Theory 1: Exchange Theory

If Inputs = Outputs ➡ Satisfaction

| Effort, Motivation, Performance, Skills, Expertise | Rewards Bonus Promotions Pay Raise Recognition |

$$\frac{O}{I} = 1$$

Theory 2: Equity Theory -- Compare I/O ratios to others

$$\frac{\text{Self Outcome}}{\text{Input}} = \frac{\text{Other Outcome}}{\text{Input}} \longrightarrow \text{Satisfaction}$$

Examples of Equity

1.

Self	Other
$\dfrac{4}{4}$	$\dfrac{4}{4}$

2.

Self	Other
$\dfrac{4}{4}$	$\dfrac{8}{8}$

3.

Self	Other
$\dfrac{4}{2}$	$\dfrac{4}{2}$

4.

Self	Other
$\dfrac{4}{2}$	$\dfrac{8}{4}$

5.

Self	Other
$\dfrac{2}{4}$	$\dfrac{4}{8}$

Examples of Inequity

1. Underpayment = Self O/I < Other O/I

Example

Self	Other
4	8
—	—
4	4

2. Overpayment =   Self O/I < Other O/I

Example

Self	Other
4	2
—	—
4	4

POSSIBLE REACTIONS TO INEQUITY: A SUMMARY

	TYPE OF REACTION	
Type of Inequity	Behavioral (what you can do is...)	Psychological (what you can think is...)
Overpayment inequity	Raise your inputs (e.g., work harder), or lower your outcomes (e.g. work through a paid vacation)	Convince yourself that your outcomes are deserved based on your inputs (e.g., rationalize that you work harder than others and so you deserve more pay)
Underpayment inequity	Lower your inputs (e.g., reduce effort), or raise your outcomes e.g., get a raise in pay)	Convince yourself that others' inputs are really higher than your own (e.g., rationalize that the comparison worker is really more qualified and so deserves higher outcomes)

Procedural Justice

- Perceived fairness of the processes by which organizational decisions are made
    - Voice: giving employees a say in how decisions are made
    - Error correction: allow opportunity for errors to be corrected
    - Consistently apply rules and policies
   - Bias suppression

Interactional Justice

- Quality of interpersonal treatment (by supervisor) when decisions are made and communicated
  - Information justification: thoroughness of information received about at decision
  - Social sensitivity: amount of dignity and respect demonstrated in the course of presenting an undesirable decision.

Expectancy Theory

People will be motivated to engage in a behavior (make a choice) to the degree that they believe that the behavior will lead to a valued outcome

Expectancy Theory: An Overview
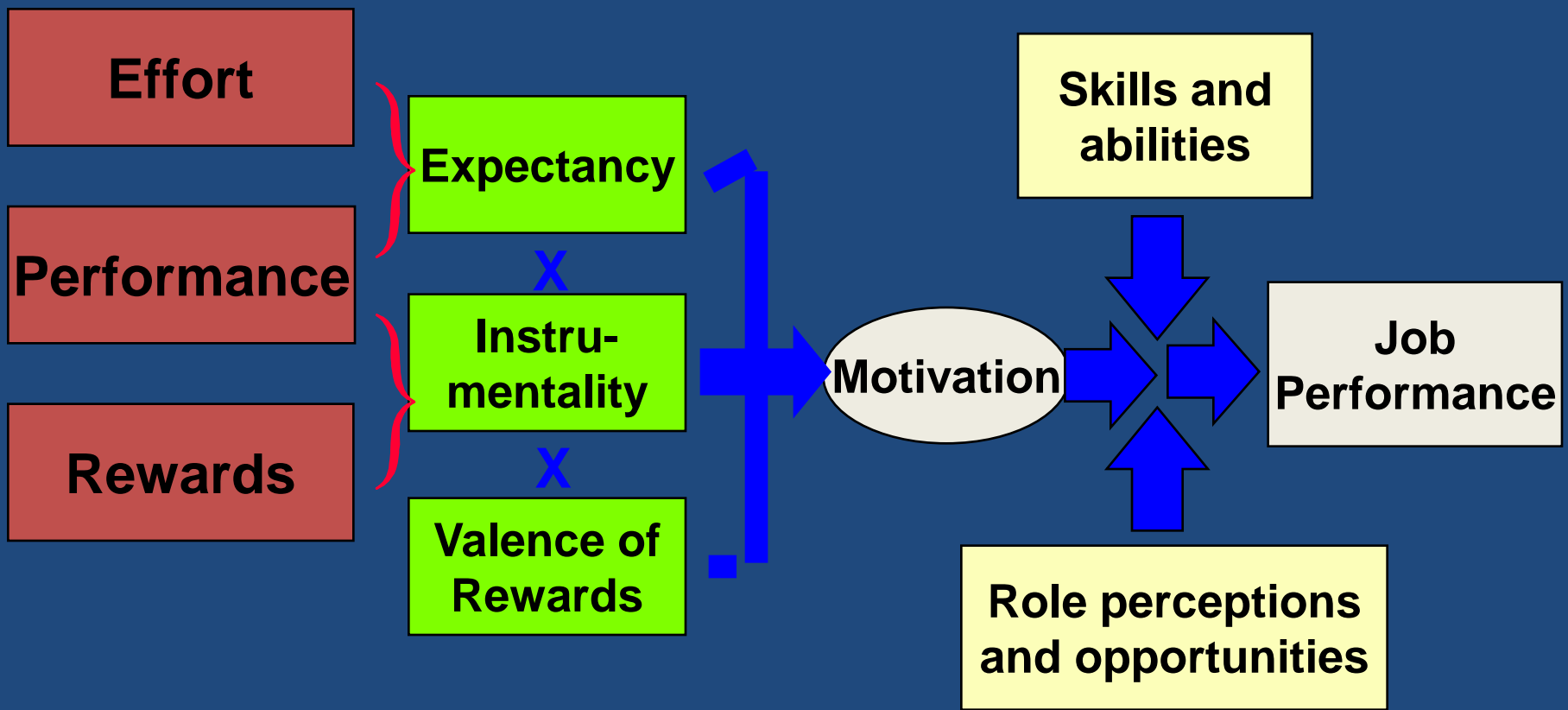
Expectancy Model: Components

Expectancy: The degree to which you expect that hard work (effort) will lead to good performance or high accomplishments

Instrumentality: The perception that if you perform well you will be rewarded

Valence: How much do you value the rewards you may receive

Expectancy Theory, con't

- **Force:** the motivation to choose a particular course of action.

$$Force = E\sum(V * I)$$

Where: E= Expectancy (probability that effort leads to performance)
V=Valence (rating of how satisfying various rewards will be)
I=Instrumentality (relationship between taking this option and gaining this reward)

Application of Expectancy Theory

- Clarify expectancies between effort and performance and follow through with rewards.
  - Pay for performance
  - Stock option plans and other incentive programs
- Provide valued rewards
  - Cafeteria-style benefits

Motivating Jobs Through Job Redesign

- Scientifically managed jobs: boring, repetitive, few skills utilized

- Job Enlargement: add more tasks of similar skill level to the job   **Horizontal Loading**

- Job Enrichment: add more responsibility and autonomy to the job   **Vertical Loading**

Job Characteristics model

Job Characteristics

Skill Variety

Task Identity

Task Significance

Autonomy

Feedback

Critical Psyc. States

Experienced Meaningfulness of Work

Responsibility for work outcomes

Knowledge of Results

Job Outcomes

Internal work motivation

Job satisfaction

Growth Satisfaction

Low absenteeism

High quality performance

Growth Need Strength