

What Is 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 Key Points

- Motivation and Job Performance Are Not Synonymous
- Motivation is Multifaceted
- People are Motivated by More Than Just Money

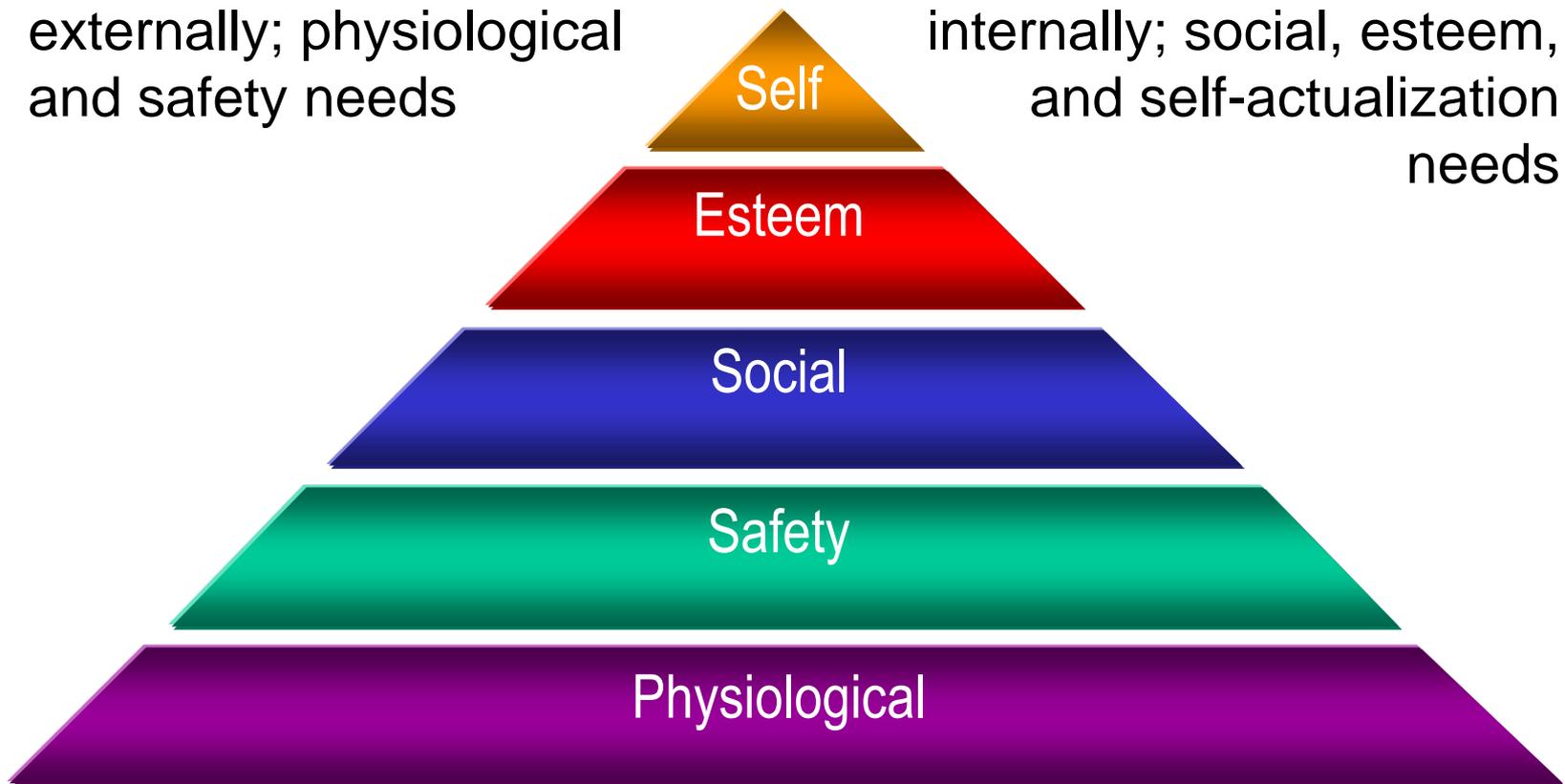
Maslow's Hierarchy of Needs

Lower-Order Needs

Needs that are satisfied externally; physiological and safety needs

Higher-Order Needs

Needs that are satisfied internally; social, esteem, and self-actualization needs



Assumptions of Maslow's Hierarchy

Movement Up the Pyramid

Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied.

Individuals therefore must move up the hierarchy in order.

Maslow Application

A homeless person will not be motivated to meditate!

Alderfer's ERG Theory

- An alternative to Maslow's need hierarchy theory which asserts that there are three basic human needs:
 - *Existence*: Corresponds with Maslow's physiological and safety needs.
 - *Relatedness*: Corresponds with Maslow's social needs.
 - *Growth*: Corresponds with Maslow's esteem and self-actualization needs.

Organizational Justice

- ✚ People's perceptions of fairness in organizations, consisting of perceptions of how decisions are made regarding the distribution of outcomes and the perceived fairness of those outcomes themselves.
- ✚ *Distributive Justice*: The perceived fairness of the way rewards are distributed among people.
- ✚ *Procedural Justice*: Perceptions of the fairness of the procedures used to determine outcomes.
- ✚ *Interactional Justice*: The perceived fairness of the interpersonal treatment used to determine organizational outcomes.

Equity Theory

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)

Choices for dealing with inequity:

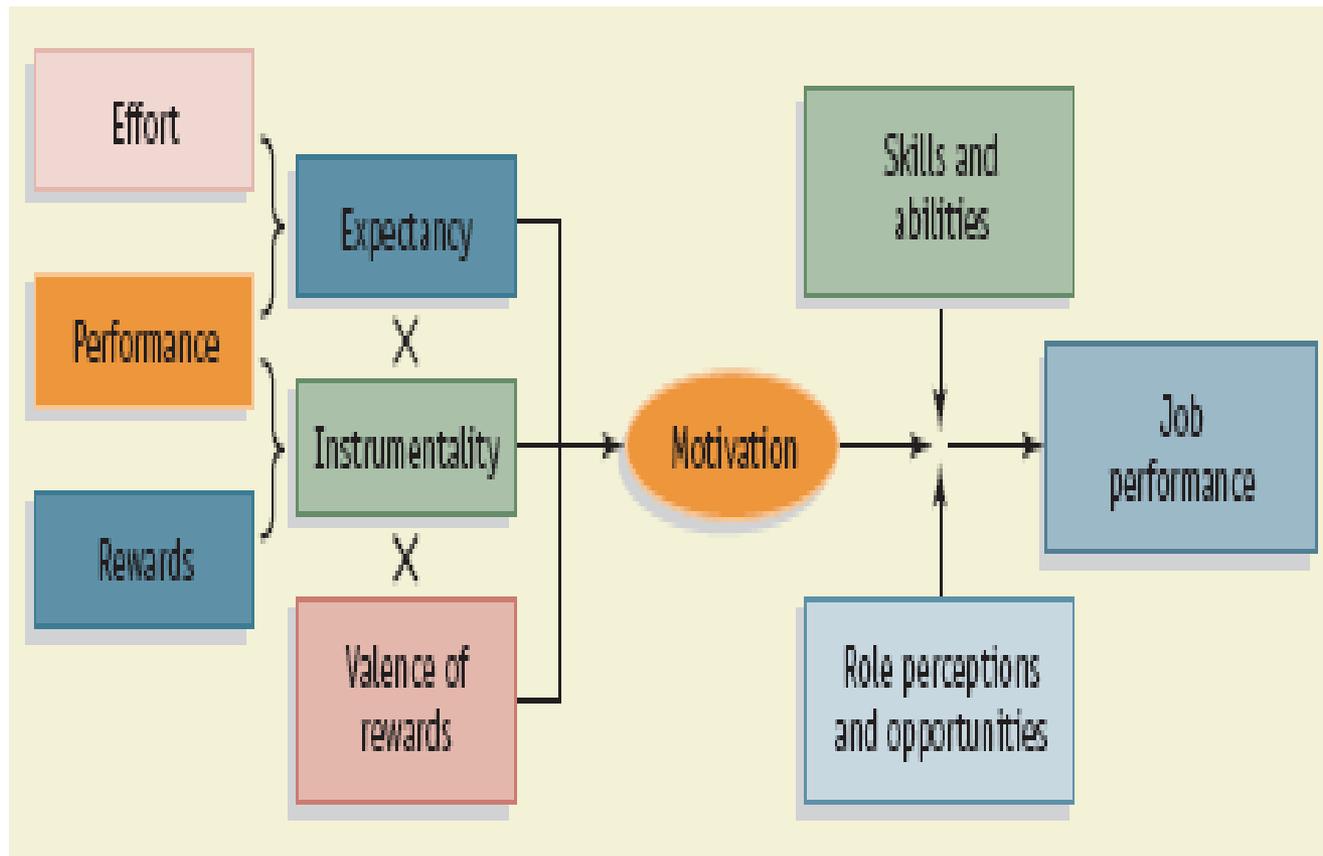
1. Change inputs (slack off)
2. Change outcomes (increase output)
3. Distort/change perceptions of self
4. Distort/change perceptions of others
5. Choose a different referent person
6. Leave the field (quit the job)

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.

Expectancy Theory



Expectancy Theory

Exhibit 6-10

Expectancy Theory



Bottom Line

All three links between the boxes must be intact or motivation will not occur. Thus,

- Individuals must feel that if they try, they can perform **and**
- If they perform, they will be rewarded **and**
- When they are rewarded, the reward will be something they care about.

Herzberg's Two-Factor Theory

Bottom Line: Satisfaction and dissatisfaction are not opposites of the same thing!

Hygiene Factors

- Salary
- Work Conditions
- Company Policies

Separate Constructs

- Hygiene Factors—
Extrinsic and Related to
Dissatisfaction
- Motivation Factors—
Intrinsic and Related to
Satisfaction

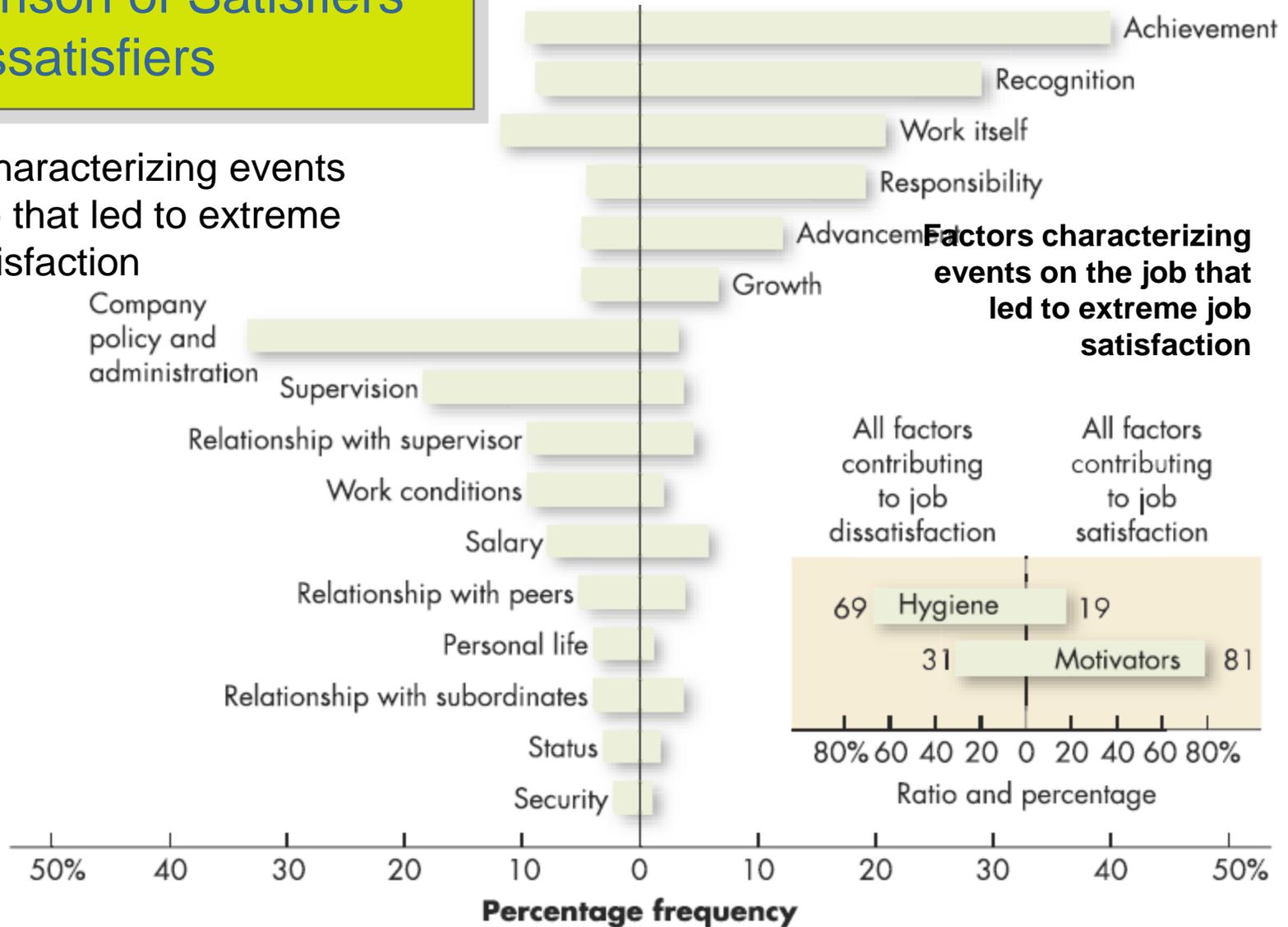
Motivators

- Achievement
- Responsibility
- Growth

Comparison of Satisfiers and Dissatisfiers

Factors characterizing events on the job that led to extreme job dissatisfaction

Factors characterizing events on the job that led to extreme job satisfaction



Source: Reprinted by permission of *Harvard Business Review*. An exhibit from *One More Time: How Do You Motivate Employees?* by Frederick Herzberg, September–October 1987. Copyright © 1987 by the President and Fellows of Harvard College. All rights reserved.

Contrasting Views of Satisfaction and Dissatisfaction

Traditional view



Herzberg's view

