CHAPTER 8: THE MOTIVATION TO WORK

# Learning Objectives

## Module 8.1 (Introduction to Motivation)

Understand the early history of motivation theory in I-O psychology.

Understand the importance and meaning of motivation and its links with performance.

## Module 8.2 & Module 8.3 (Theories of Motivation)

Identify the classic approaches to motivational theories.

Explain the premise of Maslow’s need hierarchy theory.

Explain Vroom’s Valence Instrumentality Expectancy theory.

Explain the premise of Equity Theory.

Explain the premise of Reinforcement Theory.

Explain the premise of the Job Characteristics Model (JCM).

Understand research relating to the JCM and the JCM model.

Describe why goal setting theory is considered a Person-as-Intentional Approach.

Identify the four separate avenues that can be used to develop self-efficacy.

# Chapter Outline

## Module 8.1 An Introduction to Motivation

The Central Position of Motivation in Psychology

A Brief History of Motivation Theory in I-O Psychology

The Meaning and Importance of Motivation in the Workplace

*Motivation and Performance*

*Motivation and Personality*

## Module 8.2 and Module 8.3 Motivational Theories

Intuitively Appealing Theories that Lack Empirical Support

*Maslow’s Need Theory*

*Herzberg’s 2-Factor Theory*

Theories with Some Empirical Support but Limited Practical Utility

*Equity Theory*

*Vroom’s Expectancy Theory – Valence, Instrumentality, & Expectancy*

Theories with Mixed Support

*Reinforcement Theory*

Theories with Strong Support and Practical Utility

*Job Characteristics Model (JCM)*

*Goal Setting Theory*

# Glossary Terms for Chapter 8

This list of key terms and important concepts from Chapter 8 can be used in conjunction with reviewing the material in the textbook. After reviewing Chapter 8 in the textbook, define each of the following key terms and important concepts fully. Check your answers with the textbook, and review terms with which you have difficulty. Good luck!

## Module 8.1

motivation

instinct

need

drive

behaviorist approach

field theory

## Module 8.2 and Module 8.3

Maslow’s need theory

two-factor theory

hygiene needs

motivator needs

reinforcement theory

VIE theory

valence

instrumentality

expectancy

equity theory

inputs

outcomes

comparison other

outcome/input ratio

goal setting theory

control theory

feedback loop

self-efficacy

# Practice Questions for Chapter 8

Multiple Choice Items: Please choose the correct answer to the following questions. Answers are shown at the end of the chapter in this Study Guide.

1. Motivation concerns the conditions responsible for variations in intensity, quality, and \_\_\_\_\_\_\_\_\_ of ongoing behavior.

a. amplitude

b. satisfaction

c. direction

d. learning

2. What type of motivational approach placed the emphasis for behavior and directed activity directly on the environment?

a. Behaviorist approach

b. Instrumental approach

c. Nature approach

d. Environmental approach

3. Which theory proposed that various forces in the psychological environment have valence?

a. Instinct theory

b. Maslow’s need theory

c. Field theory

d. Metaphor theory

4. What is the basic model for considering the role of motivation in performance?

a. Performance = (Motivation x Ability) + Situational constraints

b. Performance = (Motivation x Ability) – Situational constraints

c. Performance = (Motivation x Situational constraints) + Ability

d. Performance = (Motivation / Situational constraints) + Ability

5. What is a major problem associated with using contingent reinforcement?

a. The approach cannot consistently predict motivation.

b. The approach makes too many assumptions of behavior.

c. The approach has little or no role for any cognitive activity.

d. The approach is not applicable in today’s workplace.

6. The feedback loop in goal setting theory deals with the discrepancy between:

a. Actual goal accomplishment and expected goal accomplishment of peers.

b. Actual goal accomplishment and the failures the person has experienced.

c. Actual goal accomplishment and the goal to which the person was committed.

d. Actual goal accomplishment and the actual goal accomplishment of peers.

# Chapter 8 Exercises

**Exercise 8.1**. Given what you have learned about Need Theory in this chapter, identify which of Abraham Maslow’s needs is alluded to in each of the following quotes. Explain why you choose that particular need level for each quote.

“You’ve reached the pinnacle of success as soon as you become uninterested in money, compliments, or publicity” (Dr. O. A. Battista, chemist)

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Sign: “Don’t cross this field unless you can do it in 9.9 seconds. The bull can do it in 10.”

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“There is more credit & satisfaction in being a 1st-rate truck driver than a 10th-rate executive” (B.C. Forbes, American Publisher, 1880-1954)

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“The best parachute packers are those who jump themselves.”

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“The greatest use of life is to spend it for something that will outlast it” - William James (1842-1910), Father of Psychology

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**Exercise 8.2**. Many individuals see themselves as a “go to” person in trying situations. Construct a scenario using what you have learned about the concept of *self-efficacy* to explain how these individuals may have become so confident.

**Exercise 8.3**. If you were elected as the chair of a fundraising effort in your community, and you would be using all volunteers to gather the funds, which theory of motivation would you choose to accomplish this goal through your staff? How would you apply this theory? Alternatively, which motivational theory would be least useful in this situation? Why?

# Answer Key for Multiple Choice Questions for Chapter 8

1. c

2. a

3. c

4. b

5. c

6. c