

NETA PowerPoint Slides
to accompany

Williams/Champion/Hall

MGMT

Fourth Canadian Edition



CHAPTER 12 - BUSA 7250

Motivation

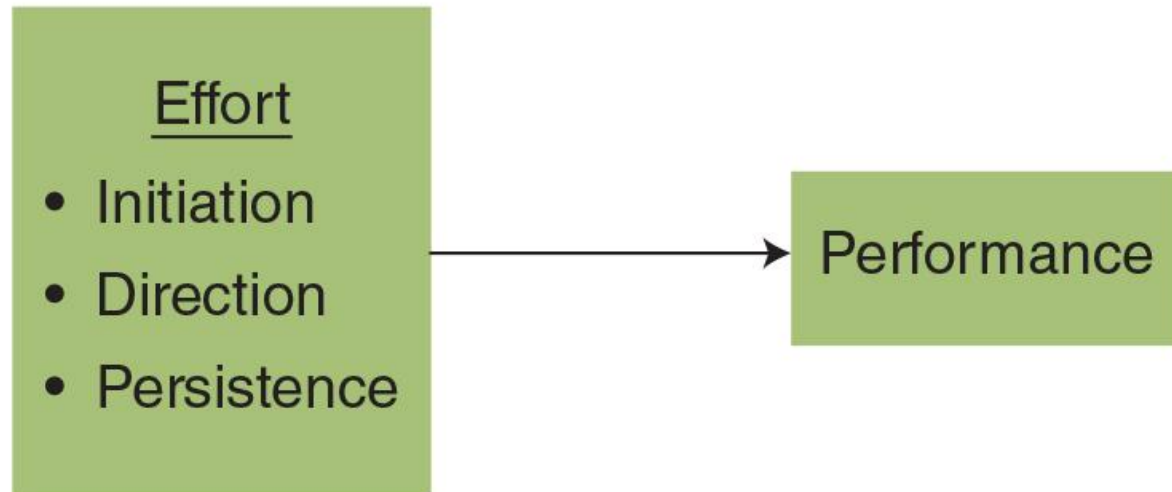
23 Jan 2025

Lecture 3

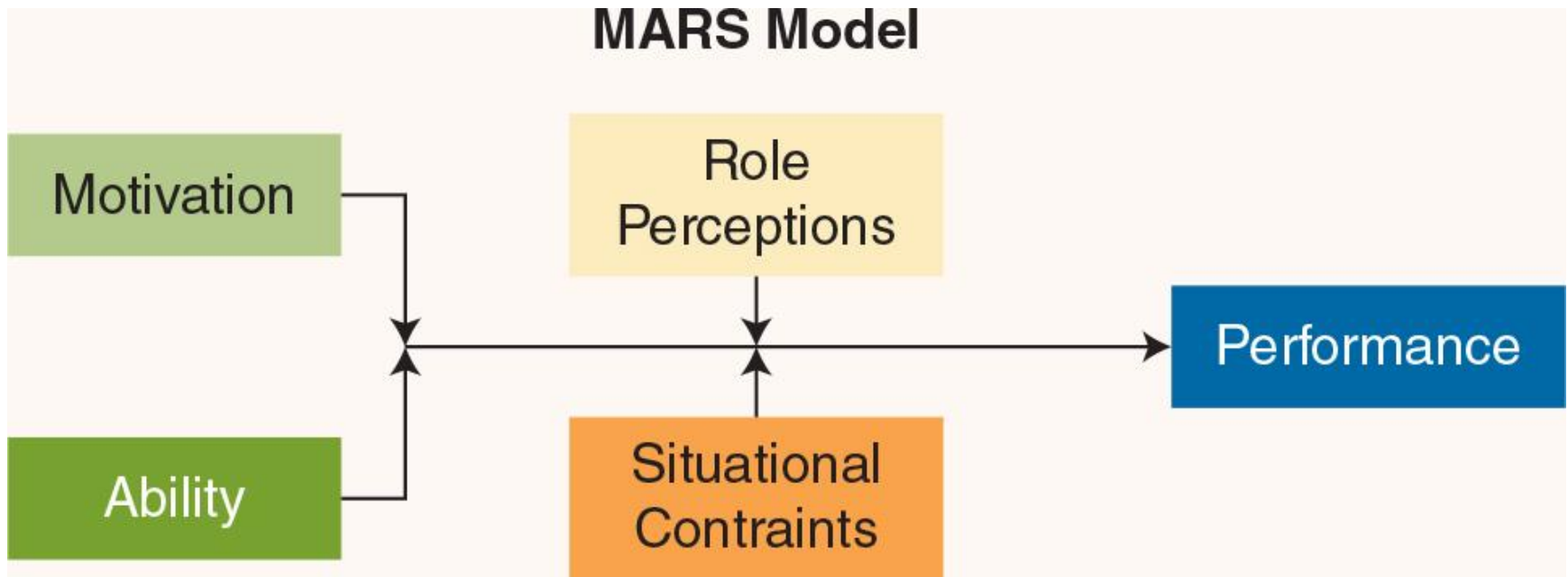
Dr Ike Hall

Exhibit 12.1

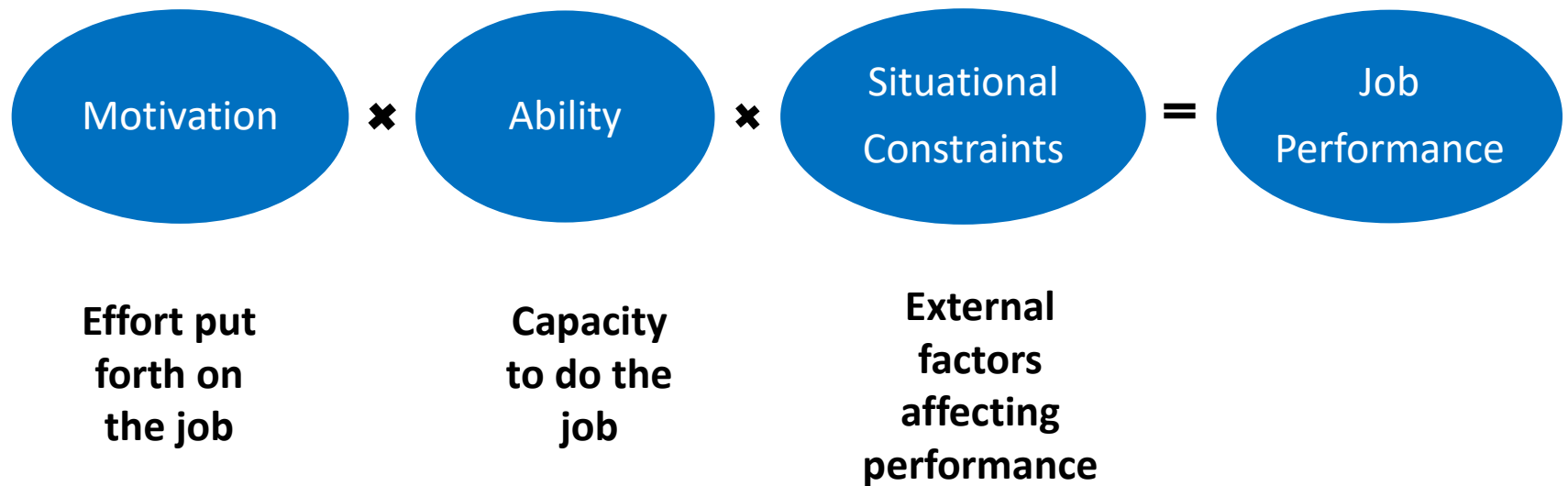
A Basic Model of Work Motivation and Performance



Effort and Performance



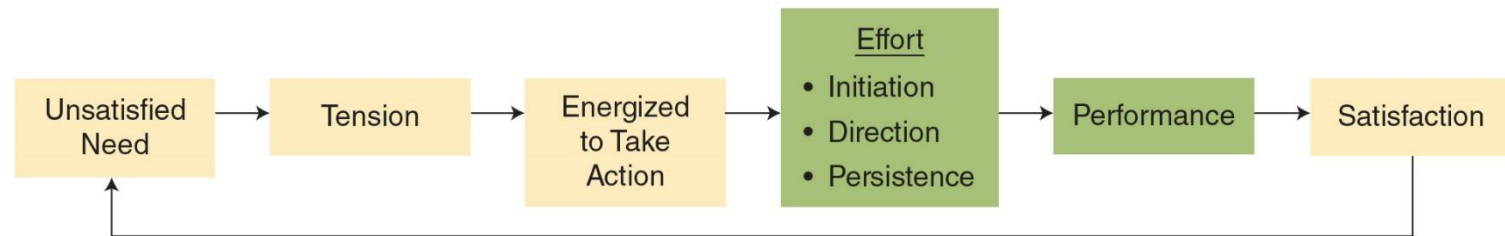
The Multiplicative Function of Motivation



Adding **Need Satisfaction** to the Model

Exhibit 12.2

Adding Need Satisfaction to the Model



As shown on the left side of this exhibit, a person's unsatisfied need creates an uncomfortable, internal state of tension that must be resolved. So, according to needs theories, people are motivated by unmet needs. But once a need is met, it no longer motivates. When this occurs, people become satisfied, as shown on the right side of the exhibit.

Note: Throughout the chapter, as we build on this basic model, the parts of the model that we've already discussed will appear shaded in colour. For example, since we've already discussed the **effort** and **performance** parts of the model, those components are shown with a coloured background. When we add new parts to the model, they will have a white background. Since we're adding need satisfaction to the model at this step, the need-satisfaction components of *unsatisfied need*, *tension*, *energized to take action*, and *satisfaction* are shown with a light background. This shading convention should make it easier to understand the work motivation model as we add to it in each section of the chapter.

Needs Classification of Different Theories

Needs Classification of Different Theories

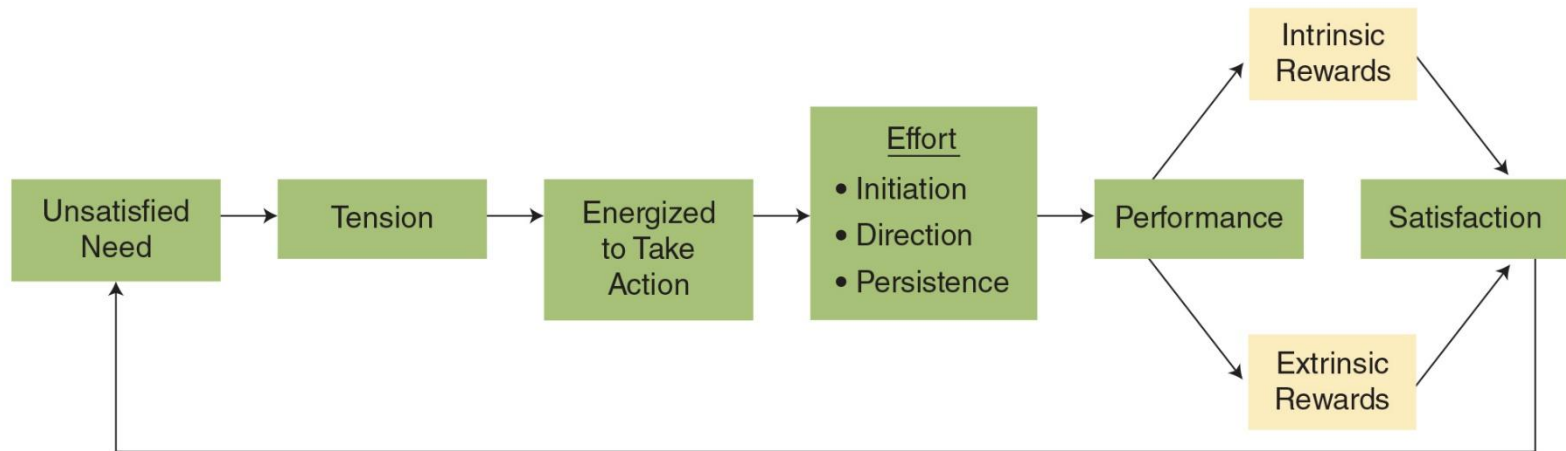


	Maslow's Hierarchy	Alderfer's ERG	McClelland's Learned Needs
Higher-Order	Self-Actualization	Growth	Power
	Esteem		Achievement
	Belongingness	Relatedness	Affiliation
Lower-Order	Safety	Existence	
	Physiological		

Adding Rewards to the Model

Exhibit 12.3

Adding Rewards to the Model



Performing a job well can be rewarding intrinsically (the job itself is fun, challenging, or interesting) or extrinsically (as you receive better pay or promotions, etc.). Intrinsic and extrinsic rewards lead to satisfaction of various needs.

Extrinsic and Intrinsic Rewards

Extrinsic reward:

- A reward that is tangible, visible to others, and given to employees contingent on the performance of specific tasks or behaviours

Intrinsic reward:

- A natural reward associated with performing a task or activity for its own sake

Motivating with the Basics

Steps in Motivating Employees:

1. Try to find out what employees needs are.
2. Satisfy lower order needs first.
3. Expect people's needs to change.
4. Create opportunities for employees to satisfy higher-order needs.

How Perceptions and Expectations Affect Motivation

Equity theory:

A theory that states people will be motivated at work when they *perceive* that they are being treated fairly

Components of Equity Theory

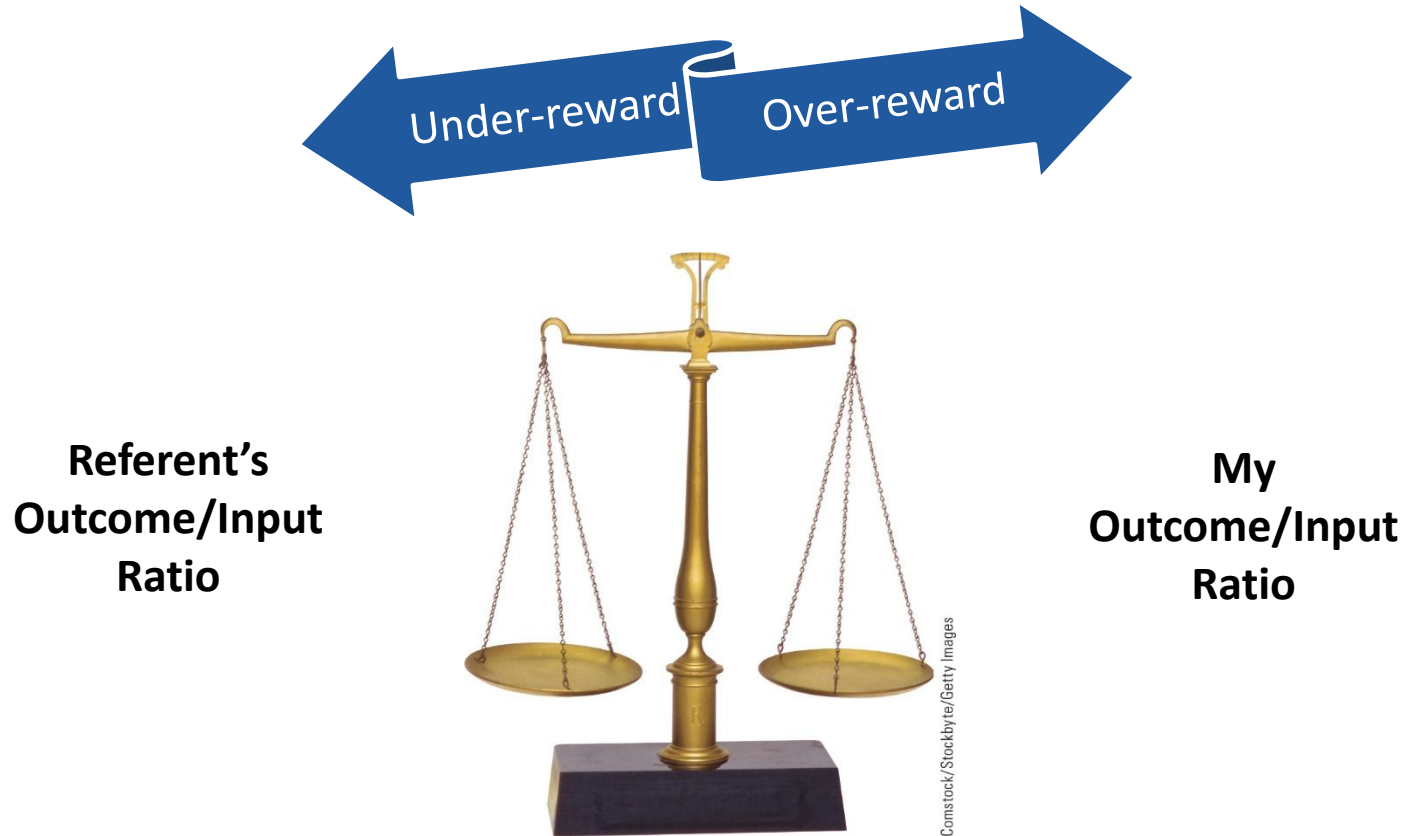
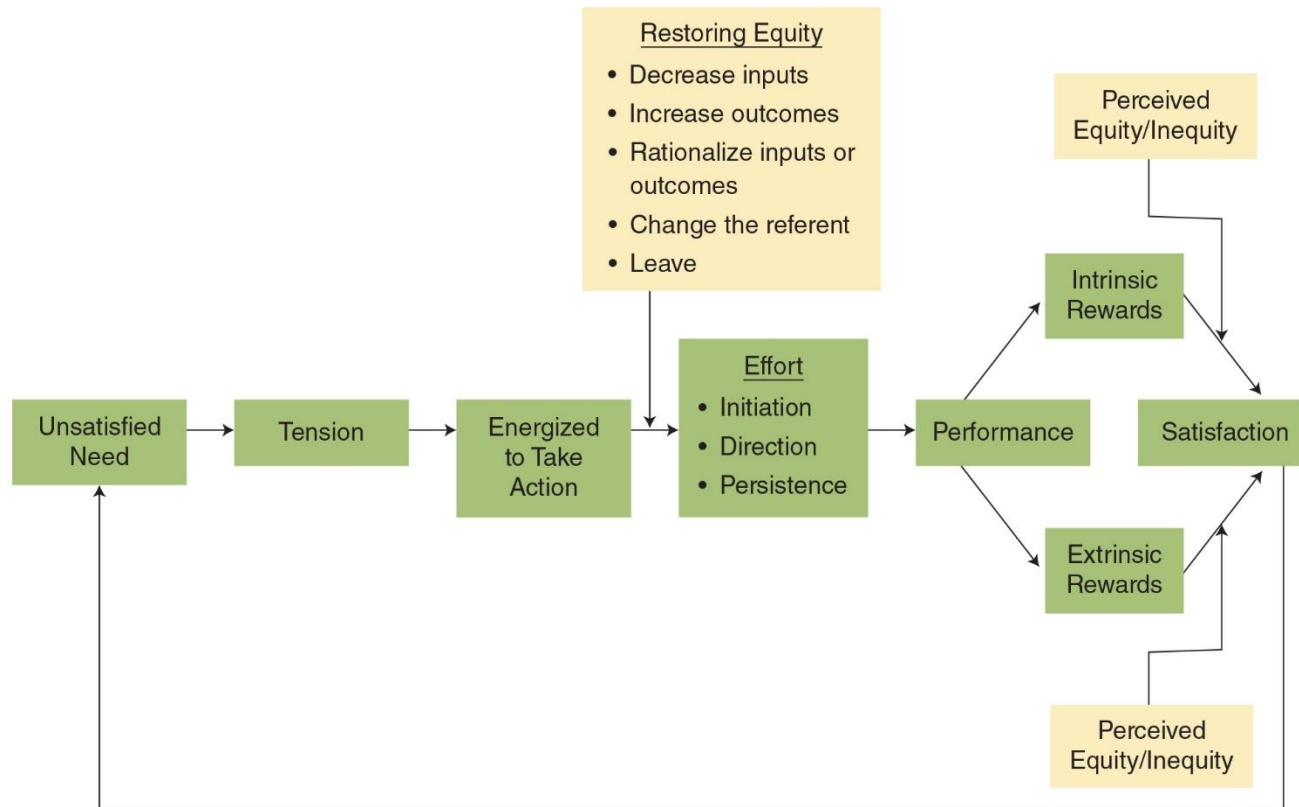


Exhibit 12.4

Adding Equity Theory to the Model



When people perceive that they have been treated inequitably at work because of the intrinsic or extrinsic rewards they receive relative to their efforts, they are dissatisfied (or frustrated or angry), their needs aren't met, and those reactions lead to tension and a strong need to take action to restore equity in some way (as explained in the "Restoring Equity" box).

Motivating with Equity Theory

Steps in Motivating Employees:

1. Start by looking for and correcting major inequities.
2. Reduce employees' inequities as much as possible.
3. Make sure the decision-making processes are fair (distributive and procedural).

Fair Decision-Making Processes

Distributive justice:

- The perceived degree to which outcomes and rewards are fairly distributed or allocated

Procedural justice:

- The perceived fairness of the process used to make reward allocation decisions

Expectancy Theory

Expectancy theory: a theory that states that people will be motivated to the extent to which they believe that their efforts will lead to good performance, that good performance will be rewarded, and that they will be offered attractive rewards

Expectancy Theory: **Components**

Valence: Attractiveness or desirability of various rewards or outcomes

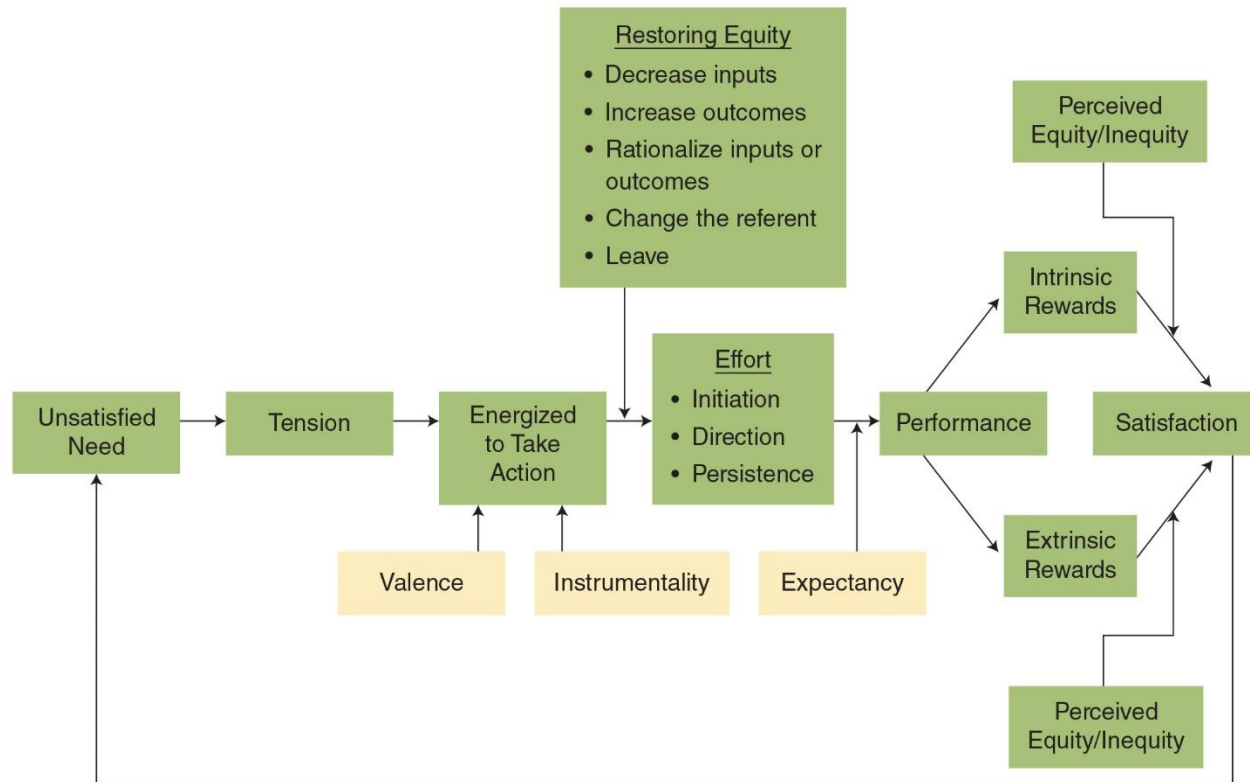
Expectancy: Perceived relationship between effort and performance

Instrumentality: Perceived relationship between performance and rewards

Motivation = Valence x Instrumentality x Expectancy

Exhibit 12.5

Adding Expectancy Theory to the Model



If rewards are attractive (valence) and linked to performance (instrumentality), then people are energized to take action. In other words, good performance gets them the rewards that they want. Intended effort (i.e., energized to take action) turns into actual effort when people expect that their hard work and efforts will result in good performance. After all, why work hard if that hard work is wasted?

Motivating with Expectancy Theory

Steps in Motivating Employees:

1. Try your best to discover what employees want from their jobs.
2. Link rewards to individual performance in a clear and understandable way.
3. Empower employees to make decisions.

Reinforcement Theory

Reinforcement:

- The process of changing behaviour by changing the consequences that follow behaviour

Reinforcement theory:

- A theory that states that behaviour is a function of its consequences, that behaviours followed by positive consequences will occur more frequently, and that behaviours followed by negative consequences, or not followed by positive consequences, will occur less frequently

Components of Reinforcement Theory

Reinforcement contingencies:

- The cause-and-effect relationships between the performance of specific behaviours and specific consequences

Schedule of reinforcement:

- The set of rules regarding reinforcement contingencies, such as which behaviours will be reinforced, which consequences will follow those behaviours, and the schedule by which those consequences will be delivered

Components of Reinforcement Theory

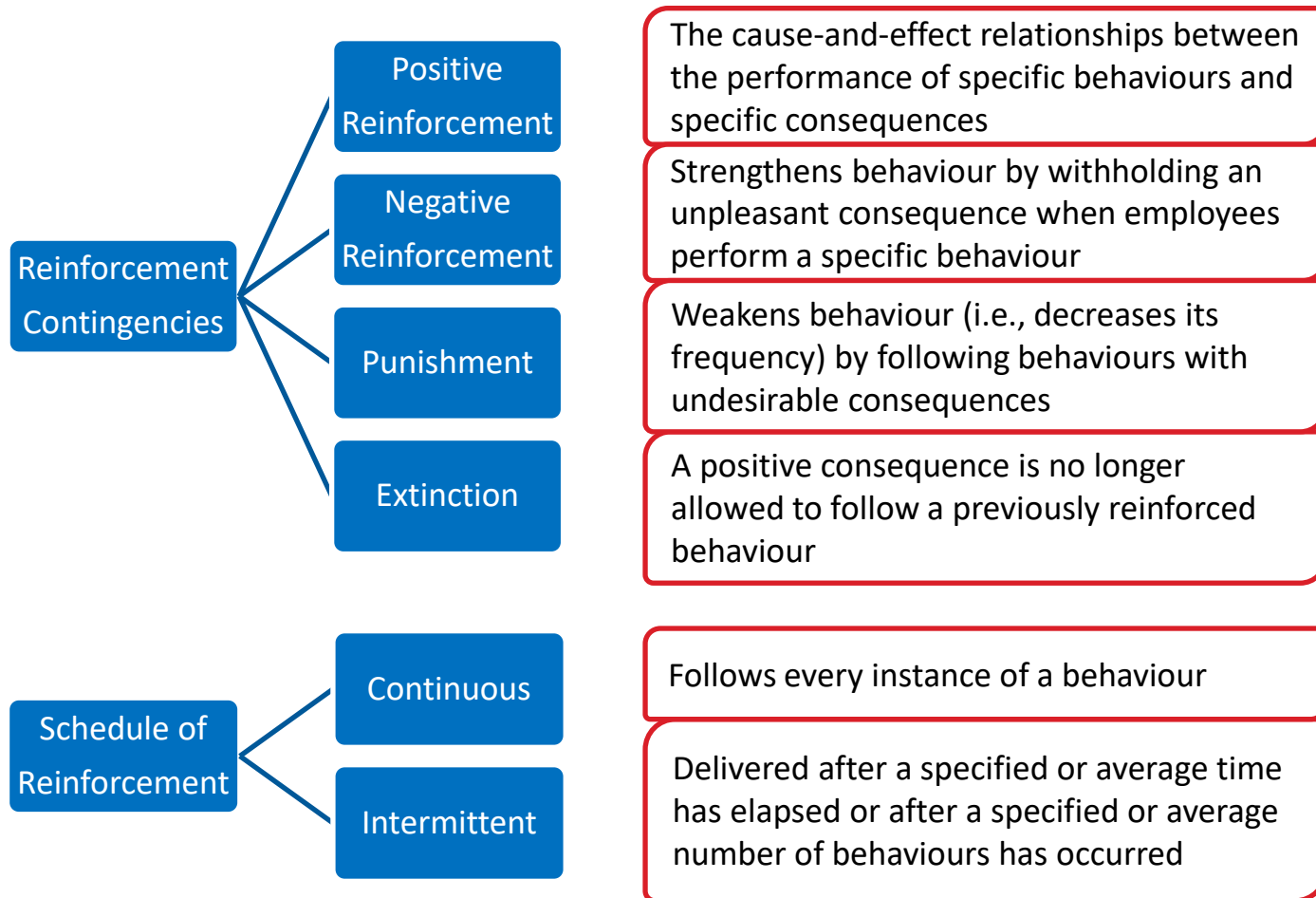
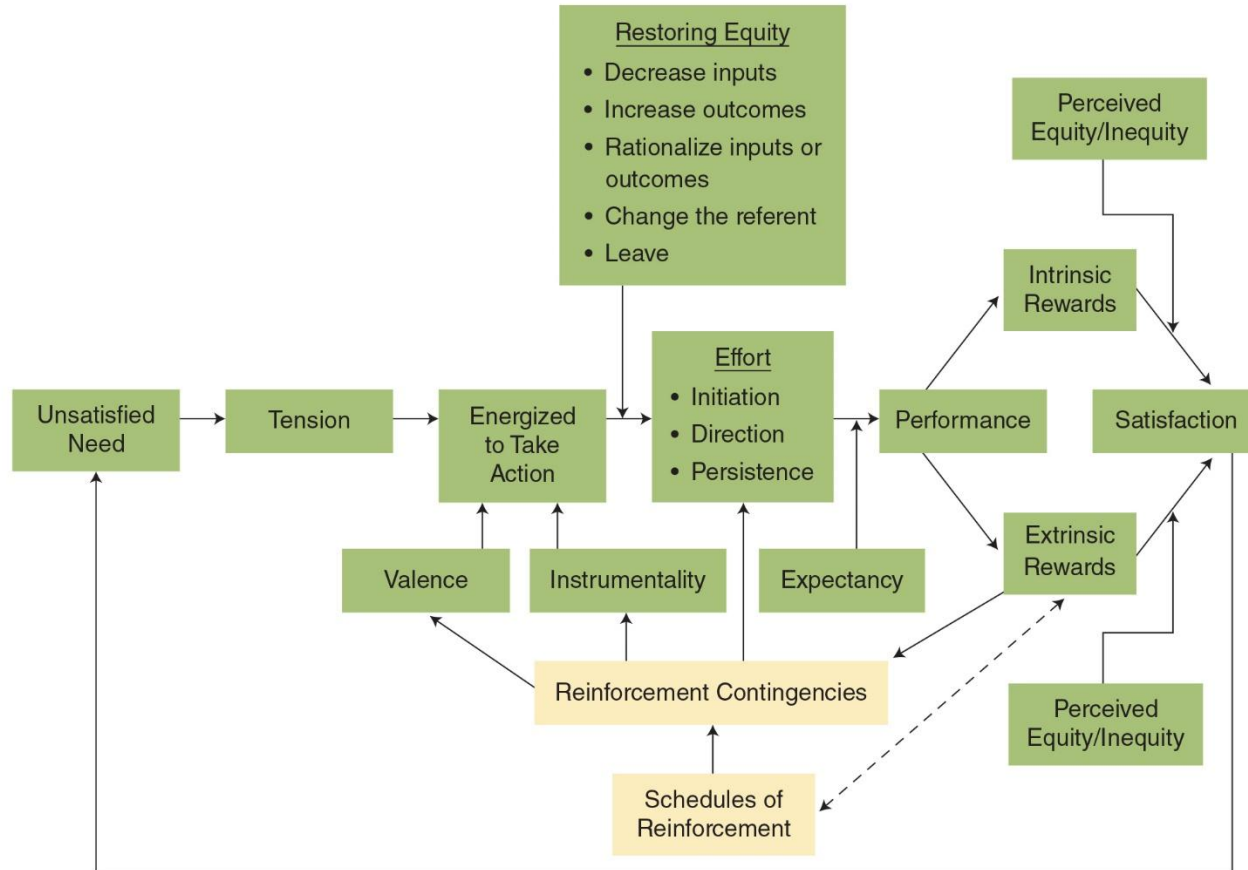


Exhibit 12.6

Adding Reinforcement Theory to the Model



Extrinsic rewards and the schedules of reinforcement used to deliver them are the primary method for creating reinforcement contingencies in organizations. In turn, those reinforcement contingencies directly affect *valences* (the attractiveness of rewards), *instrumentality* (the perceived link between rewards and performance), and *effort* (how hard employees will work).

Exhibit 12.7

Intermittent Reinforcement Schedules

	Fixed	Variable
Interval (Time)	Consequences follow behaviour after a fixed time has elapsed.	Consequences follow behaviour after different times, some shorter and some longer, that vary around a specific average time.
Ratio (Behaviour)	Consequences follow a specific number of behaviours.	Consequences follow a different number of behaviours, sometimes more and sometimes less, that vary around a specified average number of behaviours.

Motivating with Reinforcement Theory

Steps in motivating employees:

1. Identify critical, observable, performance-related behaviours.
2. Measure baseline frequencies of these behaviours.
3. Analyze the causes and consequences of these behaviours.
4. Intervene by using positive and negative reinforcement to increase the frequency of these behaviours.
5. Evaluate the extent to which the intervention actually changed workers' behaviour by comparing behaviour after the intervention to the original baseline of behaviour before the intervention.

Goal-Setting Theory

Goal: A target, objective, or result that someone tries to accomplish

Goal-setting theory: A theory that states that people will be motivated to the extent to which they accept specific, challenging goals and receive feedback that indicates their progress toward goal achievement

Components of Goal-Setting Theory



Goal Specificity



Goal Difficulty



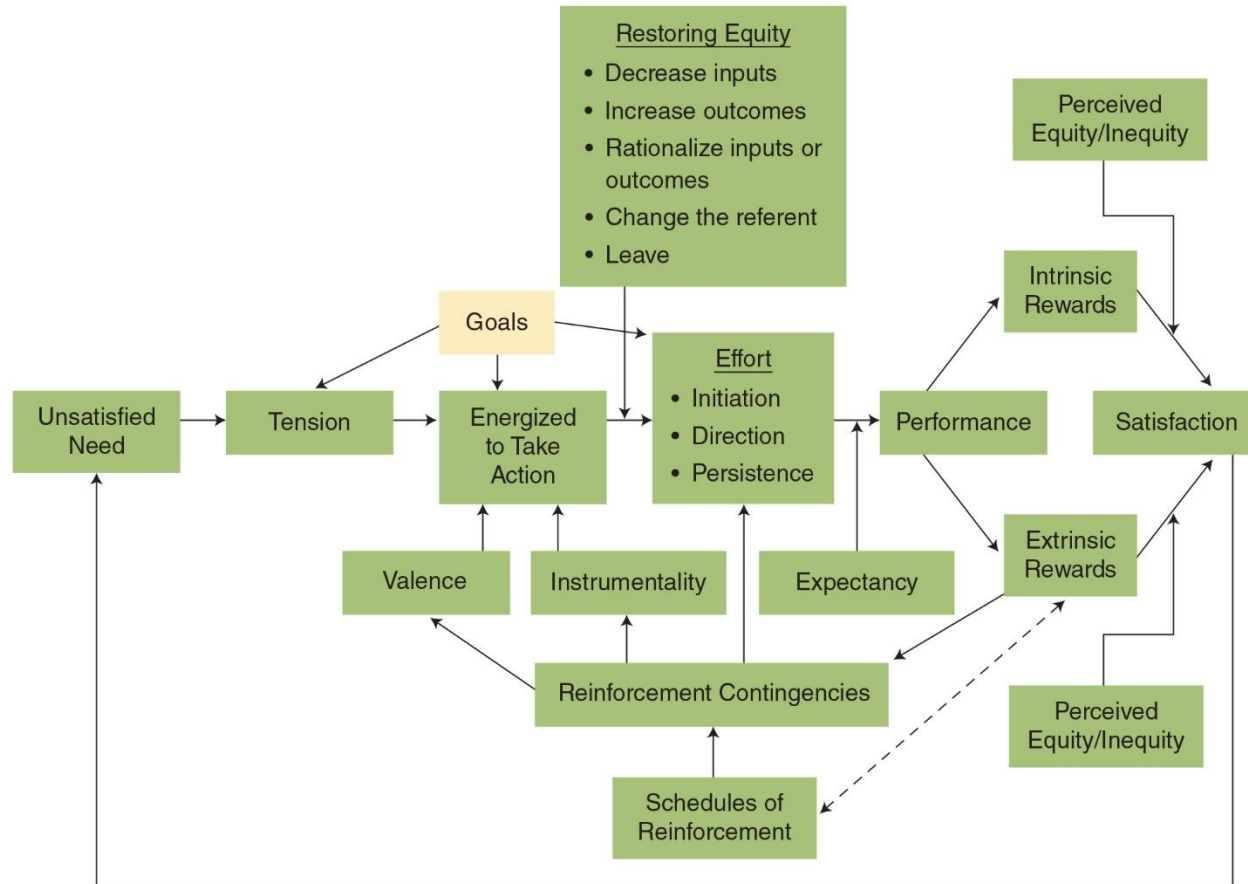
Goal Acceptance



**Performance
Feedback**

Exhibit 12.8

Adding Goal-Setting Theory to the Model



Goals create tension between the goal, which is the desired future state of affairs, and where the employee or company is now, meaning the current state of affairs. This tension can be satisfied only by achieving or abandoning the goal. Goals also energize behaviour. When faced with unaccomplished goals, employees typically develop plans and strategies to reach those goals. Finally, goals influence persistence.

Motivating with Goal-Setting Theory

Steps in motivating employees:

1. Assign specific, challenging goals.
2. Make sure that workers truly accept organizational and personal goals.
3. Provide frequent, specific, performance-related feedback.