**CHAPTER 14:** MOTIVATION THEORY AND PRACTISE

**Two-Factor Theory:** Developed by Frederick Herzberg

Developed to understand employee motivations

* **Hygiene factors:** elements of job context, sources of job dissatisfaction
* Working Conditions
* Co-Worker relations
* Policies and rules
* Supervisor quality
* Base wage, salary
* Organizational politics
* **Satisfier factors:** elements of job content, sources of job satisfaction and motivation
* Achievement
* Recognition
* Responsibility
* Work itself
* Advancement
* Personal growth

Find balance between these factors (employee attitude and workplace motivation

**Process theories of motivation:**

* How people make choices to work hard or not
* Choices are based on: individual preferences, available rewards, possible work outcomes

**Types of process theories:**

1. **Equity theory:** Developed by J. Stacy Adams

When people believe that they have been treated unfairly in comparison to others they try to eliminate the discomfort and restore a perceived sense of equity to the situation

Input and outcome ratios between coworkers are comparable.

* **Perceived Equity:** Individual is satisfied and does not change behavior
* **Perceived Inequity:** Individual feels discomfort and acts to eliminate it
* People respond to perceived negative inequity by changing work inputs, reward received, comparison points, situation.
* **Managerial implications of equity theory:**
* Underpaid people experience anger
* Overpaid experience guilt
* Perception of rewards determine motivational outcomes
* Negative consequences of equity comparisons should be minimized or eliminated

1. **Expectancy theory:** Developed by Victor Vroom

Key expectancy theory variables:

* **Expectancy:** belief that working hard will result in desired level of performance

**Ex:** Can I achieve the desired level of task performance?

Resources? Skills? Support? Do I have them?

* **Instrumentality**: belief that successful performance will be followed by rewards

**Ex**: What work outcomes will be received as a result of the performance?

* **Valence:** value a person assigns to rewards and other work-related outcomes

**Ex:** How highly do I value work outcomes?

Person Exerts work effort to achieve task performance and realize work-related outcomes.

**Motivation = Expectancy x Instrumentality x Valence**

If either of the 3 are low, motivation will be low. Each one affects the outcome independently

Applicable to traditional-attitude work situations:

I recycle paper **because I think** it's important to conserve resources and take a stand on environmental issues (valence);

I think that the **more effort** I put into recycling the more paper I will recycle (expectancy);

I think that the more paper I recycle then **less resources** will be used (instrumentality)

To maximize instrumentality, managers should:

* Select workers with ability
* Train workers to use ability
* Support work efforts
* Clarify performance goals

To maximize valence, managers should:

* Identify individual needs
* Adjust rewards to match individual needs

1. **Reinforcement Theory:** focuses on the impact of external environmental consequences on behavior

Law of effect: impact of type of consequence on future behavior

**Operant conditioning:** developed by B.F. Skinner, applies law of effect to control behavior by manipulating its consequences

* **Positive reinforcement:** Increase frequency of behavior through contingent presentation of a pleasant consequence

**Ex:** Someone exerts extra effort to meet milestones and is then rewarded

* **Negative reinforcement:** increase frequency of a behavior through the contingent removal of an unpleasant consequence
* **Punishment:** administration of an undesirable behavioral consequence in order to reduce the occurrence of the unwanted behavior
* **Extinction:** similar to punishment in that its purpose is to reduce unwanted behavior

Successful implementations of positive reinforcement:

* **Law of contingent reinforcement:** reward delivered only if desired behavior is exhibited
* **Law of immediate reinforcement:** more immediate the delivery of a reward, the more reinforcement value it has

Guidelines for positive reinforcement:

* + - Identify desired work behaviors
    - Maintain diverse rewards
    - Inform everyone the objective to get reward
    - Recognize individual differences when sorting awards
    - Follow laws of immediate and contingent reinforcement

Guidelines for punishment:

* + - Tell person what is done wrong and right
    - Match punishment to behavior
    - Administer punishment in private
    - Follow laws of immediate and contingent reinforcement

**Job design:** process of creating or defining jobs by assigning specific work tasks to individuals and groups (should be designed so both performance and satisfaction result)

**Job rotation:** Increase task variety by rotating workers among different jobs

**Job enlargement:** Horizontal loading, seeks to motivate workers through reversing the process of specialization.

**Job enrichment:** Vertical loading, give employ additional control on job, build more satisfaction by expanding its content, expand job scope and depth

**Flex time:** allow employees to schedule around personal and family responsibilities (core is opposite)

**Telecommuting:** work arrangement that allows a portion of scheduled work hours to be completed outside of the office

**Contingency workers:** part timers supplement full timers (30% of USA workforce)