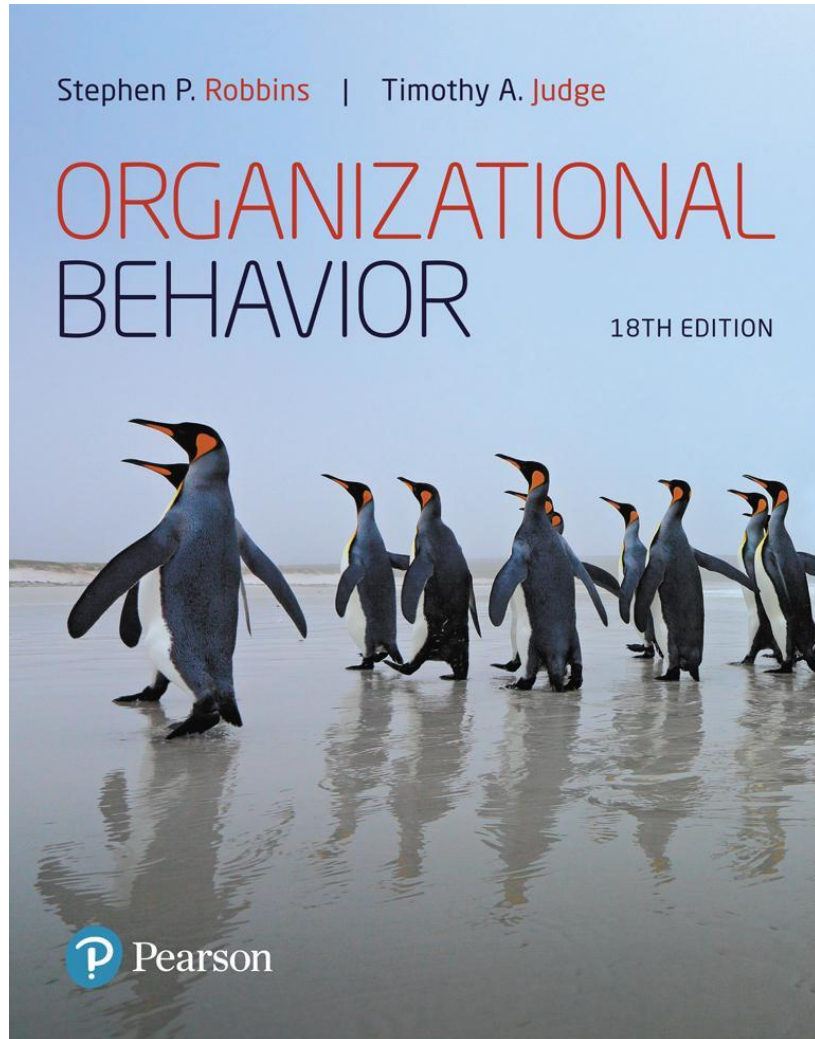


Organizational Behavior

Eighteenth Edition



Chapter 7

Motivation Concepts

Learning Objectives (1 of 2)

- 7.1 Describe the three key elements of motivation.
- 7.2 Compare the early theories of motivation.
- 7.3 Contrast the elements of self-determination theory and goal-setting theory.
- 7.4 Understand the differences among self-efficacy theory, reinforcement theory, and expectancy theory.

Learning Objectives (2 of 2)

- 7.5** Describe the forms of organizational justice, including distributive justice, procedural justice, informational justice, and interactional justice.
- 7.6** Identify the implications of employee job engagement for managers.
- 7.7** Describe how the contemporary theories of motivation complement one another.

Describe the Three Key Elements of Motivation (1 of 2)

- **Motivation** is the processes that account for an individual's *intensity*, *direction*, and *persistence* of effort toward attaining a goal.
- The level of motivation varies both between individuals and within individuals at different times.

Describe the Three Key Elements of Motivation (2 of 2)

- The three key elements of motivation are:
 1. **Intensity:** concerned with how hard a person tries.
 2. **Direction:** the orientation that benefits the organization.
 3. **Persistence:** a measure of how long a person can maintain his/her effort.

Compare the Early Theories of Motivation (1 of 7)

Exhibit 7-1 Maslow's Hierarchy of Needs

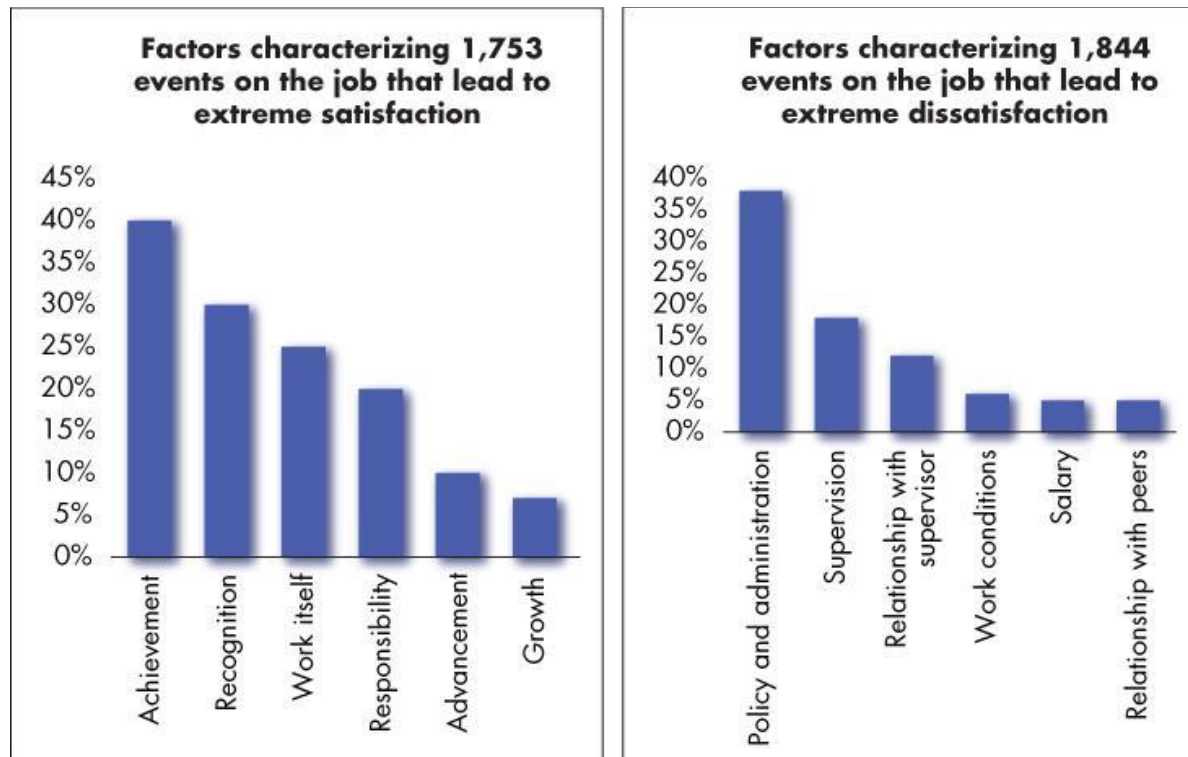


Compare the Early Theories of Motivation (2 of 7)

- Maslow's need theory has received wide recognition, particularly among practicing managers.
 - It is intuitively logical and easy to understand and some research has validated it.
 - However, most research does not, and it hasn't been frequently researched since the 1960s.

Compare the Early Theories of Motivation: Herzberg's Two Factor Theory

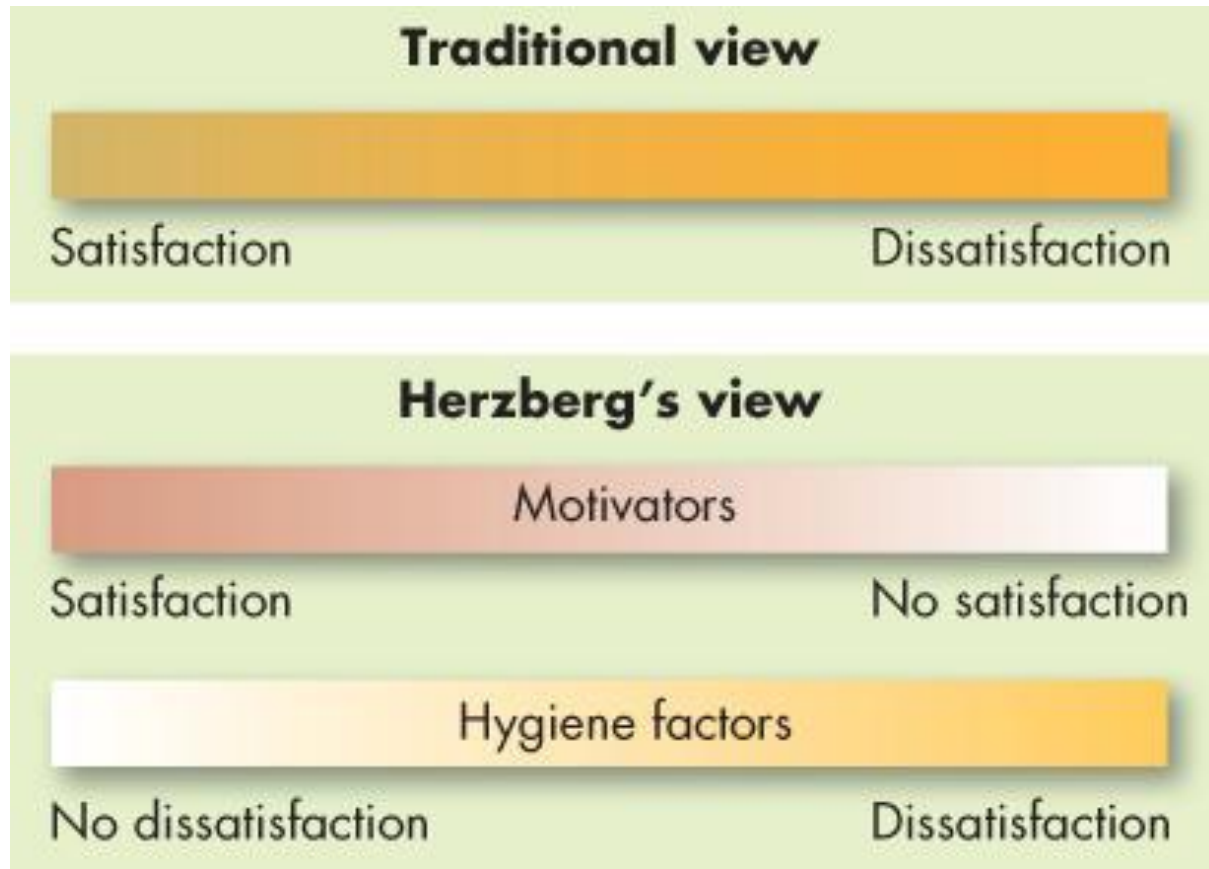
Exhibit 7-2 Comparison of Satisfiers and Dissatisfiers



Source: Based on Harvard Business Review, "Comparison of Satisfiers and Dissatisfiers," An exhibit from One More Time: How Do You Motivate Employees? by Frederick Herzberg, January 2003. Copyright © 2003 by the Harvard Business School Publishing Corporation. All rights reserved.

Compare the Early Theories of Motivation: Herzberg's Two Factor Theory

Exhibit 7-3 Contrasting View of Satisfaction and Dissatisfaction



Compare the Early Theories of Motivation: Herzberg's Two Factor Theory

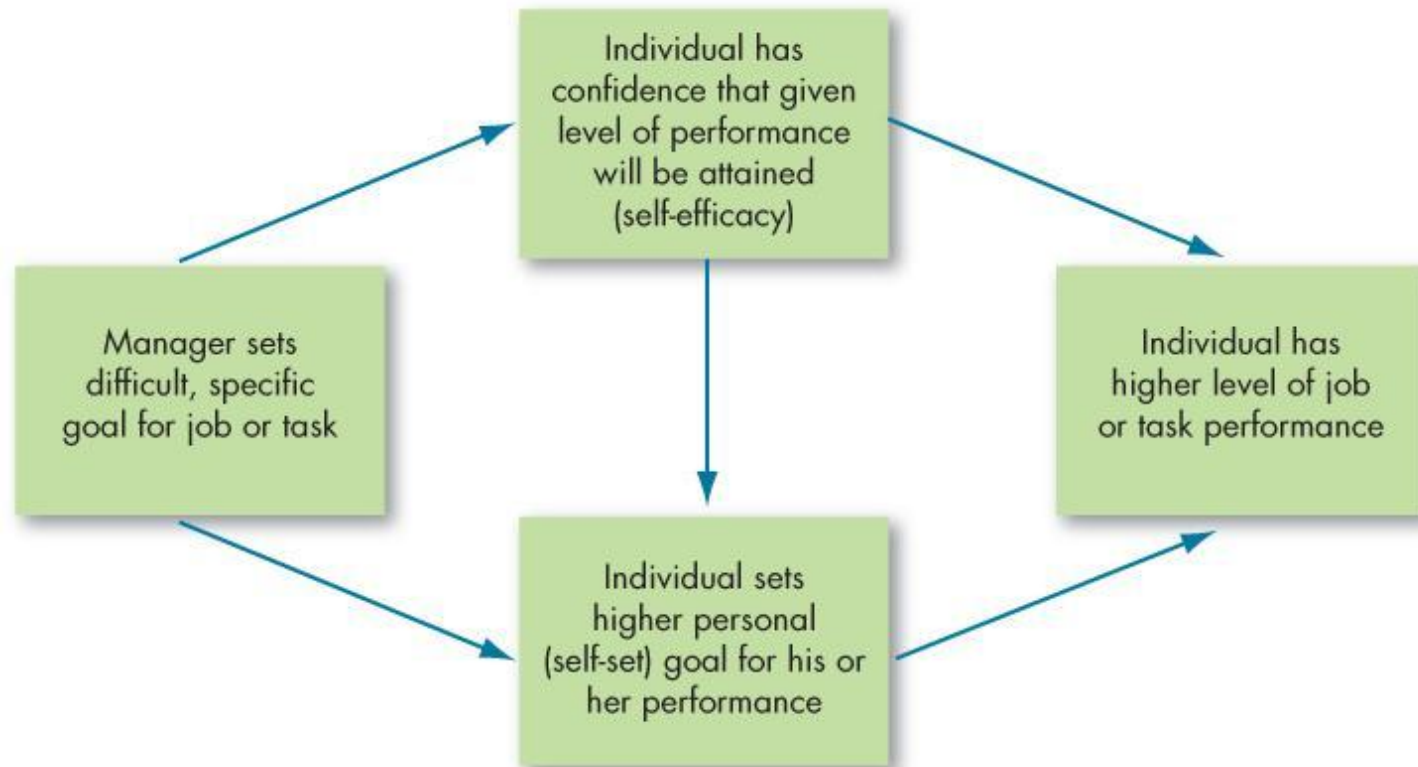
- Criticisms of Herzberg's theory:
 - Limited because it relies on self-reports.
 - Reliability of methodology is questioned.
 - No overall measure of satisfaction was utilized.

Self-Efficacy Theory

- **Self-efficacy theory** is an individual's belief that he or she is capable of performing a task.
 - Enactive mastery
 - Vicarious modeling
 - Verbal persuasion
 - Arousal
- Also known as social cognitive theory and social learning theory.

Self-Efficacy Theory

Exhibit 7-5 Joint Effects of Goals and Self-Efficacy on Performance



Source: Based on E. A. Locke and G. P. Latham, "Building a Practically Useful Theory of Goal Setting and Task Motivation: A 35-Year Odyssey," *American Psychologist* (September 2002): 705–17.

Self-Efficacy Theory

- Implications of self-efficacy theory:
 - The best way for a manager to use verbal persuasion is through the **Pygmalion effect**.
 - A form of **self-fulfilling prophecy** – believing in something can make it true.
 - Training programs often make use of enactive mastery by having people practice and build their skills.

Expectancy Theory

- **Expectancy theory:** a tendency to act in a certain way depends on an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
- Three relationships:
 - Effort-performance relationship
 - Performance-reward relationship
 - Rewards-personal goals relationship

Expectancy Theory

Exhibit 7-6 Expectancy Theory



Expectancy Theory

- Expectancy theory helps explain why a lot of workers aren't motivated and do only the minimum.
- Three questions employees need to answer in the affirmative if their motivation is to be maximized:
 - If I give maximum effort, will it be recognized in my performance appraisal?
 - If I get a good performance appraisal, will it lead to organizational rewards?
 - If I'm rewarded, are the rewards attractive to me?

Forms of Organizational Justice (1 of 5)

Exhibit 7-7 Equity Theory

Ratio Comparisons*	Perception
	Inequity due to being underrewarded
	Equity
	Inequity due to being overrewarded

*Where $\frac{O}{I_A}$ represents the employee and $\frac{O}{I_B}$ represents relevant others

Forms of Organizational Justice (2 of 5)

- When employees perceive an inequity, they can be predicted to make one of six choices:
 - Change inputs.
 - Change outcomes.
 - Distort perceptions of self.
 - Distort perceptions of others.
 - Choose a different referent.
 - Leave the field.

Forms of Organizational Justice (3 of 5)

Exhibit 7-8 Model of Organizational Justice



Forms of Organizational Justice (4 of 5)

- **Justice Outcomes**

- All the types of justice discussed have been linked to higher levels of task performance and citizenship.
- Third-party, or observer, reactions to injustice can be substantial.

Forms of Organizational Justice (5 of 5)

- **Promoting Justice**

- Adopting strong justice guidelines in an attempt to mandate certain managerial behavior isn't likely to be universally effective.

- **Culture and Justice**

- Inputs and outcomes are valued differently in various cultures.

Implications of Job Engagement for Management (1 of 3)

- **Job engagement:** the investment of an employee's physical, cognitive, and emotional energies into job performance.
 - Gallup organization: more engaged employees in successful organizations than in average organizations.
 - Academic studies: job engagement is positively associated with performance and citizenship behaviors.

Implications of Job Engagement for Management (2 of 3)

- What makes people more engaged in their job?
 - The degree to which an employee believes it is meaningful to engage in work.
 - A match between the individual's values and the organization's.
 - Leadership behaviors that inspire workers to a greater sense of mission.

Implications of Job Engagement for Management (3 of 3)

- Are highly engaged employees getting “too much of a good thing?”
 - Construct is partially redundant with job attitudes.
 - It may have a “dark side.”
 - Positive relationships between engagement and work-family conflict.

Implications for Managers (1 of 2)

- Make sure extrinsic rewards for employees are not viewed as coercive, but instead provide information about competence and relatedness.
- Either set or inspire your employees to set specific, difficult goals and provide quality, developmental feedback on their progress toward those goals.
- Try to align or tie in employee goals to the goals of your organization.
- Model the types of behaviors you would like to see performed by your employees.

Implications for Managers (2 of 2)

- Expectancy theory offers a powerful explanation of performance variables such as employee productivity, absenteeism, and turnover.
- When making decisions regarding resources in your organization, make sure to consider how the resources are being distributed (and who's impacted), the fairness of the decision, along with whether your actions demonstrate that you respect those involved.

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