

Motivation

Motivation

Motivation is the process that accounts for the intensity, direction, and persistence of effort that an individual exhibits towards obtaining goals

More specifically:

- ✓ **Intensity**: How much effort will an employee exert towards a particular goal in his/her job?
- ✓ **Direction**: Which goals, or aspects of the goals, will an employee exert effort towards?
- ✓ **Persistence**: How long will an employee exert effort?

Motivation

Intrinsic motivation arises when an individual takes action solely for the enjoyment and meaning inherent in the action itself

Extrinsic motivation arises when an individual takes action in order to acquire rewards or resources from the external environment

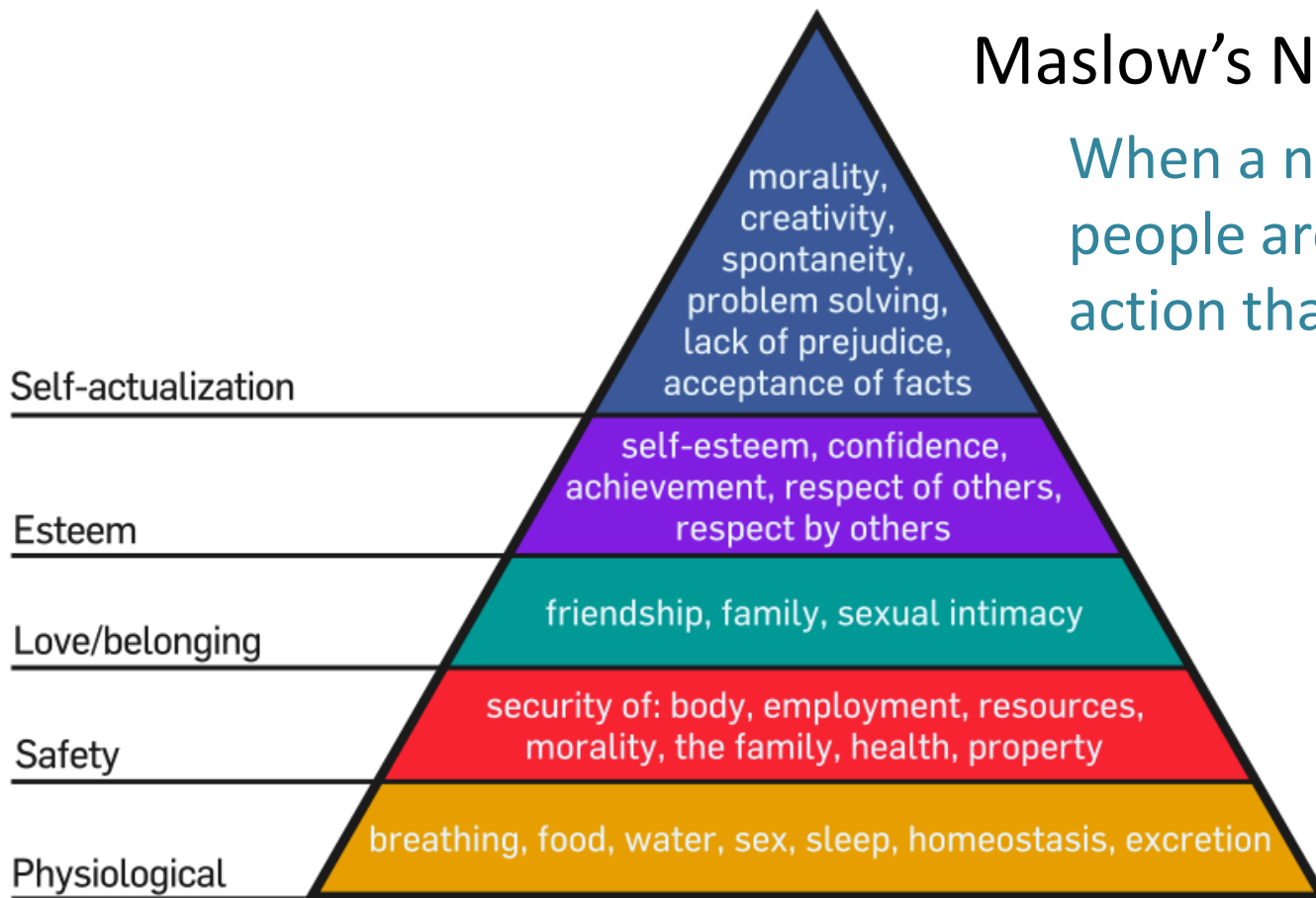
Studies find *intrinsic motivation* leads to higher quality work, and extrinsic to higher quantity

(Cerasoli, Nicklin, & Ford, 2014)

General Needs

Maslow's Need Hierarchy

When a need is lacking,
people are motivated to take
action that fulfills it



General Needs

There are three major expansions on Maslow's Needs Hierarchy:

1. Need fulfillment is also regressive (go to lower order needs when unable to meet higher order ones)
2. Hierarchy has a cultural bias
3. Higher level needs can still be motivators even if lower one's are not met

Acquired Need Tendencies

Building off of Maslow, McClelland theorized and found evidence suggesting that people acquire trait-like **need tendencies**, which are:

Needs or desires that are learned or acquired over time, yet also describe a “style” or tendency of motivation (similar to traits or personality)

Acquired Need Tendencies

Need for Achievement: Seek performance excellence, enjoy difficult and challenging goals

Need for Power: Seeks to exert emotional and behavioral control or influence over others

Need for Affiliation: Seeks to establish and maintain warm, close, and intimate relationships with others

Acquired Need Tendencies

Need for Achievement: Entrepreneurs and managers typically have high NAch; linked to career success

Need for Power: Managers, executives, and leaders tend to perform better if they have a high NPow

Need for Affiliation: Found in jobs requiring social interaction; great “team players” and provide emotional support

Fundamental Needs

Self-determination theory finds that people are more intrinsically motivated to do things that help them meet three fundamental human needs: **autonomy**, **competence**, and **relatedness**

(Deci & Ryan, 2010; Ryan & Deci, 2000)

Although extrinsic motivators usually reduce intrinsic motivation, fulfillment of those three needs while performing a task can encourage workers to internalize external standards

(e.g., Deci, Eghrari, Patrick, & Leone, 1994; Gagne & Deci, 2005; Ryan & Deci, 2000)

Fundamental Needs

What are some workplace events that can fulfill each of the three need tendencies?

Autonomy

Increased control over one's decisions, adequate resources, acknowledgement of one's personal feelings/thoughts, cooperatively set goals and deadlines, no threats

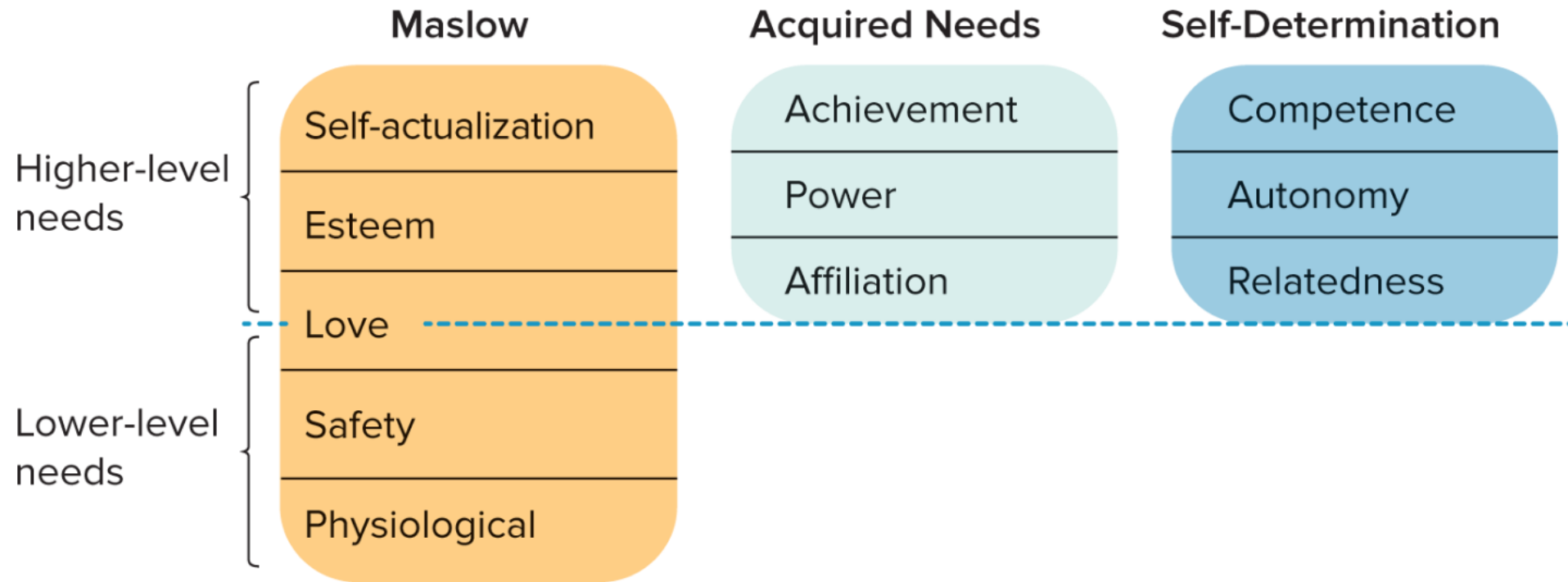
Competence

Feedback about one's effectiveness, rewards for competence rather than solely for outcomes, recognition of skill and performance

Relatedness

Identifying with others and feeling similar to them, personally supportive communication, helping someone else and vice-versa

Needs



Needs

Linking these models together:

1. **Lower-order needs** (physiological, security) must be satisfied before a person is motivated to fulfill...
2. **Higher-order needs** (autonomy, relatedness, competence), each of which may be more or less salient/meaningful for a person based on his/her...
3. **Trait-like need tendencies** (achievement, power, affiliation)

Engagement

When intrinsically motivated and the context supports need fulfillment, workers often become engaged in their work; **engagement** is a persistent and positive affective-motivational state

Engagement is strongly linked to job performance and reduced stress and burnout, yet is most effective when matched with recovery events (e.g., breaks, vacations, etc.)

Engagement

Work engagement is seen as the opposite from burnout and exhaustion; it is a persistent, positive, affective-motivational state of fulfillment

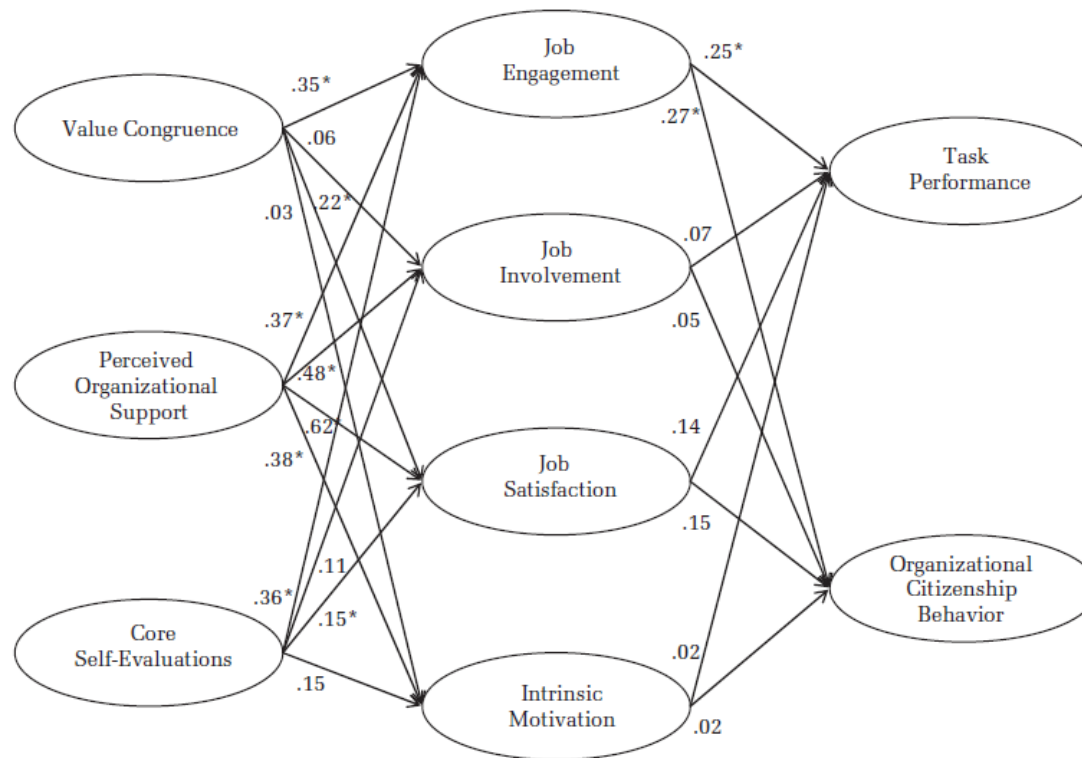
Individuals express themselves physically, emotionally, and mentally through their work... feel connected and able to handle job demands

Stresses the importance of energy recovery (e.g., vacations, positive activities, leisure, etc.)

Engagement

From a recent study involving 245 firefighters:

Structural Model with Engagement and Other Affective-Motivational States^a



Process Theories: Equity

Workers will only be motivated to fulfill their needs under certain conditions; these conditions are dictated by social and organizational processes

First, organizations are built on social exchanges between people; according to **equity theory**, people are motivated based on their *perceptions* of the fairness of those exchanges

Process Theories: Equity

When they perceive inequity in comparison to a referent, people experience tension and are motivated to relieve that tension by bringing the input/outcome ratios back into balance

	Person	Comparison other
(a) Equity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$= \frac{\text{Outcomes}}{\text{Inputs}}$
(b) Negative Inequity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$< \frac{\text{Outcomes}}{\text{Inputs}}$
(c) Positive Inequity	$\frac{\text{Outcomes}}{\text{Inputs}}$	$> \frac{\text{Outcomes}}{\text{Inputs}}$

Process Theories: Equity

There are five major ways to restore equity:

1. Change inputs or outcomes
2. Change referents' inputs or outcomes
3. Change perceptions of input/outcome ratios for self or referent (e.g., rationalization)
4. Change the referent
5. Leave the organization (turnover)

Process Theories: Expectancy

Expectancy theory explains how employees make choices among alternative behaviors and levels of effort they will exert towards a task or goal

Two general assumptions:

1. Performing at a certain level will lead to a certain outcomes
2. Effort will lead to a certain level of performance

Process Theories: Expectancy

Three key components of expectancy theory:

Valence: Value/importance a person places on a certain reward

Instrumentality: Extent to which a person believes performance of certain behaviors will lead to a certain reward

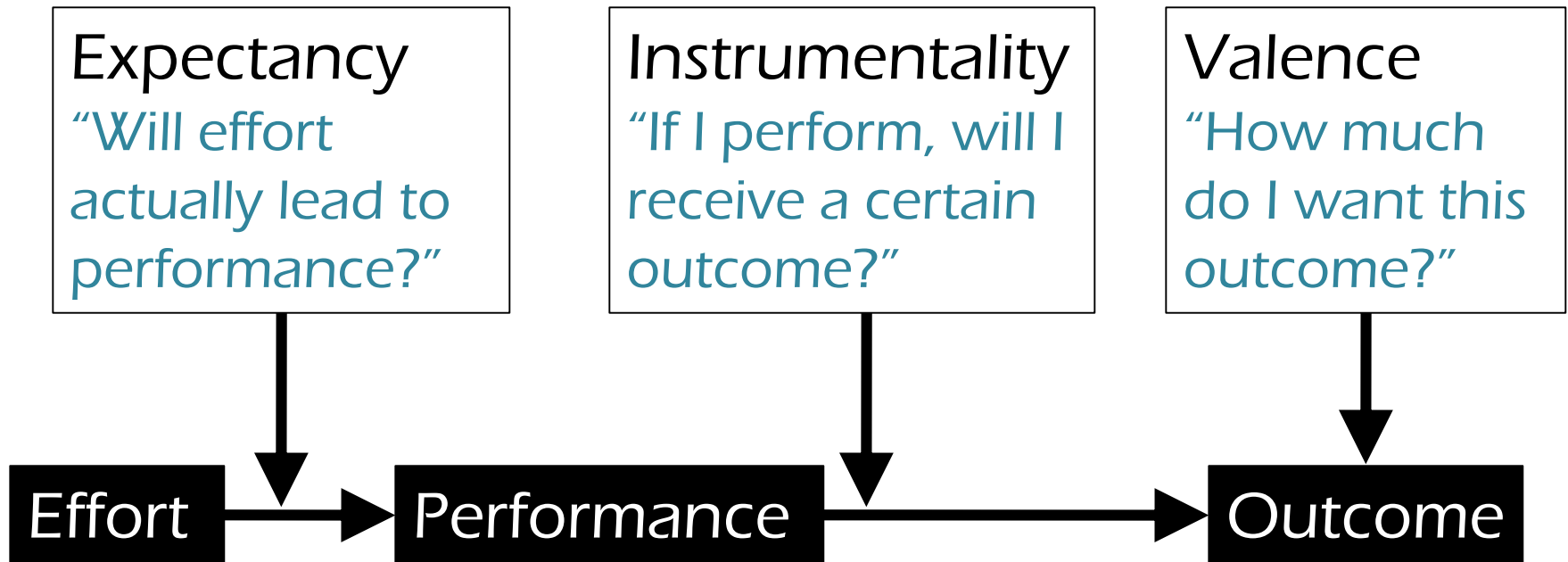
Expectancy: Extent to which a person believes effort will lead to a certain level of performance

Process Theories: Expectancy

The level of motivation depends on the level of valence, instrumentality, and expectancy perceived by an employee

If any one of those three components is zero, then motivation will be zero

Process Theories: Expectancy



Process Theories: Expectancy

How can managers fix these three problems?

Lack of expectancy?

Boost self-efficacy, skills training/development

Lack of instrumentality?

Ensure behaviors are rewarded, pay-for-performance, recognize/monitor performance, explain linkage

Lack of valence?

Alter the reward, illustrate the valence of the reward

Job Design

The *scientific management approach* emphasized standardizing jobs and explicitly specifying task activities employees will perform; it reduced the need to think/deliberate about the job

What are the benefits?

Easily understood tasks, shared perspective, minimizes psychomotor error

What are the limitations?

Boring, not optimal performance, no creativity

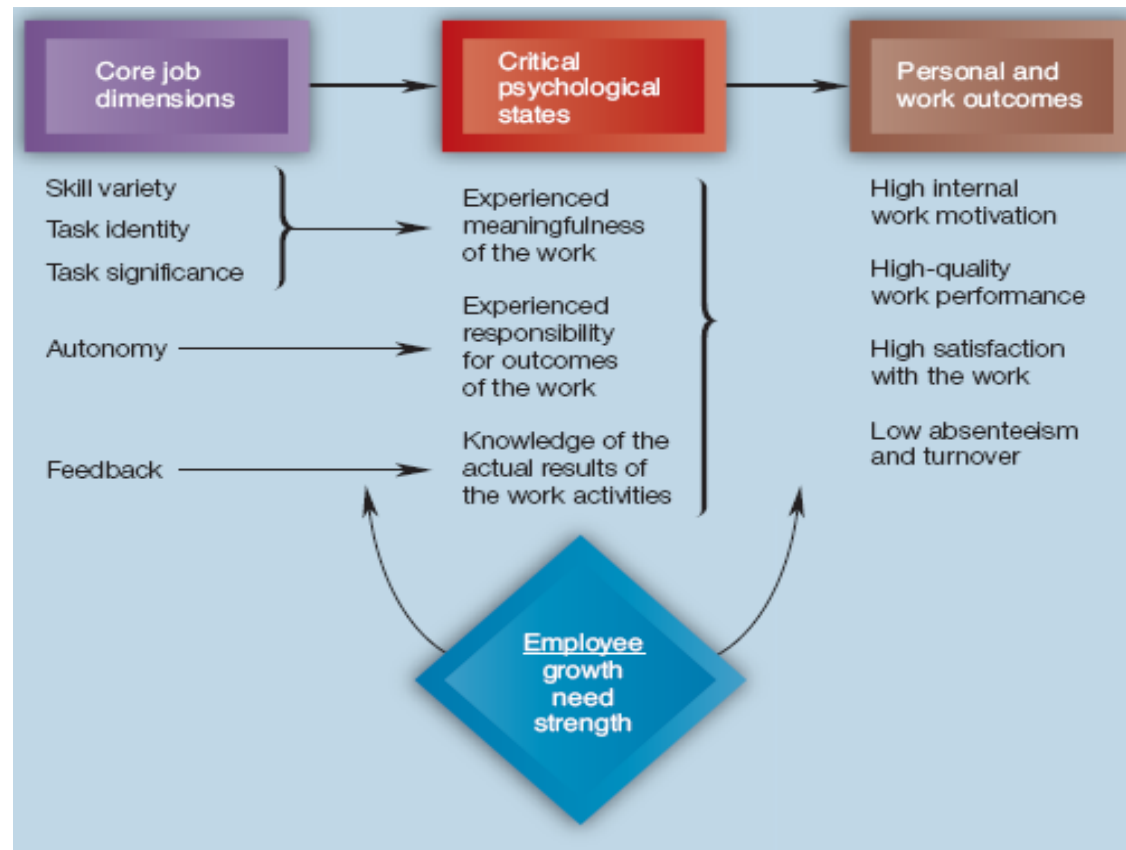
Job Design

Later models, such as the *job characteristics model*, found that simplicity isn't always the most effective way to motivate people

Job characteristics model finds that different core dimensions of a job will lead to psychological states that then impact personal/work outcomes

Job Design

Job characteristics model:



Job Design

Job enlargement increases the number of tasks and responsibilities of a given job

Job rotation periodically moves workers between specialized tasks; typically used to enhance employee flexibility, but may also enhance motivation

Enlargement and rotation are linked to increased performance quality and leader-member communication

Job Design

Job enrichment involves increasing the number, variety, and challenge of tasks, but also increasing authority and structuring tasks as whole units; heightening autonomy is usually required to successfully enrich a job

Job enrichment is useful and can enhance the meaningfulness of an employee's job, assuming the employee is capable of adapting to such changes

Job Design

Sample job re-design techniques include: Forming logical work units, close client relationships, delegation, opening feedback channels

Altering job characteristics will only have an effect on employees if they are open to the possibility of change in their job, which can be influenced by personality, job satisfaction, tenure, goals, etc.

Job Design

Recent work in the last 2000s and early 2010s have focused more heavily on autonomy and feedback, and also found that they work best when complemented with ***social support*** and ***opportunities to learn and to develop***

Studies have found that the above four ***job resources*** enhance employee engagement and reduce employee burnout (to a lesser extent)

(Bakker & Demerouti, 2008; Hakanen, Schaufeli, & Ahola, 2008; Nahrgang, Morgeson, & Hofmann, 2010; Schaufeli, Bakker, & Van Rhenen, 2009)