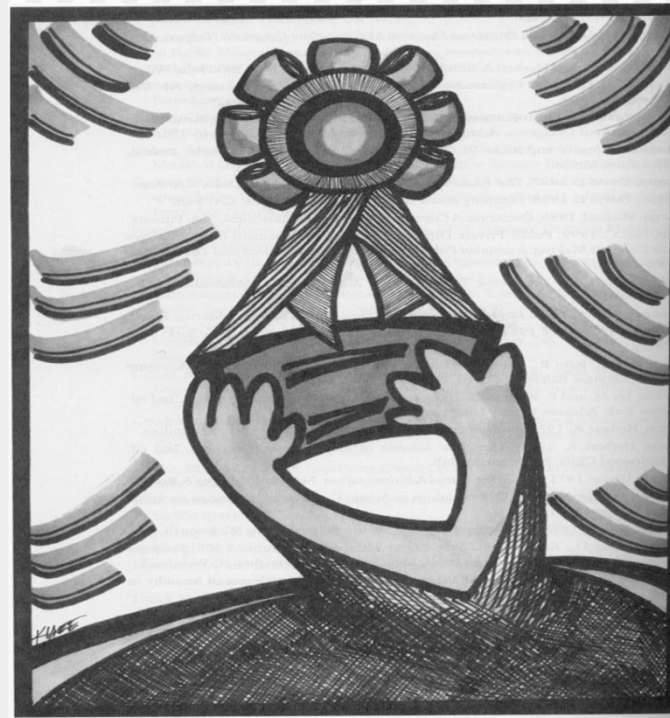# Chapter Six: Motivating Yourself and Others

Motivation

- Motivation is defined simply as what causes people to behave as they do.
- all organizations need motivated employees and motivation is also critical to our own personal success
- motivation is particularly important and governmental organizations--the public sector is aimed at the achievement of public purposes
- in a very real sense, the quality of our neighborhoods, communities, and world depends upon motivation

Motivation in the Public Sector

- there is a persistent and widespread belief that people who work in the public sector are fundamentally lazy and unmotivated--there are three main reasons for this:
  - rewards and incentives available for use by public sector managers, particularly in terms of pay a promotion, might be limited
  - many people who pursue public sector careers are less achievement oriented and primarily attracted to public service for job security
  - motivation is said to be more complex in public organizations because the goals are often more ambiguous than those in the private sector, where clear-cut motive is profit

Where do we begin?

- To enhance our experience at work it is needed to understand what motivates us

- When we are highly motivated we can influence others in a constructive way

- understanding what motivates us can help us make prudent career choices that allow us to work in organizational settings that keep us excited and interested in our work

What Motivates You Now and in the Future?

- **You have been invited to interview for your dream job.**
  - At the time the interview was scheduled, you were asked to be ready discuss what factors would be most important motivating you in this position.
  - What are those factors?
  - Is there a difference between what motivates you in your current job and your dream job?

Motivation in Organizations

- Motivation is defined simply as what causes people to behave as they do
- There is a lack of a single commonly accepted meaning of motivation and organizational development-- --however there are some areas of consensus
  - motivated behavior is goal-directed behavior
  - motivation is limited and directed by situations and environments in which people find themselves

Motivation in Organizations

- motivation is not:
  - directly observable
  - the same as satisfaction
  - always conscious
  - directly controllable

THEORIES AND PERSPECTIVES ON MOTIVATION
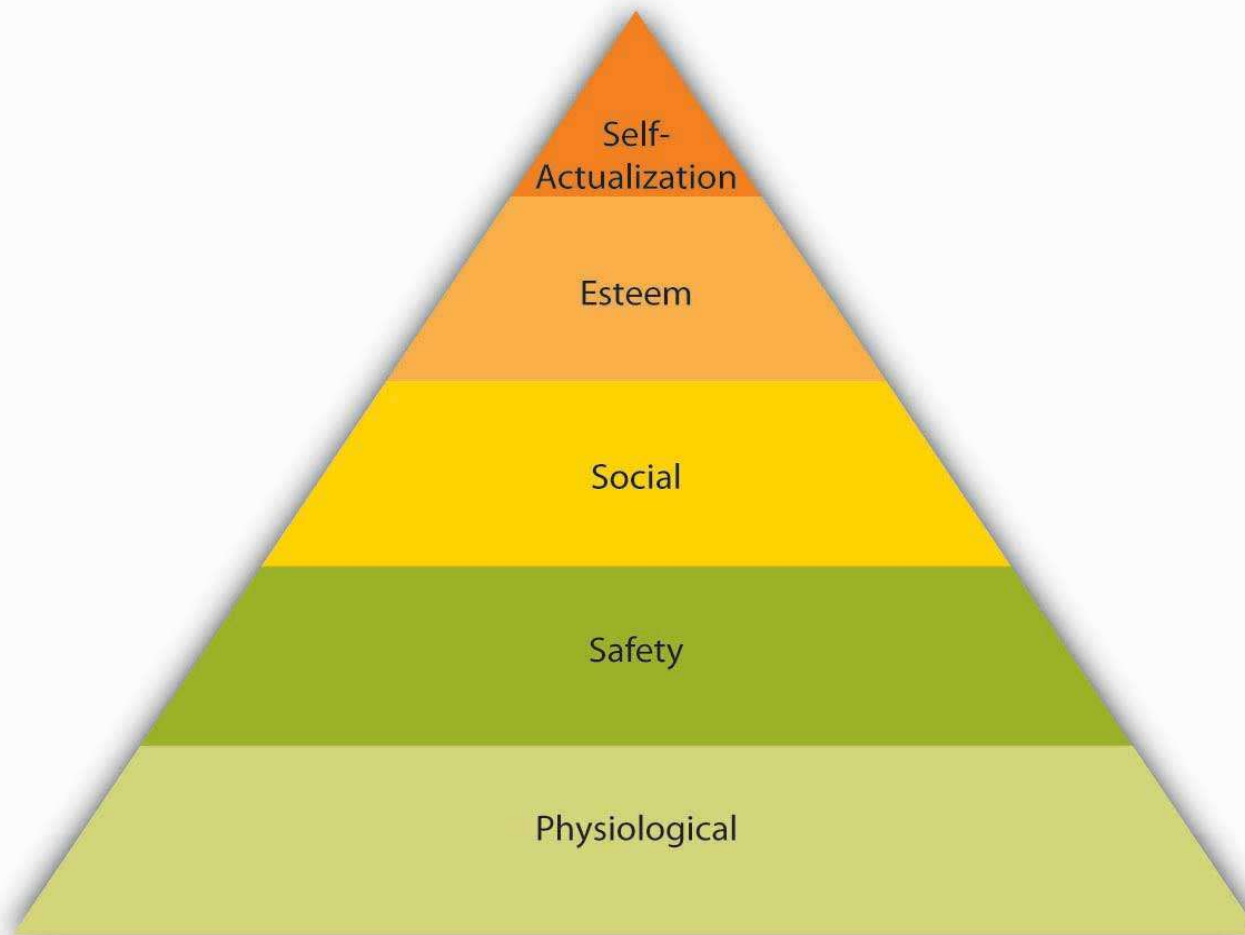
Maslow's Hierarchy of Needs

Physiological needs: Called the most "prepotent" of needs, these address basic biological drives for food, air, water, and shelter.

Safety needs: Once basic physical needs are met, humans seek to gratify their needs for safety, security, and freedom from danger.

Love needs: If both physiological and safety needs are substantially satisfied, then love, belongingness, and social needs will emerge.

Esteem needs. These needs speak to our desire to have the recognition and attention from others that support positive self-esteem and a positive self-image.

Self-actualization: The highest level needs are those that cause us to seek self-fulfillment and "to become everything that one is capable of becoming" (1943, 382).

Maslow's Hierarchy of Needs

- A basic assumption of this model is that humans are perpetually wanting
- the level does not need to be fully satisfied only that it must be partially or adequately satisfied

McGregor (1957) Theory X and Theory Y

- Theory X assumptions:
  - people are naturally lazy and work as little as possible
  - workers lack ambition, avoid responsibility, and preferred to be led
  - employees are interested only in their own needs and not the needs of the organization
  - people are resistant to change
  - workers are basically gullible and not very bright

McGregor (1957) Theory X and Theory Y

- Theory Y Assumptions:
    - people are not passive by nature and are capable of self-control and self-direction
    - work is natural and pleasurable
    - workers are not resistant to change and will work towards organizational goals
    - people seek and accept responsibility

- delegation, job enlargement, and participative management are consistent with Theory Y assumptions
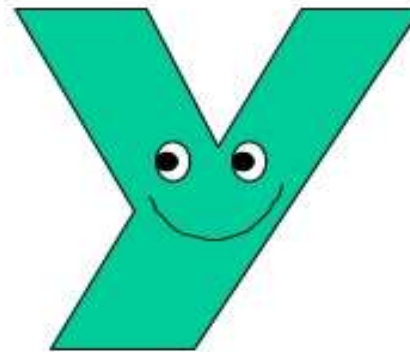
McGregor (1957) Theory X and Theory Y

ASSUMPTIONS OF THEORY X VERSUS
THEORY Y MANAGERS
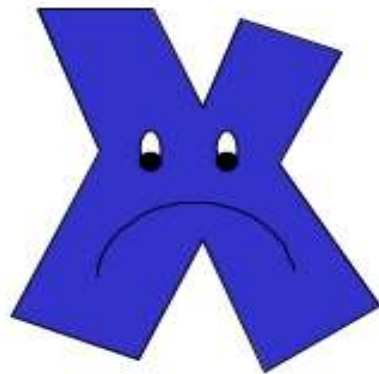
EMPLOYEES:

Dislike/avoid work
Require coercion
Shun responsibility
Have little ambition
Seek security

EMPLOYEES:

Naturally expend effort
Will exercise self-discretion
Accept and seek responsibility
Have creative capacity
Have high level needs

Equity Theories

- equity theories are based on social exchange
- people make choices based on their assessments of particular situations before exerting effort to achieve goals
- people of evaluate the situation on the basis of what they perceive to be fair or advantageous compared to what others receive and/or the effort required

Equity Theories

- People's expectations about what is fair or equitable are learned through the process of socialization -- and also comparison of their experiences with those of others

- the "equity norm" suggest that those who contribute more to an organization should receive more rewards

Equity Theories

- motivation according to this model is a consequence of perceived inequity
- perceived inequity creates tension in proportion to the magnitude of the inequity
- people can either feel guilty because they think they are paid too much (overpayment inequity)
  - or be angry because they are paid too little (underpayment inequity)
- individuals are motivated to reduce this tension by either changing what they do or changing what they think

Equity Theories

- the research evidence on equity theories is generally strong
    - although it might be a mistake to reduce our understanding of all interpersonal interactions at work to a type of social exchange bargaining
    - equity theories may provide important insights into understanding how people believe they are treated work
- research on equity theories provides important information on the influence of pay on motivation and on how people look to others to evaluate whether they think they are treated fairly

HERZBERG (1968) TWO-FACTOR OR MOTIVATION-HYGIENE THEORY

- Factors that produced job satisfaction or motivation are different than factors that lead to dissatisfaction

- motivating or intrinsic factors are those associated with the nature of the work itself

  - achievement, recognition, challenging work, responsibility and growth

HERZBERG (1968) TWO-FACTOR OR MOTIVATION-HYGIENE THEORY

- low-level needs, called hygiene or extrinsic factors, do not lead to motivation
  - they only lead to dissatisfaction
- hygiene factors such as pay or working conditions, supervision, interpersonal relations, status, and security can cause dissatisfaction
  - satisfying these needs however will not lead to motivation

HERZBERG (1968) TWO-FACTOR OR MOTIVATION-HYGIENE THEORY

- We are most preoccupied with a unmet needs -- -- what do you need to be motivated?
  - Skill variety -- -- the job requires wearing skills, activities, tasks, and talents
  - task identity -- -- the job allows completion of a whole and identifiable piece of work or work product
  - task significance -- -- the work is important and has a positive impact or others in and outside of the organization
  - autonomy -- -- the workers have a degree of discretion and control over their work
  - feedback -- -- the work provides directing clear information on the effectiveness of performance

EXPECTANCY THEORIES

- instead of focusing on individual needs, expectancy theories suggest that people will be motivated when they expect their efforts will result in desirable outcomes

EXPECTANCY THEORIES

- valence, expectancy, and force
  - valence refers to the strength of a person's desire for a particular outcome
  - expectancy is the association between actions and outcomes
  - force is the combination of valance and expectancy which results in the force to perform or act

EXPECTANCY THEORIES

- the stronger the valence or value of the reward and the strength of the expectancy that a person's efforts will be successful and result in the reward, the stronger the motivational force to engage in the behavior

EXPECTANCY THEORIES

- expectancy theories are more complex than needs-based theories of motivation on several factors
  - they introduce a cognitive aspect of motivation--people think about expected payoffs for their efforts
  - they suggest motivation involves not just the individual but also opportunities, rewards, and incentives and the work environment
- to have different skills and abilities and that people tend to exert more effort in the areas that they believe they are more likely to perform well

EXPECTANCY THEORIES

- motivations can be impacted in three ways
    - choose rewards that are of value to particular workers
    - managers can work to change the expectancy of existing outcomes so that the link between hard work and rewards is strengthened
    - managers can attempt to change the valance of existing outcomes – or shared goals for the individual and organization

GOAL SETTING THEORIES

- goal setting is recognized explicitly or implicitly by virtually every major theory of work motivation
  - the existence of goals in and of themselves can motivate behavior
  - people assigned difficult goals tend to perform better than those with moderately difficult to easy goals
  - the idea behind goal setting theory is that goals motivate people to compare current performance to performance needed to meet goals
  - it is better to state a specific goal than to simply urge people to do their best
  - goal setting has been found to enhance performance about 90 percent of the time

GOAL SETTING THEORIES

- for goal setting to be effective, people must be committed to the goal

- goal setting is particularly effective when feedback is provided that allows people to monitor their progress towards goal attainment

GOAL SETTING THEORIES

- Goal setting can raise expectations and trigger productive self-fulfilling prophecies
  - worker motivation will be enhanced
  - expectancy or judgment that their efforts will payoff is increased and people will exert more effort in goal attainment

Reinforcement, Rewards, and Punishment

- this is a model of human behavior suggesting that behavior is learned and that motivations and behavior can be changed by manipulating rewards and punishments

- Skinner (1971) is perhaps the person most closely identified with this idea

- his work focused on "operant behavior" or behavior that is controlled by the individual

Reinforcement, Rewards, and Punishment

- How can operant behavior can be conditioned so the desired outcomes can occur? Skinner suggested four approaches:

  - positive reinforcement

  - negative reinforcement

  - punishment

  - extinction

Motivation and Life Stages

- Ericsson argued that there are identifiable stages of adult psychological development
- in Ericsson's view each of the stages present a crisis or choice that must be dealt with before progressing to the next stage
- if a crisis is not resolved than the individual might regress to an earlier stage

Motivation and Life Stages

- many issues facing employees during early adulthood are the establishment of careers and finding personal intimacy

- during mid-life employees encounter opportunities for growth and change and experiences shift from concentration on external concerns to concentration on internal or self-oriented concerns

- during later life employees search for meaning and integrity

Motivation and Life Stages

- the life-stage of employees will have an affect on satisfaction and morale
- the entry phase in the life-stage is particularly important and that organization should offer support in the form of mentors to help employees during these transitions

Critiques of Life-Cycle Theories

- Life-cycle theories have been criticized for being based on false assumptions regarding lifetime tenure in organizations beginning at 20 years of age and for justifying ageism and sexism
- critics note that there are many different lifestyles and many do not conform to a lock step deterministic model of adult psychological functioning

Critiques of Life-Cycle Theories

- When using life cycle theories to understand employee behavior, the emphasis must be placed on providing information to create a positive climate for employee-organization relationships regardless of life stage

Anti-motivation Theories

- some argue that motivation theories are a way of thinking that essentially amounts to manipulation

- according to this viewpoint motivation theory and practice is fundamentally flawed for the following reasons:
  - it seeks to cause or stimulate action, assuming that there was none prior to the initiative
  - as a consequence, it is incidental, not continuous-- therefore it, must be reinstated as often as action is desired

Anti-motivation Theories

- according to this viewpoint motivation theory and practice is fundamentally flawed for the following reasons:
    - it is found on a paternalistic assumption -- -- the protagonists of greater status, experience, intellect, or responsibility is seeking to motivate a second party, presumably a lower status. The relationship between the two parties is unequal
    - It relies too heavily on rewards to achieve objectives

Anti-motivation Theories

- the idea that rewards actually might destroy people's natural interest in work
    - people know that if they have to be rewarded to do something, they are not doing work for its own sake
    - carrot and stick motivation or approaches produce poor work habits
- the idea is that people who are allowed a degree of self-determination will become voluntarily engaged in work that is interesting and enjoyable to them
- people choose work that they are good and enjoy

Anti-motivation Theories

- We should think about partnerships rather than subordinates
- Negotiate projects rather than give assignments
- Develop new competencies rather than merely track past performance

Ways of Acting

- Be self-reflective and proactive about your own motivation
- Be aware of what motivates you, not necessarily what motivates others
- Have realistic expectations about the extent in which we can influence the motivation of others
- Participate in setting clear and challenging goals
- Think about the salience of various rewards

Ways of Acting

- Be honest with people about what rewards are possible what rewards are not
- Although people might be different in terms of personality, wants, goals, and needs -- -- they all want to be treated fairly
- Motivation is not about the characteristics of people, it is about the work that you can ask them to do
- It can be helpful think about the life-stages and what it means for employees – and offer appropriate support