

Chapter 4: Motivation in Organizational Behavior

Motivation is a key factor in employee performance and organizational effectiveness. It refers to the internal and external forces that initiate, direct, and sustain goal-directed behavior.

1. Understanding Motivation

Motivation answers three key questions:

- What initiates behavior?
- What determines the intensity of behavior?
- What sustains behavior over time?

2. Theories of Motivation

A. Content Theories - Focus on what motivates individuals

- Maslow's Hierarchy of Needs:
 1. Physiological
 2. Safety
 3. Love/Belonging
 4. Esteem
 5. Self-actualization
- Herzberg's Two-Factor Theory:
 - Hygiene Factors: Salary, security, working conditions
 - Motivators: Achievement, recognition, responsibility

- McClelland's Theory of Needs:

- Need for Achievement (nAch)
- Need for Power (nPow)
- Need for Affiliation (nAff)

B. Process Theories - Focus on how motivation occurs

- Vroom's Expectancy Theory:

Motivation = Expectancy x Instrumentality x Valence

- Equity Theory (Adams):

People are motivated by fairness and compare their input-output ratio with others.

- Goal-Setting Theory (Locke):

Clear, specific, and challenging goals increase performance.

- Self-Determination Theory:

Focuses on autonomy, competence, and relatedness.

3. Motivation Strategies in Organizations

- Financial incentives (bonuses, commissions)
- Job enrichment and job rotation
- Employee recognition programs
- Career development and training
- Participation in decision-making

4. Modern Motivation Practices

- Flexible work arrangements
- Remote work and work-life balance
- Employee engagement initiatives
- Purpose-driven leadership

5. Implications for Managers

- Match motivational strategies to individual needs
- Provide meaningful feedback and support
- Design jobs that offer challenge and growth
- Maintain fairness and equity in rewards

Multiple-Choice Questions:

1. Which theory emphasizes five levels of human needs?

- a) Herzberg's Two-Factor Theory
- b) McClelland's Theory
- c) Maslow's Hierarchy of Needs
- d) Equity Theory

2. In Herzberg's theory, which of the following is a motivator?

- a) Job security
- b) Company policies

c) Recognition

d) Salary

3. Vroom's Expectancy Theory states that motivation is a product of:

a) Equity and fairness

b) Goals and feedback

c) Needs and drives

d) Expectancy, instrumentality, and valence

4. According to Equity Theory, employees compare:

a) Their goals to their coworkers'

b) Their satisfaction to job difficulty

c) Their input-output ratio to others'

d) Their performance to team performance

5. A strategy that increases task variety and responsibility is:

a) Job rotation

b) Job simplification

c) Job enrichment

d) Job description