

Motivation

Motivational Concepts

- Motivation — forces within the individual that account for the level, direction, and persistence of effort expended at work

Motivational Concepts

- Reward — a work outcome of positive value to the individual
 - Extrinsic rewards — valued outcomes given to someone by another person
 - Intrinsic rewards — valued outcomes that occur naturally as a person works on a task

Motivational Concepts

- Extrinsic rewards:
 - Pay
 - Bonuses
 - Promotions
 - Time off
 - Special assignments
 - Office fixtures
 - Awards
 - Verbal praise
- Intrinsic rewards:
 - Feelings of competency
 - Personal development
 - Self-control
 - Pride in a job well done

Motivational Concepts

- To achieve maximum motivational potential in linking rewards to performance ...
 - Respect individual differences.
 - Clearly understand what people want from work.
 - Allocate rewards to satisfy the interests of both individuals and the organization.

Motivation Theories

- Content theories
 - Human needs and how people with different needs may respond to different work situations.
- Reinforcement theory
 - How people's behavior is influenced by environmental consequences.
- Process theories
 - How people give meaning to rewards and respond with various work-related behaviors.

Content Theories

- Needs
 - Unfulfilled physiological and psychological desires of an individual.
 - Explain workplace behavior and attitudes.
 - Create tensions that influence attitudes and behavior.

Content Theories

- Hierarchy of needs theory
- ERG theory
- Two-factor theory
- Acquired needs theory

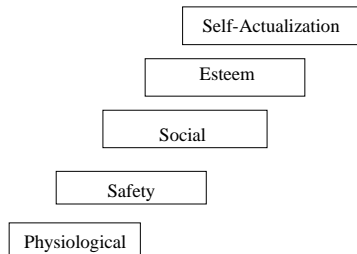
Content Theories

- Hierarchy of needs theory
 - Developed by Abraham Maslow
 - Lower order and higher order needs affect workplace behavior and attitudes

Content Theories

- Lower order needs:
 - Physiological, safety, and social needs.
 - Desires for physical and social well being.
- Higher order needs:
 - Esteem and self-actualization needs.
 - Desire for psychological growth and development.

Maslow's Hierarchy of Needs



Content Theories

- Hierarchy of needs theory
 - Deficit principle
 - A satisfied need is not a motivator of behavior.
 - Progression principle
 - A need at one level does not become activated until the next lower level need is satisfied.

Content Theories

- ERG theory
 - Developed by Clayton Alderfer
 - Three need levels:
 - Existence needs—desires for physiological and material well-being
 - Relatedness needs—desires for satisfying interpersonal relationships
 - Growth needs—desires for continued psychological growth and development

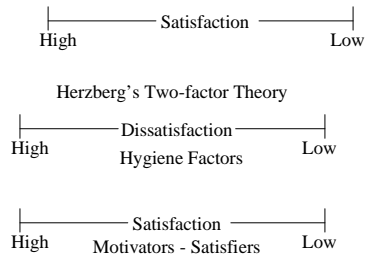
Content Theories

- ERG theory
 - Any/all needs can influence behavior at one time.
 - Frustration-regression principle
 - An already satisfied lower level need becomes reactivated when a higher level need is frustrated.

Content Theories

- Two-factor theory
 - Developed by Frederick Herzberg
 - Hygiene factors:
 - Elements of the job context
 - Sources of job dissatisfaction
 - Satisfier factors (motivators):
 - Elements of the job content
 - Sources of job satisfaction and motivation

Content Theories



Content Theories

Hygiene Factors	Motivators
Pay	Meaningful Work
Status	Feeling of Achievement
Security	Increased Responsibility
Working Conditions	Challenging Work
Fringe Benefits	Recognition
Policies & Admin Practices	The Job Itself
Interpersonal Relations	Opportunity for Growth

Content Theories

- Acquired needs theory
 - Developed by David McClelland
 - People acquire needs through their life experiences.
 - Needs that are acquired:
 - Need for Achievement (nAch)
 - Need for Power (nPower)
 - Need for Affiliation (nAff)

Content Theories

- Acquired needs theory
 - Need for Achievement (nAch)
 - Desire to do something better or more efficiently, to solve problems, or to master complex tasks
 - Workers high in (nAch) prefer work that:
 - Involves individual responsibility for results.
 - Involves achievable but challenging goals.
 - Provides feedback on performance.

Content Theories

- Acquired needs theory
 - Need for Power (nPower)
 - Desire to control other persons, to influence their behavior, or to be responsible for other people
 - Personal power versus social power
 - Workers high in (nPower) prefer work that:
 - Involves control over other people
 - Has an impact on people and events
 - Brings public recognition and attention

Content Theories

- Acquired needs theory
 - Need for Affiliation (nAff)
 - Desire to establish and maintain friendly and warm relations with other persons
 - Workers high in (nAff) prefer work that:
 - Involves interpersonal relationships
 - Provides for companionship
 - Brings social approval

Content Theories

	Maslow	Alderfer	Herzberg	McClelland
Higher-order needs	Self-actualization Esteem	Growth	Satisfier factors	Achievement Power
Lower-order needs	Social Safety Physiological	Relatedness Existence	Hygiene factors	Affiliation

Motivation
