

Lecture 9 – Motivation

Motivation defined

Motivation = willingness to exert high levels of effort to reach (organizational) goals, conditioned by the effort's ability to satisfy some individual need.

- three dimensions: - intensity = how hard a person tries;
- direction = where the effort is channeled;
- persistence = how long effort is maintained.

Factors affecting motivation:

- intrinsic – a person's internal desire to do something, due to such things as interest, challenge and personal satisfaction (job design, staff development, etc.)
- extrinsic - come from outside the person, such as pay, bonuses and other tangible rewards (leader behavior, money, etc.)

Overview of theories (see your textbook, Chapter 16)

1. Maslow's needs hierarchy
2. Herzberg's two-factor theory (Motivation-Hygiene Theory)
3. McGregor' Theory X, Theory Y

4. McClelland's Three needs theory
5. Goal setting theory
6. Reinforcement theory
7. Equity theory
8. Expectancy theory

Motivational Research

Physiological needs

= shelter, food clothing

- satisfaction usually associated with **money**.

Safety Needs

- conscious = accidents, diseases, economic instability, wars, etc.
- subconscious = not obvious, hard to identify. Safety needs are largely subconscious.
- concern for security can affect major decisions (e.g. quit a job, leave an organization), but is not likely to be an individual's dominant motives.
- security needs usually play a role of restraining impulses rather than initiating outward behavior.

⇒ these needs are being **overemphasized** by providing elaborate programs of fringe benefits (health, accident, life insurance; retirement schemes, etc.)

→ unions

Social Needs

- a common need (people are sometimes being called "social animals") BUT it still tends to be stronger for some people than for others and stronger in certain situations than others.
- one major reason why people seek affiliation is because they desire to have their beliefs confirmed = people want to be with others "in the same boat".
- ⇒ one of the reasons why the strong **informal workgroups** exist.
- e.g. work restricting groups – usually formed as a reaction to insignificance and impotence that workers tend to feel when they have no control over their working environment.
- BUT there is not some universal need for affiliation as an end in itself (as made apparent by existence of loners and rate-busters).

Esteem Needs

a. **prestige**

= a sort of unwritten definition of the kinds of conduct that other people are expected to show;

⇒ status seekers, "other directed" individuals

- people seek prestige in various ways: material symbols of status or personal achievement and self-actualization (which can command prestige in itself).

b. **power**

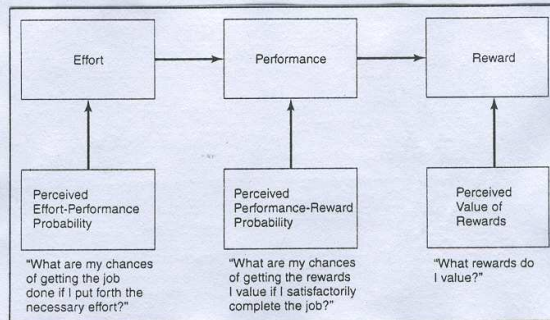
= the ability to manipulate or control the activities of others. it is a person's influence potential.

- position power = derived from a position within an organization (formal authority)
- personal power = derived from personality and behavior (natural authority)

Self-Actualization Needs

a. competence

- implies control over environmental factors;
- it is closely related to the desire for job mastery and professional growth.
- also closely related to the concept of expectancy.



As expectancy tends to influence motives, people with low feelings of competence will not often be motivated to seek new challenges or take risks.

b. achievement

- McClelland's experiment with rings being thrown over a peg.
- ⇒ people with need for achievement are setting moderately difficult but potentially achievable goals.
- people with high achievement need **seek accomplishment**. They do not reject rewards, but rewards are not as essential as the accomplishment itself.
- highly task oriented people with high expectations about others ⇒ they sometimes lack human skills and patience for effectively managing people. ⇒ they are good performers but need not be excellent leaders.

an overload principle

Money

- money can play a role at satisfaction of needs at every level.
- **BUT** it is clear that the ability of a given amount of money to satisfy seems to **diminish as one moves from physiological and safety needs to other needs** on the hierarchy. The more individuals become involved with esteem and self-actualization needs, the more they will have to earn their satisfaction directly, and money becomes a less appropriate tool.
- **ALSO** research has found, that only about 10 percent of the production workers in the U.S. ignore group pressure and produce as much as possible in response to an incentive plan (rate-busters) ⇒ **money is not almighty**.
- the most important characteristic of money is its power as a symbol. As money have no intrinsic value (no meaning of its own; it's what the money can buy, not money itself that matters), it can symbolize almost any need an individual wants it to represent. ⇒ **the use of money as motivator must be tailored to each employee's values.**

3 conditions:

- high "net" employee's preference for money
 - direct relationship between money and performance
 - direct relationship between performance and effort.
- ⇒ need for good performance measurement, assessment and control (see next lesson).