

WEEK 9

MOTIVATION

CHAPTER 12



WEEK 12

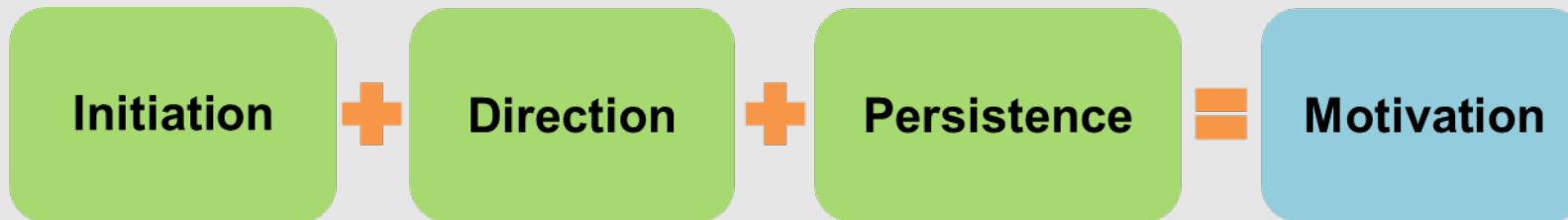
LEARNING OUTCOMES

After reading this chapter, you should be able to:

1. explain the basics of motivation
2. use equity theory, expectancy theory, reinforcement theory and goal setting theory to explain how to motivate employees
3. discuss how the entire motivation model can be used to motivate employees.

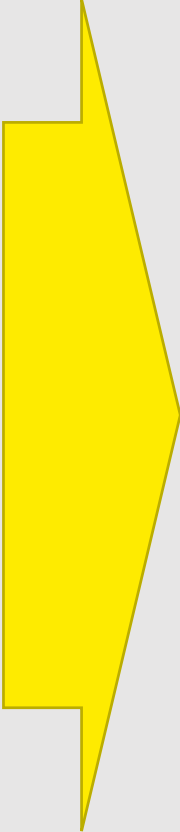
MOTIVATION

The set of forces that initiates, directs and makes people persist in their efforts to accomplish a goal.



MOTIVATION

BASICS OF MOTIVATION



Effort and performance

Need satisfaction

Extrinsic and intrinsic rewards

Motivating people

MOTIVATION

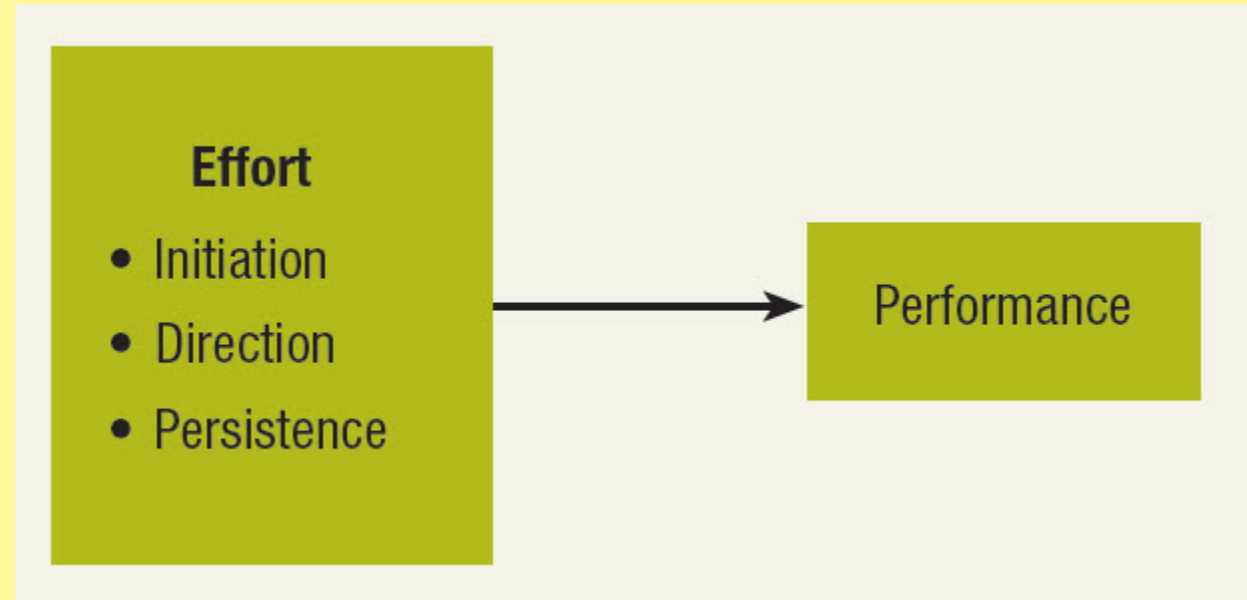
Effort and performance

Need satisfaction

Extrinsic and intrinsic rewards

Motivating people

Effort and performance



MOTIVATION

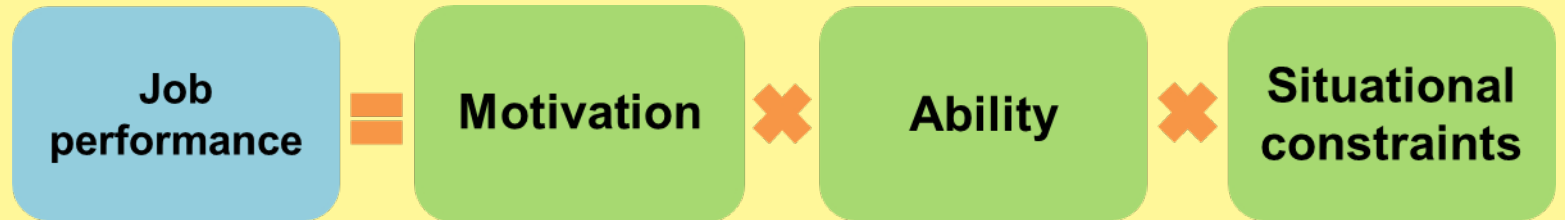
Effort and performance

Need satisfaction

Extrinsic and intrinsic rewards

Motivating people

Effort and performance



- **Job performance:** how well someone performs the job
- **Motivation:** effort put forth on the job
- **Ability:** capability to do the job
- **Situational constraints:** external factors affecting performance

MOTIVATION

Effort and performance

Need satisfaction

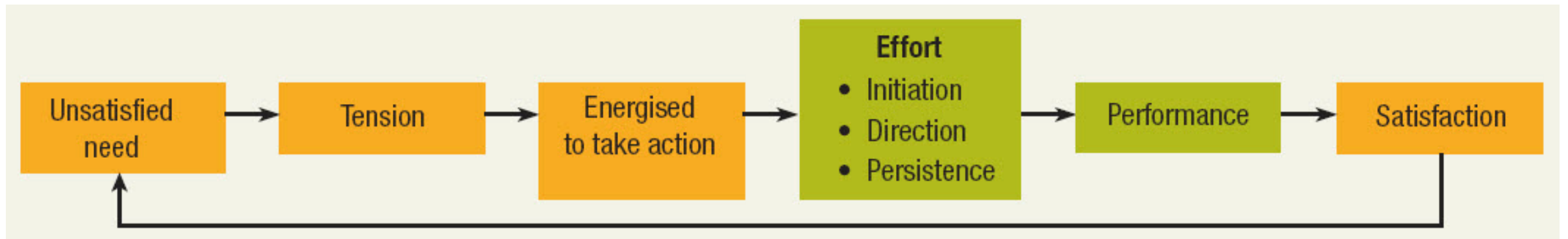
Extrinsic and intrinsic rewards

Motivating people

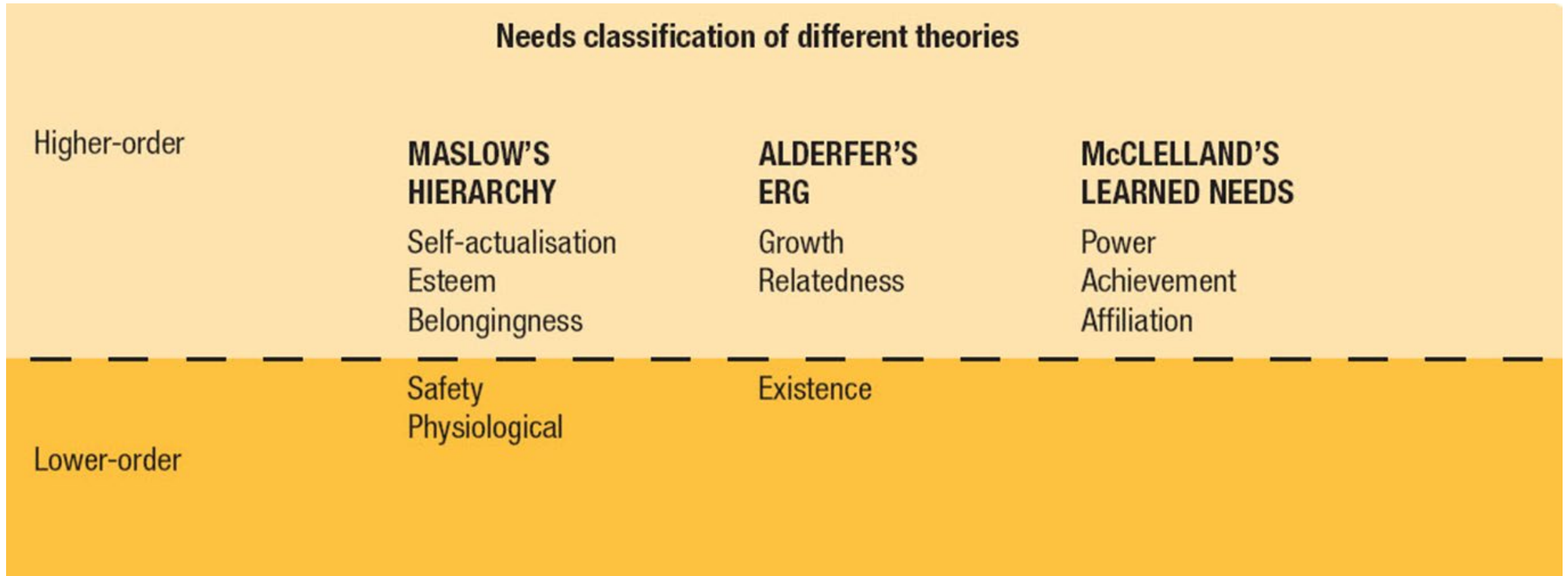
Need satisfaction

- **Needs:**
 - Physical or psychological requirements
 - Must be met to ensure survival and well being
- **Unmet needs motivate people**
- **Three approaches:**
 - Maslow's hierarchy of needs
 - Alderfer's ERG theory
 - McClelland's learned needs theory

ADDING NEEDS SATISFACTION TO THE MODEL



NEEDS CLASSIFICATION OF DIFFERENT THEORIES



MOTIVATION

Effort and performance

Need satisfaction

Extrinsic and intrinsic rewards

Motivating people

Extrinsic rewards

A reward that is tangible, visible to others and given to employees contingent on the performance of specific tasks or behaviours

Motivate people to:

- join the organisation
- regularly attend their jobs
- perform their jobs well
- stay with the organisation

MOTIVATION

Motivating with the basics

1. Ask people what their needs are.
2. Satisfy lower -order needs first.
3. Managers should expect people's needs to change.
4. As needs change and lower -order needs are satisfied, create opportunities for employees to satisfy higher -order needs.

EQUITY THEORY



People will be motivated when they perceive that they are being treated fairly.

Outcome

The reward an employee receives for their contributions to the organisation

Input

The contribution an employee makes to the organisation

Referent

Someone with whom a person compares themselves to determine if they have been treated fairly

Outcome/input (O/I) ratio

An employee's perception of how the rewards received compare with the employee's contributions to that organisation

EQUITY THEORY



How people react to perceived inequity

Reduce inputs

Increase outcomes

Rationalise inputs/outcomes

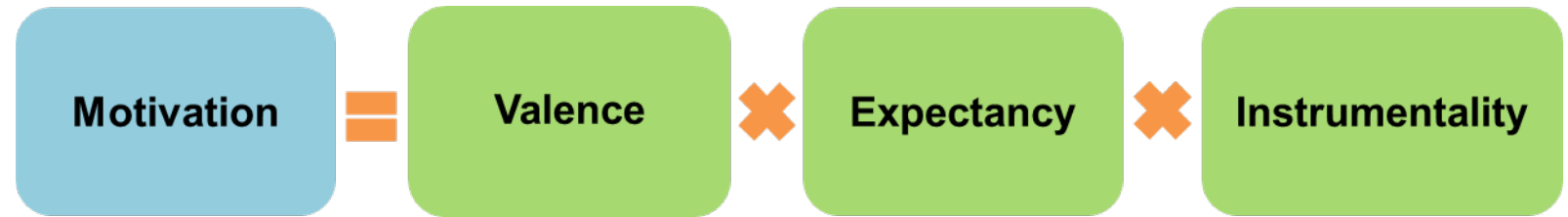
Change the referent

Leave

EXPECTANCY THEORY



People will be motivated to the extent to which they believe that their efforts will lead to good performance, that good performance will be rewarded and that they will be offered attractive rewards



- **Valence:** the attractiveness or desirability of a reward or outcome
- **Expectancy:** the perceived relationship between effort and performance
- **Instrumentality:** the perceived relationship between performance and rewards

EXPECTANCY THEORY



Motivating with expectancy theory

1. Systematically gather information to find out what employees want from their jobs.
2. Clearly link rewards to individual performance.
3. Empower employees to make decisions which enhance expectancy perceptions.
4. One way to increase expectancy is to train employees.

REINFORCEMENT THEORY



- **Reinforcement:** changing behaviour by changing the consequences that follow behaviour

Behaviour is a function of its consequences

Behaviours followed by positive consequences will occur more frequently

Behaviours followed by negative consequences, or not followed by positive consequences, will occur less frequently

REINFORCEMENT THEORY

Components of reinforcement theory

- **Positive reinforcement:** a desirable consequence strengthens behaviour
- **Negative reinforcement:** withholding an unpleasant consequence strengthens behaviour
- **Punishment:** an unpleasant consequence weakens behaviour
- **Extinction:** no consequence weakens behaviour



REINFORCEMENT THEORY

Motivating with reinforcement theory

- Identify, measure, analyse, intervene and evaluate.
- Don't reinforce the wrong behaviour.
- Correctly administer punishment at the appropriate time.
- Choose the simplest and most effective schedule of reinforcement.



GOAL SETTING THEORY



Goal: a target, objective or result that someone tries to accomplish

Goal-setting theory: a theory that states that people will be motivated to the extent to which they accept specific, challenging goals and receive feedback that indicates their progress toward goal achievement

Components of goal -setting theory

Goal specificity

The extent to which goals are detailed, exact and unambiguous

Goal difficulty

The extent to which a goal is hard or challenging to accomplish

Goal acceptance

The extent to which people consciously understand and agree to goals

Performance feedback

Information about the quality/quantity of past performance that indicates if progress is being made toward goal accomplishment

GOAL SETTING THEORY



Motivating with goal -setting theory

- Assign specific, challenging goals.
- Make sure workers truly accept organisational goals.
- Provide frequent, specific performance -related feedback.

MOTIVATING WITH THE INTEGRATED MODEL



No one theory or approach works with every employee or in every situation



By using all the approaches, managers can more completely meet the diverse motivational concerns of their employees.

No one theory or approach works with every employee or in every situation.

ORGANISATIONAL STRATEGY

