### Chapter 5
Motivation at Work

<table>
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<th>Learning Outcomes</th>
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<tr>
<td>1. Define <em>motivation</em> and articulate different views of how individuals are motivated at work.</td>
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<td>2. Explain Maslow’s hierarchy of needs and its two main modifications.</td>
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<td>3. Discuss how the needs for achievement, power, and affiliation influence an individual’s behavior in the workplace.</td>
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<td>4. Describe the two-factor theory of motivation.</td>
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<td>5. Explain two new ideas in human motivation.</td>
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<td>6. Describe the role of inequity in motivation.</td>
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<td>7. Describe the expectancy theory of motivation.</td>
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<td>8. Describe the cultural differences in motivation.</td>
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Motivation

the process of arousing and sustaining
goal-directed behavior

THREE THEORIES OF MOTIVATION

• Internal
  – Focus on variables within individual that lead to motivation and behavior.

• Process
  – Emphasize nature of interaction between individual and environment.

• External
  – Focus on elements in the environment to explain motivation and behavior.
### Early Motivational Theorists

<table>
<thead>
<tr>
<th>Max Weber</th>
<th>Sigmund Freud</th>
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<tbody>
<tr>
<td>Protestant work ethic</td>
<td>person’s organizational life founded on compulsion to work and power of love</td>
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### Early Motivational Theorists

<table>
<thead>
<tr>
<th>Adam Smith</th>
<th>Frederick Taylor</th>
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<tbody>
<tr>
<td>people motivated by self-interest for economic gain to provide necessities of life.</td>
<td>scientific management; emphasized cooperation between management and labor to increase profit.</td>
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Learning Outcome

Explain Maslow’s hierarchy of needs and its two main modifications.
Needs and Theory X and Y

**Theory X**
- People are by nature indolent. That is, they work as little as possible.
- People lack ambition, dislike responsibility, and prefer to be led.
- People are inherently self-centered and indifferent to organizational needs.
- People are by nature resistant to change.
- People are gullible and not very bright, the ready dupes of the charlatan and the demagogue.

**Theory Y**
- People are not by nature passive or resistant to organizational needs; they have become so as a result of experience in organizations.
- The motivation, the potential for development, the capacity for assuming responsibility, and the readiness to direct behavior toward organizational goals are all present in people. Management does not put them there. It is a responsibility of management to make it possible for people to recognize and develop these human characteristics for themselves.
- The essential task of management is to arrange conditions and methods of operation so that people can achieve their own goals best by directing their own efforts toward organizational objectives.

McGregor’s Assumptions About People Based on Theory X

• Naturally indolent
• Lack ambition, dislike responsibility, and prefer to be led
• Inherently self-centered and indifferent to organizational needs
• Naturally resistant to change
• Gullible, not bright, ready dupes


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McGregor’s Assumptions About People Based on Theory Y

• Passive and resistant behaviors not inherent; result of organizational experience
• People possess
  – Motivation
  – Development potential
  – Capacity for assuming responsibility
  – Readiness to direct behavior toward organizational goals


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Discuss how the needs for achievement, power, and affiliation influence an individual’s behavior in the workplace.
McClelland’s Theory

3 categories of needs

- Achievement
- Power
- Affiliation

McClelland’s Need Theory: Need for Achievement

[Need for Achievement]
a manifest (easily perceived) need that concerns individuals’ issues of excellence, competition, challenging goals, persistence, and overcoming difficulties

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McClelland’s Need Theory:
Need for Power

[Need for Power]
a manifest (easily perceived) need that concerns an individual’s need to make an impact on others, influence others, change people or events, and make a difference in life

McClelland’s Need Theory:
Need for Affiliation

[Need for Affiliation]
a manifest (easily perceived) need that concerns an individual’s need to establish and maintain warm, close, intimate relationships with other people
Learning Outcome

Describe the two-factor theory of motivation.
Herzberg’s Two-Factor Theory

Hygiene factor

Motivation factor

Both are work conditions, but each addresses a different part of an employee’s experience

Motivation–Hygiene Theory of Motivation

Motivation factors increase job satisfaction

• Achievement
• Achievement recognition
• Work itself
• Responsibility
• Advancement
• Growth
• Salary?

Hygiene factors avoid job dissatisfaction

• Company policy and administration
• Supervision
• Interpersonal relations
• Working conditions
• Salary
• Status
• Security

SOURCE: Adapted from Frederick Herzberg, The Managerial Choice: To be Efficient or to be Human (Salt Lake City: Olympus, 1982). Reprinted by permission.

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Critique of Herzberg

• A factor may not be exclusively motivation or hygiene (e.g., salary).
• Does not account for individual differences (age, sex, social status, education).
• Does not account for intrinsic job factors.
• Supporting data comes from peculiar critical-incident technique.

Learning Outcome

5

Explain two new ideas in human motivation.

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New Ideas: Eustress, Strength, Hope

Eustress
- healthy, normal stress
- Encourages optimism, hope and health.
- While things happen that are out of our control, we can control our response to them.

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New Ideas: Positive Energy and Full Engagement

- Individuals are activated by their own physical, emotional, mental and spiritual energy, not by unmet needs.

- Stresses the role of energy recovery.

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Beyond the Book:
Does Motivation “Work”?

A new study in England argues that motivational awards given to children, such as points, stickers, and treats, have little effect on performance.

They may reduce “intrinsic motivation.” Rather than doing a task for its own sake, they do it just for the reward.

Learning Outcome

Describe the role of inequity in motivation.
Equity theory – concerned with social processes that influence motivation and behavior.

Individual–Organizational Exchange

- Demands:
  - Organization: goals, objectives, tasks
  - Individual: physiological, security, physical needs

- Contributions:
  - Organization: status, benefits, income
  - Individual: developmental potential, employee knowledge, skills and abilities

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**Adam’s Theory of Inequity**

People are motivated when they find themselves in situations of inequity or unfairness.

To look for inequity, people consider their inputs and their outcomes.

<table>
<thead>
<tr>
<th><strong>Equity and Inequity at Work</strong></th>
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<tbody>
<tr>
<td><strong>Person</strong></td>
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<tr>
<td><strong>Comparison other</strong></td>
</tr>
<tr>
<td>(a) Equity</td>
</tr>
</tbody>
</table>
| \[
\frac{\text{Outcomes}}{\text{Inputs}} = \frac{\text{Outcomes}}{\text{Inputs}}
\] |
| (b) Negative Inequity           |
| \[
\frac{\text{Outcomes}}{\text{Inputs}} < \frac{\text{Outcomes}}{\text{Inputs}}
\] |
| (c) Positive Inequity           |
| \[
\frac{\text{Outcomes}}{\text{Inputs}} > \frac{\text{Outcomes}}{\text{Inputs}}
\] |
Strategies for Resolution of Inequity

- Alter the person’s outcomes
- Alter the person’s inputs
- Alter the comparison other’s outputs
- Alter the comparison other’s inputs
- Change who is used as a comparison other
- Rationalize the inequity
- Leave the organizational situation

New Perspectives on Equity Theory

I prefer an equity ratio equal to that of my comparison other.
New Perspectives in Equity Theory

Benevolent

I am comfortable with an equity ratio less than that of my comparison other.

New Perspectives on Equity Theory

Entitled

I am comfortable with an equity ratio greater than that of my comparison other.
Learning Outcome

Describe the expectancy theory of motivation.

Expectancy Theory

explains motivation in terms of an individual’s perception of the performance process.
Two Basic Notions of Expectancy Theory

I

People expect certain outcomes of behavior and performance.

II

People believe that the effort they put forth is related to the performance they achieve and the outcomes they receive.

Key Constructs of Expectancy Theory

Valence – value or importance placed on a particular reward

Expectancy – belief that effort leads to performance

Instrumentality – belief that performance is related to rewards
Expectancy Model of Motivation

3 Causes of Motivational Problems

- Belief that effort will not result in performance
- Belief that performance will not result in rewards
- The value a person places on, or the preference a person has for, certain rewards
Moral Maturity

the measure of a person’s cognitive moral development

Moral Maturity and Motivation

Morally mature people behave and act based on universal ethical principles.

Morally immature people behave and act based on egocentric motivations.
Describe the cultural differences in motivation.

Most motivation theories in use today have been developed by and about Americans. These theories may not deal adequately with cultural differences.
Beyond the Book:
Motivation in Beijing

Participants in the opening ceremony of the 2008 Olympic Games in Beijing faced harsh conditions – 16 hour sessions, heatstroke, exposure to rain, and one session that lasted 51 hours. During the ceremony, some performers wore adult diapers so that they could perform for six hours.

There were, however, almost no complaints from the performers, most of whom agreed that such sacrifices were worth it for the good of the nation.

1. Does Mike Winchell show the characteristics of this chapter’s definition of motivation early in the scene? Do you expect him to show any of the characteristics after the scene ends and he returns to the team?

2. Which needs discussed in this chapter does Mike appear to focus on early in the scene? Which needs become his focus later in the scene?

3. Apply “McClelland’s Need Theory” to this scene. Which parts of that theory appear in this scene? Give specific examples.