Motivation in Organizations

Chapter 7
Learning Objectives

1. Define motivation and explain its importance in the field of organizational behavior.

2. Describe need hierarchy theory and the motivational-fit approach, noting what each suggests about how to improve motivation in organizations.

3. Identify and explain the conditions through which goal setting can be used to improve job performance.
Learning Objectives

4. Describe equity theory and how it may be applied to motivating people in organizations.

5. Describe expectancy theory and how it may be applied in organizations.

6. Distinguish among job enlargement, job enrichment, and the job characteristics model as techniques for motivating employees.
Motivation

The set of processes that arouse, direct, and maintain human behavior toward attaining some goal.
Motivation Components

Arousal

- I want to meet my sales quota

Direction

- Work late

Maintenance

- Persist

Goal

- Make extra calls
- Study product line
- Sales quota met

Persist

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Motivation Key Points

- Motivation and job performance are not synonymous
- Motivation in multifaceted
- People are motivated by more than just money
Need Hierarchy Theory (Maslow)
Motivational Fit Approach

Motivational Traits
- Achievement
- Anxiety

Motivational Skills
- Emotion control
- Motivation control
Goal Setting Theory

Desire to attain goal → Perceived chance of attaining goal → Goal commitment (accept goal as own) → Performance at goal level

Recognize challenge of higher goal level → Self-efficacy beliefs → Desire to feel competent
Goal Setting Guidelines

- Assign specific goals
- Assign difficult, but acceptable, performance goals
  - Vertical stretch goals
  - Horizontal stretch goals
- Provide feedback on goal attainment
Equity Theory

- Overpayment inequity for Person A: Outcomes/Inputs Greater than for Person B: Outcomes/Inputs
- Underpayment inequity for Person A: Outcomes/Inputs Less than for Person B: Outcomes/Inputs
- Equitable payment for Person A: Outcomes/Inputs Equal to for Person B: Outcomes/Inputs

Social comparison:
- Person A: Outcomes/Inputs Guilty
- Person B: Outcomes/Inputs Angry
- Underpayment inequity for Person B: Outcomes/Inputs Guilty
- Overpayment inequity for Person B: Outcomes/Inputs Angry

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### Equity Theory

<table>
<thead>
<tr>
<th>Type of Inequity</th>
<th>Behavioral (What You Can Do Is . . .)</th>
<th>Psychological (What You Can Think Is . . .)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overpayment inequity</td>
<td>Raise your inputs (e.g., work harder) or lower your outcomes (e.g., work through a paid vacation).</td>
<td>Convince yourself that your outcomes are deserved based on your inputs (e.g., rationalize that you work harder than others and so you deserve more pay).</td>
</tr>
<tr>
<td>Underpayment inequity</td>
<td>Lower your inputs (e.g., reduce effort) or raise your outcomes (e.g., get raise in pay).</td>
<td>Convince yourself that others inputs are really higher than your own (e.g., rationalize that the comparison worker is really more qualified and so deserves higher outcomes).</td>
</tr>
</tbody>
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Managerial Implications

- Avoid underpayment
- Avoid overpayment
- Be honest and open with employees
Expectancy Theory
Other Job Performance Determinants

- Skills and abilities
- Role perceptions
- Opportunities to perform
Managerial Implications

- Clarify people’s expectancies that effort will lead to performance

- Administer rewards that are positively valent to employees

- Clearly link valued rewards and performance
  - Incentive stock option
Structuring Interesting Jobs

- **Standard Job**
  - Low level of responsibility
  - Low number of tasks

- **Enlarged Job**
  - High level of responsibility
  - High number of tasks
  - Adds more tasks at the same level of responsibility.

- **Enriched Job**
  - High level of responsibility
  - Low number of tasks
  - Adds more responsibility to the same number of tasks.

- **Number of Tasks**
  - (horizontal job loading)
Job Characteristics Model

**Core Job Dimensions**
- Skill variety
- Task identity
- Task significance
- Autonomy
- Feedback

**Critical Psychological States**
- Experienced meaningfulness of the work
- Experienced responsibility for outcomes of the work
- Knowledge of the actual results of the work activities
- Employee growth need strength

**Personal and Work Outcomes**
- High internal work motivation
- High-quality work performance
- High satisfaction with the work
- Low absenteeism and turnover

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# Managerial Implications

<table>
<thead>
<tr>
<th>Principles of Job Design</th>
<th>Core Job Dimensions Incorporated</th>
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<tbody>
<tr>
<td>1. Combine tasks, enabling workers to perform the entire job.</td>
<td>Skill variety</td>
</tr>
<tr>
<td>2. Establish client relationships, allowing providers of a service to meet the recipients.</td>
<td>Task identity</td>
</tr>
<tr>
<td>3. Load jobs vertically, allowing greater responsibility and control over work.</td>
<td>Skill variety</td>
</tr>
<tr>
<td>4. Open feedback channels, giving workers knowledge of the results of their work.</td>
<td>Autonomy</td>
</tr>
<tr>
<td></td>
<td>Feedback</td>
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