

**Organizational Human Behavior management**

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**Lecture 7**

***Motivation Concepts***

# After studying this chapter, you should be able to:

1. Describe the three key elements of motivation.
2. Identify four early theories of motivation and evaluate their applicability today.
3. Compare and contrast goal-setting theory and self-efficacy theory.
4. Demonstrate how organizational justice is a refinement of equity theory.
5. Apply the key tenets of expectancy theory to motivating employees.
6. Explain to what degree motivation theories are culture bound.

# What Is Motivation?

The processes that accounts for an individual's intensity, direction, and persistence of effort toward attaining a organizational goal

- Intensity – the amount of effort put forth to meet the goal
- Direction – efforts are channeled toward organizational goals
- Persistence – how long the effort is maintained

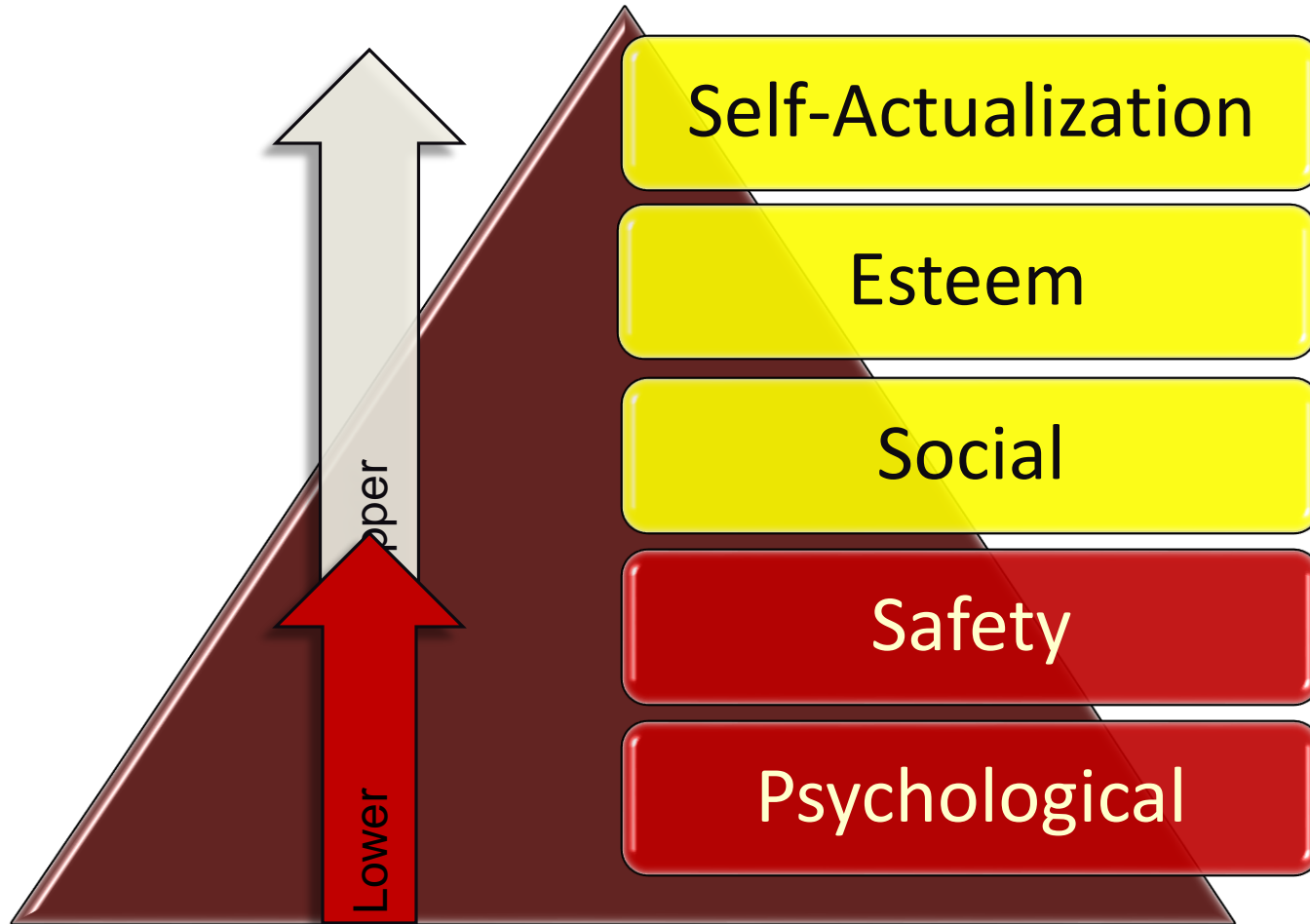


# Early Theories of Motivation

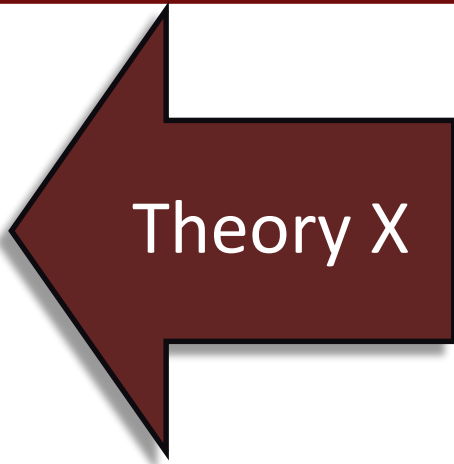


- Maslow's Hierarchy of Needs Theory
- McGregor's Theory X and Theory Y
- Herzberg's Two-Factor (Motivation-Hygiene) Theory
- McClellan's Theory of Needs (Three Needs Theory)

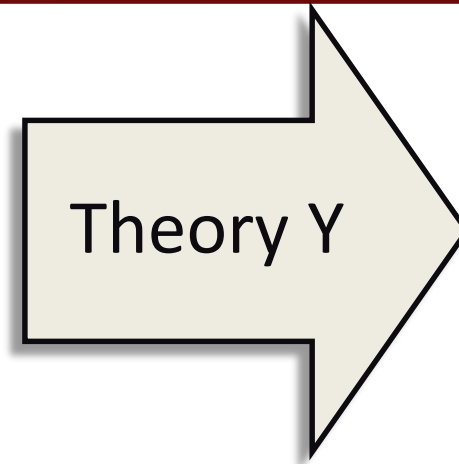
# Maslow's Hierarchy of Needs Theory



# Douglas McGregor's X & Y



- Inherent dislike for work and will attempt to avoid it
- Must be coerced, controlled or threatened with punishment

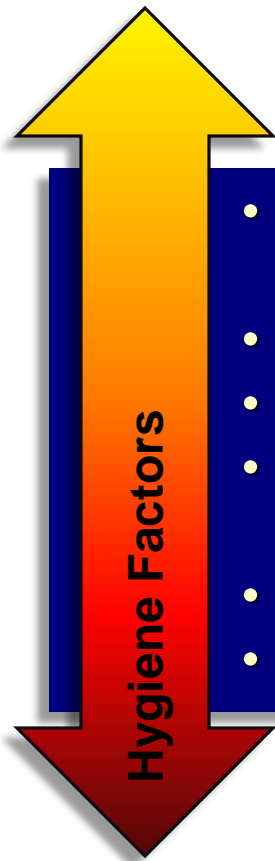


- View work as being as natural as rest or play
- Will exercise self-direction and self-control if committed to objectives

# Herzberg's Two-Factor Theory

Not Dissatisfied

Satisfied



- Quality of supervision
- Pay
- Company policies
- Physical working conditions
- Relationships
- Job security



- Promotional opportunities
- Opportunities for personal growth
- Recognition
- Responsibility
- Achievement

Dissatisfied

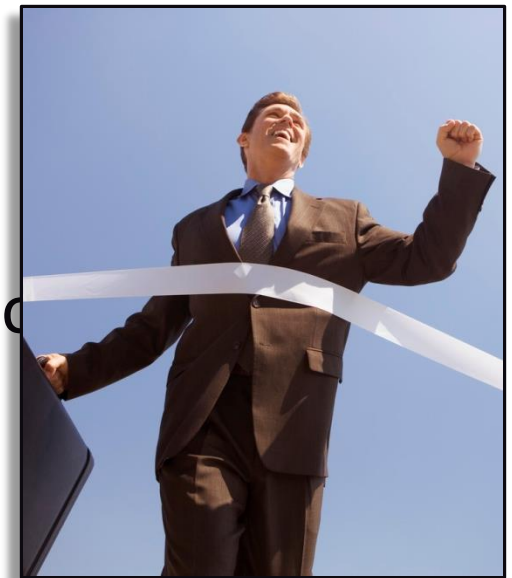
Not Satisfied

# McClelland's Theory of Needs

- **Need for Achievement (nAch)**  
The drive to excel
- **Need for Power (nPow)**  
The need to make others behave in a way they would not have behaved otherwise
- **Need for Affiliation (nAff)**  
The desire for friendly and close interpersonal relationships

# McClelland's High Achievers

- High achievers prefer jobs with:
  - Personal responsibility
  - Feedback
  - Intermediate degree of risk (50/50)
- High achievers are not necessarily good managers
- High nPow and low nAff is related to managerial success



# Contemporary Theories of Motivation



- Cognitive Evaluation Theory
- Goal-Setting Theory
  - Management by Objectives
- Self-Efficacy Theory
- Equity Theory
- Expectancy Theory

# Cognitive Evaluation Theory

- Proposes that the introduction of extrinsic rewards for work (pay) that was previously intrinsically rewarding tends to decrease overall motivation
- Verbal rewards increase intrinsic motivation, while tangible rewards undermine it

# Goal-Setting Theory

- Goals increase performance when the goals are:
  - Specific
  - Difficult, but accepted by employees
  - Accompanied by feedback (especially self-generated feedback)
- Contingencies in goal-setting theory:
  - Goal Commitment – public goals better!
  - Task Characteristics – simple & familiar better!
  - National Culture – Western culture suits best!

# Management by Objectives (MBO)

- Converts overall organizational objectives into specific objectives for work units and individuals
- Common ingredients:
  - Goal specificity
  - Explicit time period
  - Performance feedback
  - Participation in decision making



# Self-Efficacy or Social Learning Theory



Individual's belief that he or she is capable of performing a task

Self-efficacy increased by:

- **Enactive mastery** – gain experience
- **Vicarious modeling** – see someone else do the task
- **Verbal persuasion** – someone convinces you that you have the skills
- **Arousal** – get energized

# Equity Theory

- Employees weigh what they put into a job situation (input) against what they get from it (outcome).
- They compare their input-outcome ratio with the input-outcome ratio of relevant others.

$$\frac{\text{My Output}}{\text{My Input}} = \frac{\text{Your Output}}{\text{Your Input}}$$

# Equity Theory and Reactions to Inequitable Pay

*Employee reactions in comparison to equitably-paid employees*

Employees are:	Paid by:	
	Piece	Time
<b>Over-Rewarded</b>	Will produce fewer, but higher-quality units	Will produce more
<b>Under-Rewarded</b>	Produce large number of low quality units	Produce less output or output of poorer quality

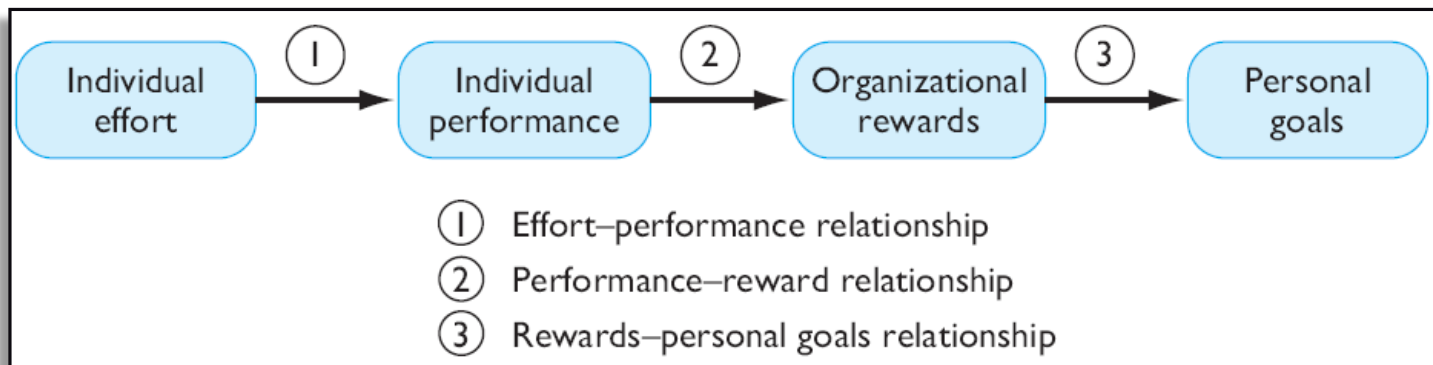
# Equity Theory: Forms of Justice



# Expectancy Theory

Three key relationships:

1. **Effort-Performance:** perceived probability that exerting effort leads to successful performance
2. **Performance-Reward:** the belief that successful performance leads to desired outcome
3. **Rewards-Personal Goals:** the attractiveness of organizational outcome (reward) to the individual



# Global Implications



## Are motivation theories culture-bound?

- Most were developed for and by the United States
- Goal-setting and expectancy theories emphasize goal accomplishment and rational individual thought
- Maslow's Hierarchy may change order
- McClelland's nAch presupposes acceptance of a moderate degree of risk concern for performance
- Equity theory closely tied to American pay practices
- Herzberg's two-factor theory does seem to work across cultures

# Maslow's Hierarchy

- Each individual has needs, or feelings of deficiency that drive their behavior
- Once a need is satisfied, then it is no longer motivating
- Needs are in a hierarchy that an individual moves up as they satisfy levels of needs

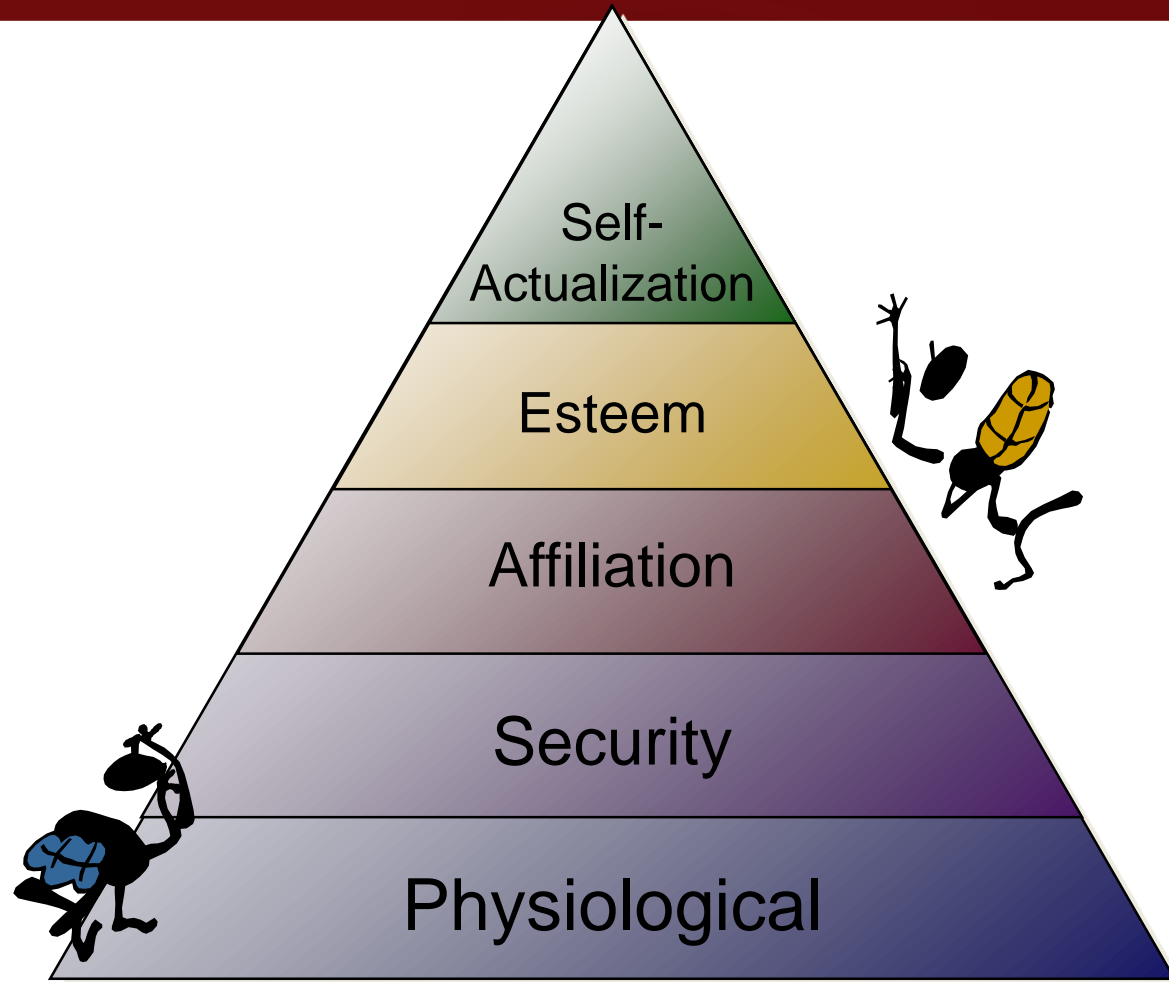
# Practical Implications of Content Theories

- People have different needs at different times
- Offer employees a choice of rewards -- a flexible reward system
- Do not rely too heavily on financial rewards
  - they mainly address lower level needs

# Maslow's Hierarchy

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# Maslow's Hierarchy



# Levels of Needs

- Physiological/Survival needs
  - Food, Clothing, Shelter, Air
- Security
  - Feel safe, absence of pain, threat, or illness
- Affiliation
  - friendship, company, love, belonging
  - first clear step up from physical needs

# Need levels (cont.)

- Esteem Needs
  - self-respect, achievement, recognition, prestige
  - cues a persons worth
- Self-Actualization
  - personal growth, self-fulfillment, realization of full potential
  - Where are YOU on the hierarchy???

# Alderfer's ERG

- Consolidates Maslow into 3 categories
- Existence-physiological and security
- Relatedness-affiliation
- Growth-esteem and self-actualization

# ERG Model of Motivation

Frustration-Regression

Satisfaction-Progression



# Frustration-Regression

- Differs from Maslow
- When unable to satisfy upper level needs, the individual will revert to satisfying lower level needs
- Interesting point from research....growth stimulates growth

# McClelland's Learned Needs

- Needs are acquired through interaction with environment
- Not a hierarchy, but degrees of each type of need or motive

# Implications for Managers

- Look beyond need theories
- Goal setting leads to higher productivity
- Organizational justice has support
- Expectancy theory is a powerful tool, but may not very realistic in some cases
- Goal-setting, organizational justice, and expectancy theories all provide practical suggestions for motivation

# Keep in Mind...

- *Make goals specific and difficult*
- *Motivation can be increased by raising employee confidence in their own abilities (self-efficacy)*
- *Openly share information on allocation decisions, especially when the outcome is likely to be viewed negatively*

# Summary

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