

6. Motivation

Figure 3.1

Differences between classical and operant conditioning approaches.

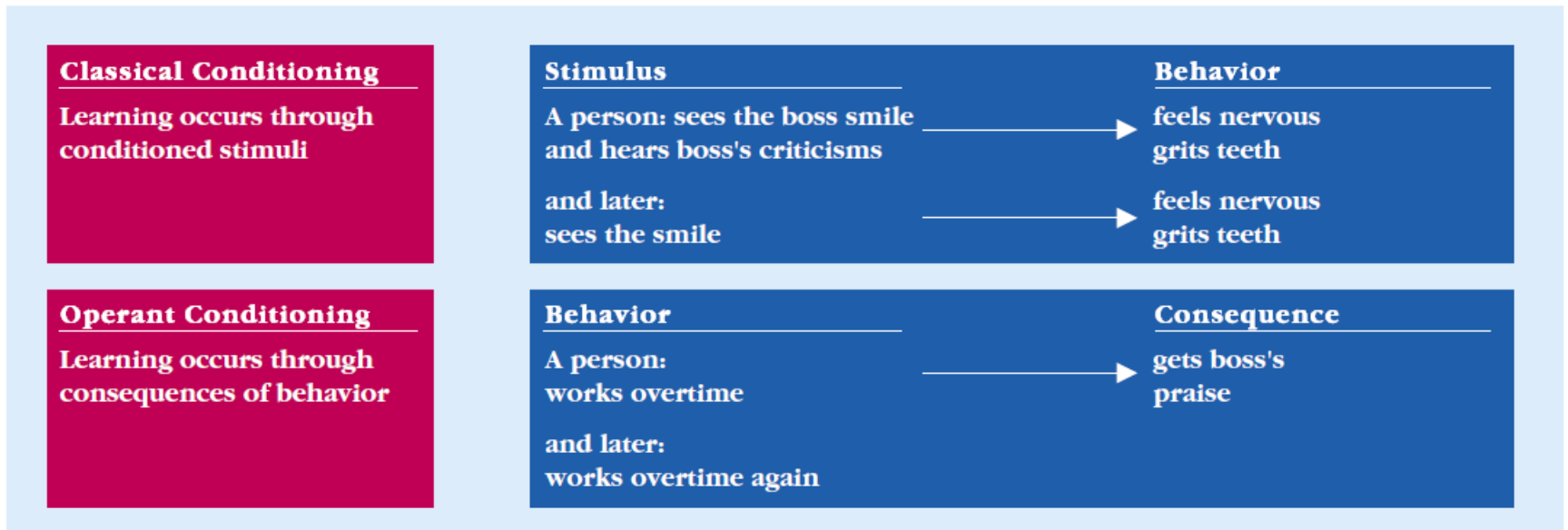


Figure 3.2

A sample of extrinsic rewards allocated by managers.

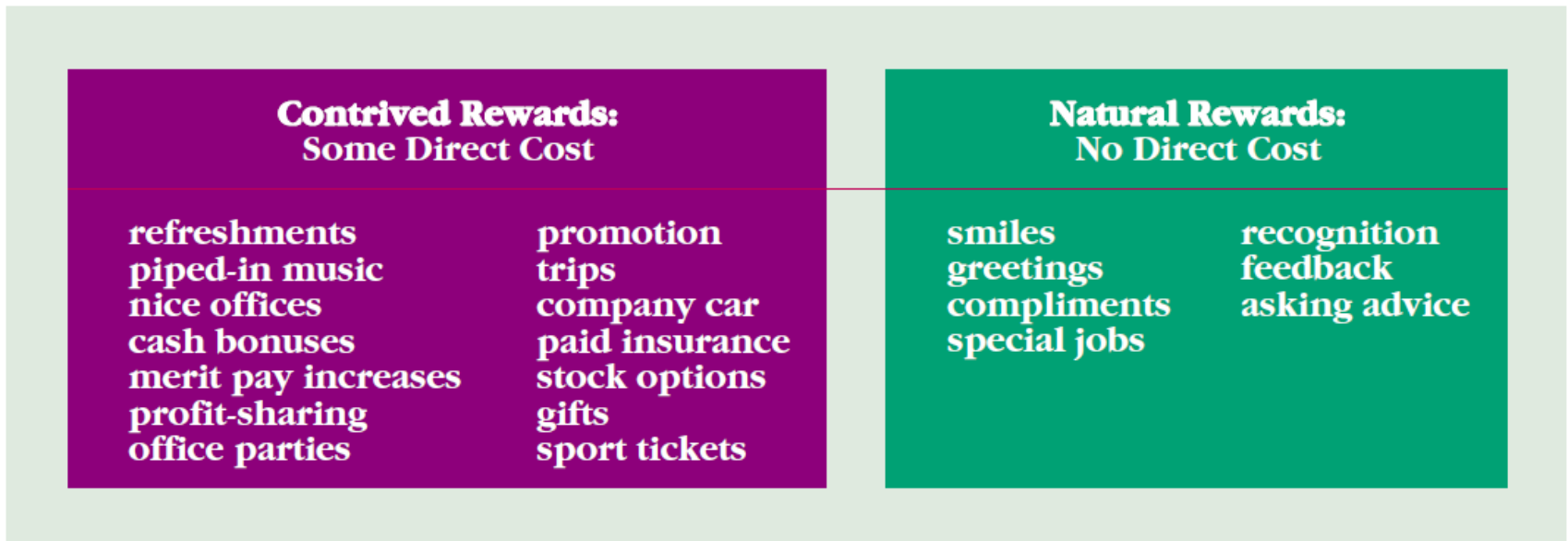


Figure 3.3

Four types of intermittent reinforcement schedules.

	Interval	Ratio
Fixed	<p>Fixed interval</p> <hr/> <p>Reinforcer given after a given time Weekly or monthly paychecks Regularly scheduled exams</p>	<p>Fixed ratio</p> <hr/> <p>Reinforcer given after a given number of behavior occurrences Piece rate pay Commissioned salespeople; certain amount is given for each dollar of sales</p>
Variable	<p>Variable interval</p> <hr/> <p>Reinforcer given at random times Occasional praise by boss on unscheduled visits Unspecified number of pop quizzes to students</p>	<p>Variable ratio</p> <hr/> <p>Reinforcer given after a random number of behavior occurrences Random quality checks with praise for zero defects Commissioned salespeople; a varying number of calls is required to obtain a given sale</p>
	Time based	Behavior occurrence based

Figure 3.4

Applying Reinforcement strategies.

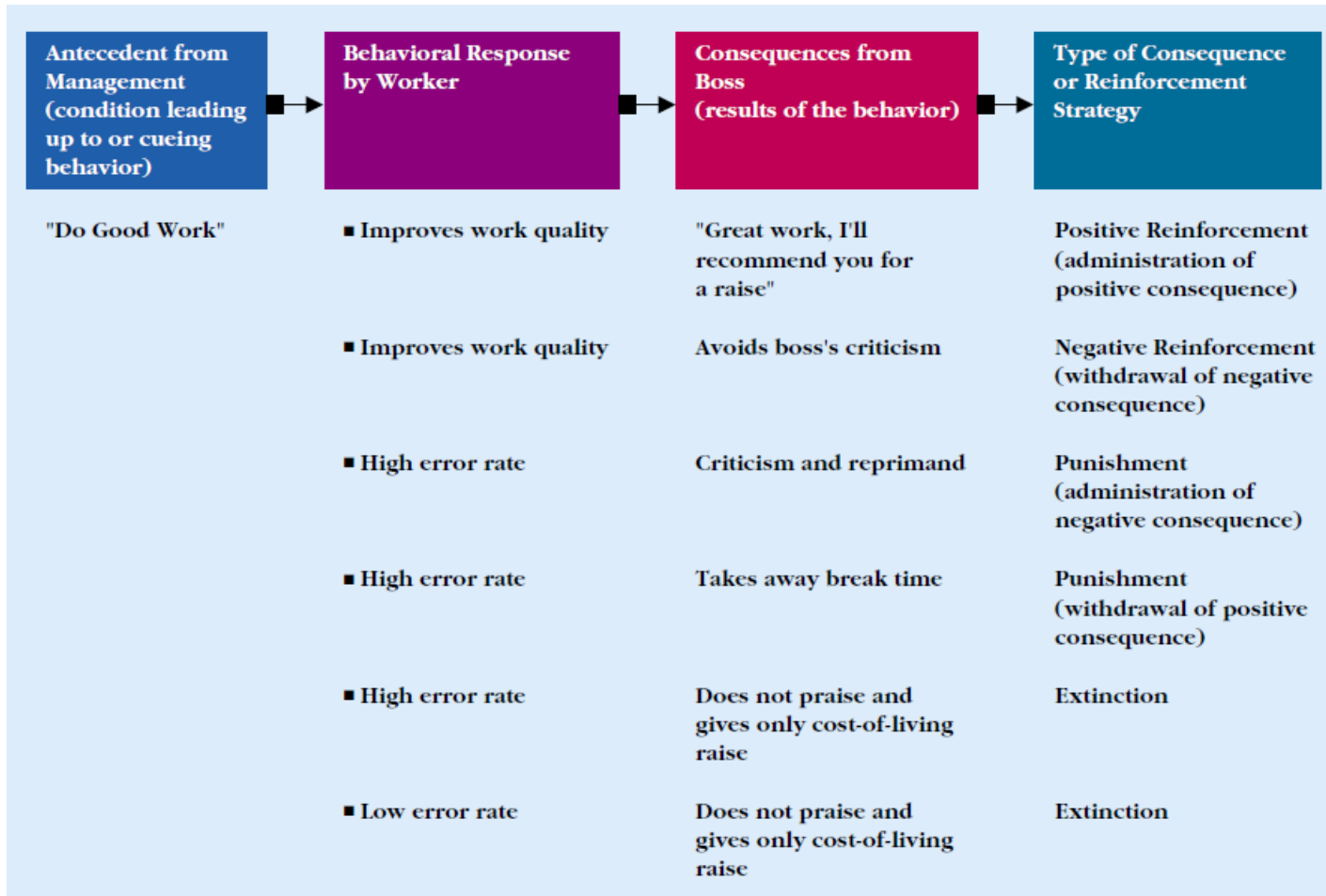


Figure 3.5

Higher order and lower order needs in Maslow's hierarchy of needs.

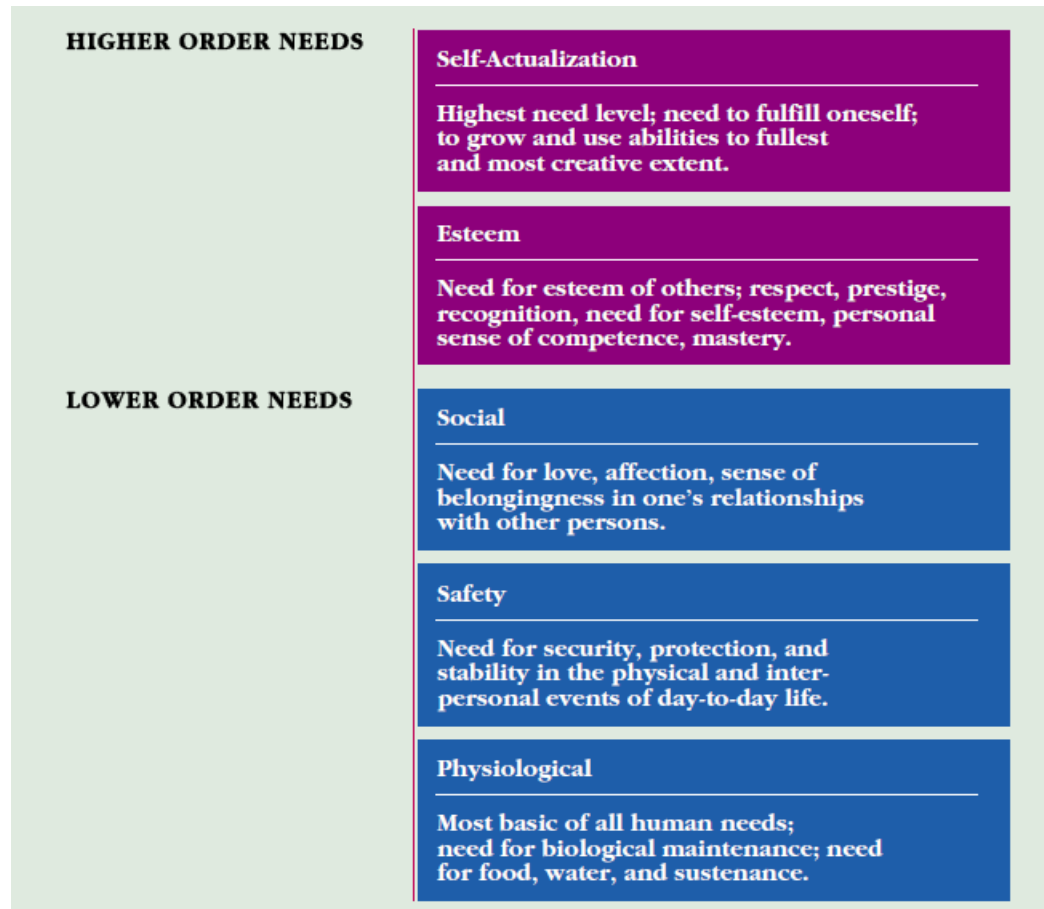
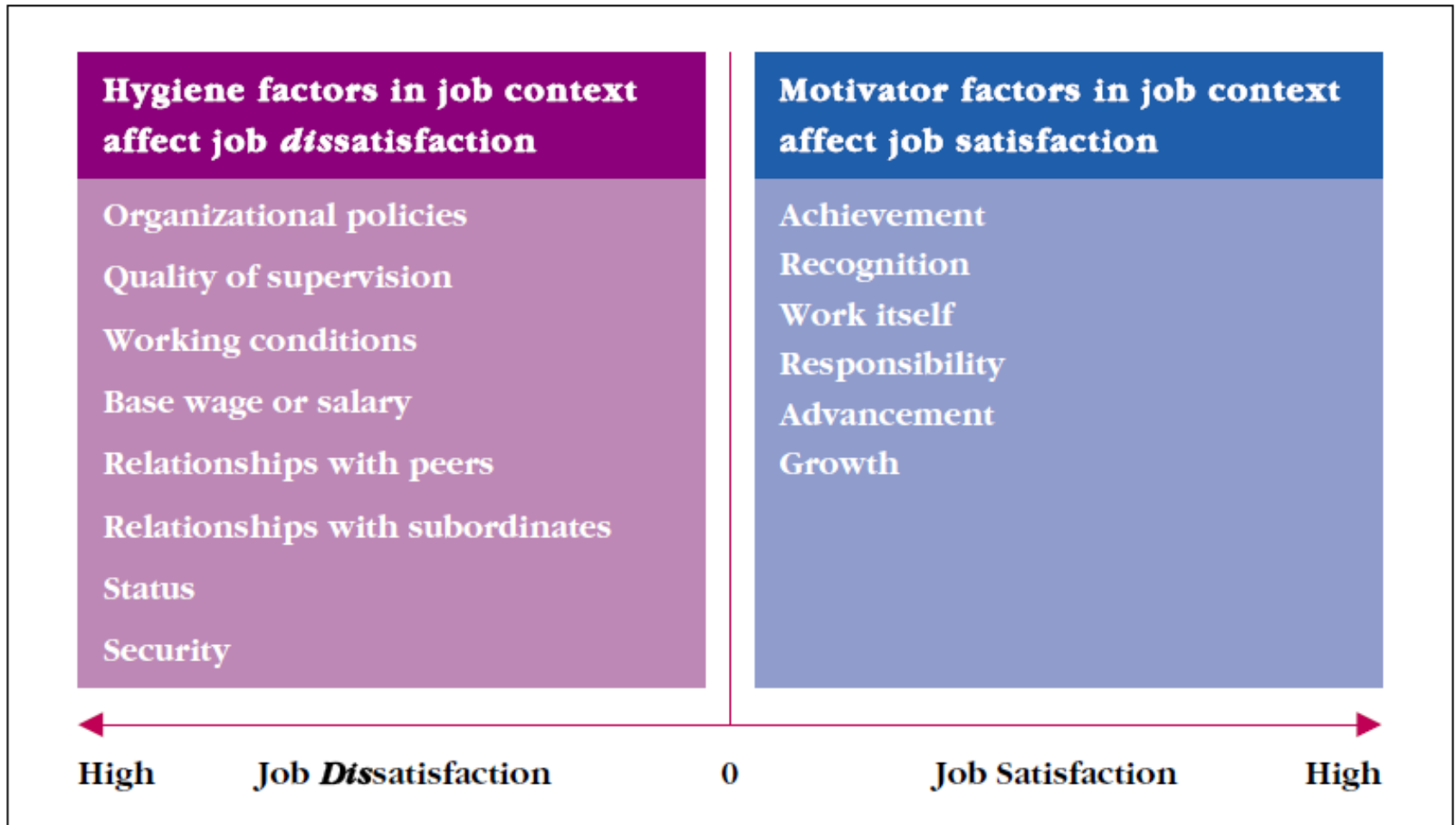


Figure 3.6

Sources of dissatisfaction and satisfaction in Herzberg's two-factor theory.

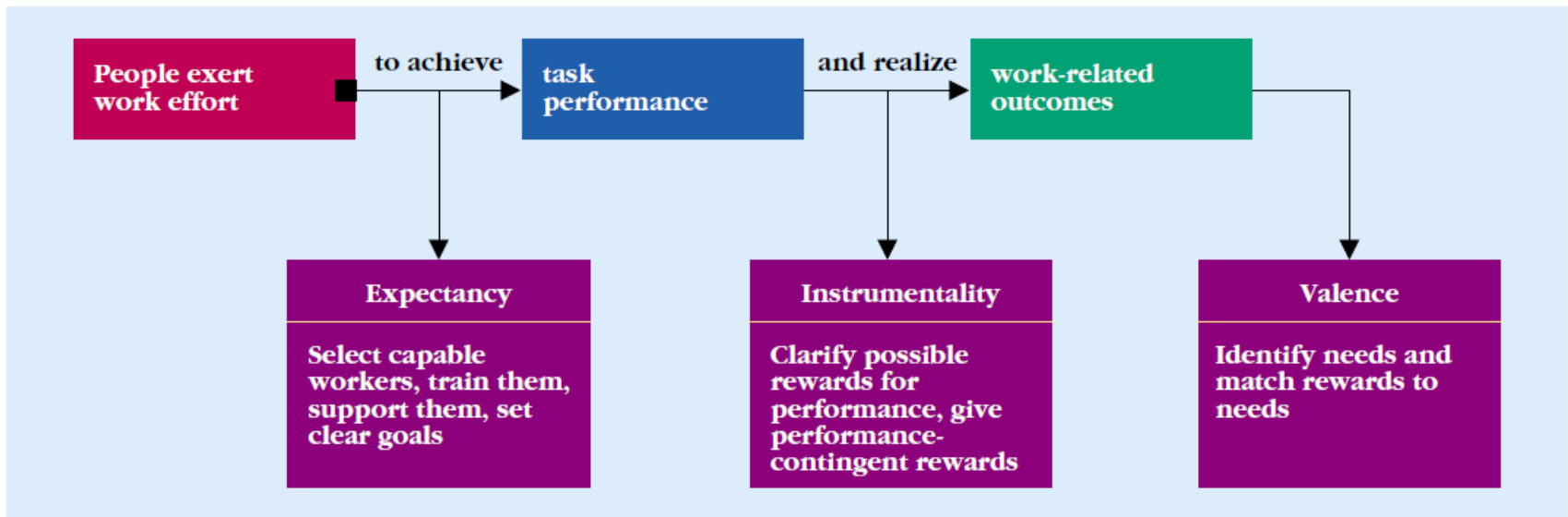


STEPS FOR MANAGING THE EQUITY PROCESS

- Recognize that equity comparisons are inevitable in the workplace.
- Anticipate felt negative inequities when rewards are given.
- Communicate clear evaluations of any rewards given.
- Communicate an appraisal of performance on which the reward is based.
- Communicate comparison points appropriate in the situation.

Figure 3.7

Key terms and managerial implications of Vroom's expectancy theory.



WORK GUIDELINES FOR ALLOCATING EXTRINSIC REWARDS

1. Clearly identify the desired behaviors.
2. Maintain an inventory of rewards that have the potential to serve as positive reinforcers.
3. Recognize individual differences in the rewards that will have positive value for each person.
4. Let each person know exactly what must be done to receive a desirable reward. Set clear target antecedents and give performance feedback.
5. Allocate rewards contingently and immediately upon the appearance of the desired behaviors.
6. Allocate rewards wisely in terms of scheduling the delivery of positive reinforcement.

Figure 3.8

An integrated model of individual motivation to work.

