

Motivation

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Motivation

The amount of effort that an individual puts into doing something

Content Theories

- **Freud/Levinson: Unconscious Needs**
- **Maslow's Hierarchy of Needs**
- **ERG Theory**
- **Herzberg's Motivation-Hygiene Theory**
- **McClelland's Learned Needs Theory**

Freud/Levinson: Unconscious Needs

- People have four basic needs:
 - Dependency
 - Affection
 - Aggression
 - Achievement of Ego Ideal

Levinson on Motivation

- Motivation = F (what makes one feel good about oneself)
- Each person has different things that make them feel good about themselves. (x_1, x_2)
 - People from the same culture have more things in common than people from a very different culture
- We are often not conscious of what makes us feel good about ourselves

What makes employees feel good about themselves?

- The more one needs are met for:
 - Affection
 - Dependency
 - Aggression
 - Ego Ideal
 - Relationship between ego ideal and self esteem:

$$\text{Self Esteem} = \frac{1}{\text{Ego Ideal} - \text{Self Image}}$$

- the more one feels good about oneself.

Achievement Motivation: international Findings

- Ego Ideal is not necessarily career or “achievement”
- Polish industrialists were high achievers scoring 6.58 (U.S. managers’ scored an average 6.74)
- Some studies did not find high need for achievement in Central European countries (average score for Czech managers was 3.32 – considerably lower than for U.S.)

Applied Motivation: Work Centrality

- Importance of work in an individual's life can provide important insights into how to motivate human resources in different cultures
 - Japan has highest level of work centrality
 - Israel has moderately high levels
 - U.S. and Belgium have average levels
 - Netherlands and Germany have moderately low levels
 - Britain has low levels

Achievement Motivation

International Findings (continued)

- Achievement motivation theory must be modified to meet specific needs of local culture
 - Culture of many countries doesn't support high achievement
 - Anglo cultures and those rewarding entrepreneurial effort do support achievement motivation and their human resources should probably be managed accordingly.

Maslow's Theory of Motivation

Figure 12-2
Maslow's Need Hierarchy

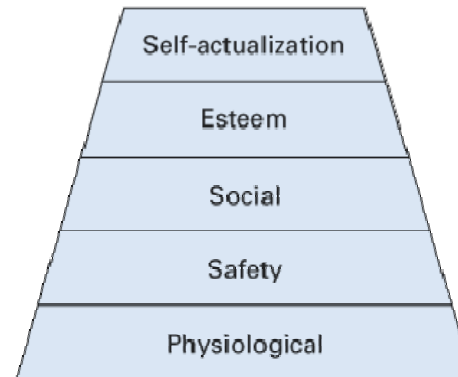
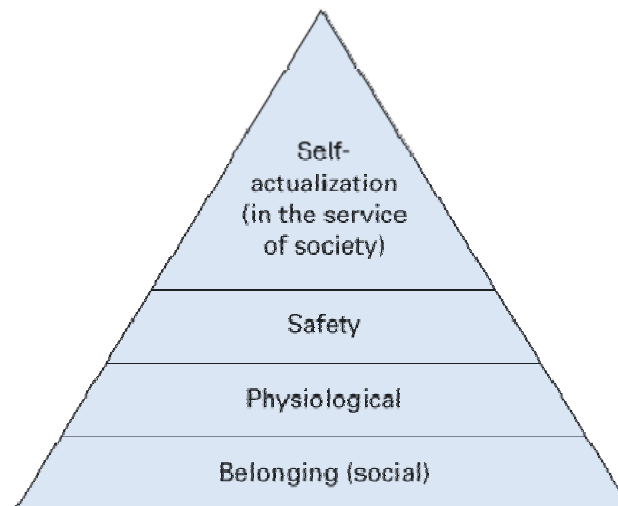


Figure 12-3
Collectivist Need Hierarchy



*Source: Patrick A. Gambrel and Rebecca Cianci, "Maslow's Hierarchy of Needs: Does It Apply in a Collectivist Culture," *Journal of Applied Management and Entrepreneurship* 8, no. 2 (April 2003), p. 157. Reprinted with permission.
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Maslow's Motivation Theory: international Evidence

- A study of East Asian managers in eight countries found *autonomy* and *self-actualization* in most cases ranked high
- Some researchers have suggested modification of Maslow's Western-oriented hierarchy by re-ranking needs.
- Asian culture emphasizes needs of society:
 - Chinese hierarchy of needs might have four levels ranked from lowest to highest: Belonging (social); Physiological; Safety; Self-actualization (in service of society)

ERG Theory

- Developed by Clayton Alderfer.
- Collapses Maslow's five categories into three categories: existence needs, relatedness needs, and growth needs.
- Adds a frustration-regression hypothesis.
- More than one need category may be activated at the same time.

Herzberg's Two-Factor Theory of Motivation

- A theory that identifies two sets of factors that influence job satisfaction:
 - **Motivators:** Job content factors such as achievement, recognition, responsibility, advancement, and the work itself. Only when motivators are present will there be **satisfaction**.
 - **Hygiene Factors:** Job-context factors such as salary, interpersonal relations, technical supervision, working conditions, and company policies and administration. If hygiene factors aren't taken care of there will be **dissatisfaction**.

Herzberg's Motivation-Hygiene Theory in USA

Motivation Factors

- Achievement
- Recognition
- Interesting work
- Responsibility
- Advancement
- Growth

Hygiene Factors

- **Company policy and administration**
- **Supervision**
- **Relationship with supervisor**
- **Work conditions**
- **Salary**
- **Relationships with peers**
- **Security**

Herzberg vs. Maslow:

Table 12-4

The Relationship Between Maslow's Need Hierarchy and Herzberg's Two-Factor Theory

Maslow's Need Hierarchy	Herzberg's Two-Factor Theory
Self-actualization	Motivators
	Achievement
	Recognition
	Responsibility
Esteem	Advancement
	The work itself
<hr/>	
Social	Hygiene factors
	Salary
	Technical supervision
Safety	Company policies and administration
	Interpersonal relations
Physiological	Working conditions

Herzberg's Theory Generalized to International Context

- Research tends to support Herzberg's theory
- Hines: 218 middle managers and 196 salaried employees in New Zealand; found validity across occupational levels
- Similar study conducted among 178 Greek managers; overall theory held true

McClelland's Acquired Needs Theory

- **Need for Achievement**
- **Need for Power**
- **Need for Affiliation**
 - Managers should learn to identify these needs and then create work environments that are responsive to them.

Acquired Needs

- High need for achievement people:
 - Prefer individual responsibilities, challenging goals, performance feedback.
- High need for affiliation people:
 - Are drawn to interpersonal relationships; seek opportunities for communication.
- High need for power people:
 - Seek influence over others; like attention, like recognition.

Process Theories

- **Reinforcement Theory**
- **Goal Setting Theory**
- **Expectancy Theory**
- **Equity Theory**

Reinforcement theories

➤ Law of effect.

- Theoretical basis for manipulating consequences.
- Behavior that results in a pleasant outcome is likely to be repeated while behavior that results in an unpleasant outcome is not likely to be repeated.

What are reinforcement theories, and how are they linked to motivation?

- Organizational behavior modification (OB Mod).
 - The systematic reinforcement of desirable work behavior and the nonreinforcement or punishment of unwanted work behavior.
 - Uses four basic strategies:
 - Positive reinforcement.
 - Negative reinforcement.
 - Punishment.
 - Extinction.

What are reinforcement theories, and how are they linked to motivation?

➤ Positive reinforcement.

- The administration of positive consequences to increase the likelihood of repeating the desired behavior in similar settings.
- Rewards are not necessarily positive reinforcers.
- A reward is a positive reinforcer only if the behavior improves.

What are reinforcement theories, and how are they linked to motivation?

➤ Principles governing reinforcement.

– Law of contingent reinforcement.

- The reward must be delivered only if the desired behavior is exhibited.

– Law of immediate reinforcement.

- The reward must be given as soon as possible after the desired behavior is exhibited.

What are reinforcement theories, and how are they linked to motivation?

➤ Shaping behavior.

- The creation of a new behavior by the positive reinforcement of successive approximations leading to the desired behavior.
- Behavior is shaped gradually rather than changed all at once.

Applied Motivation: Rewards

- Managers everywhere use rewards to motivate personnel
- Significant differences exist between reward systems that work best in one country and those that are most effective in another.
- Many cultures base compensation on group membership
- Workers in many countries motivated by things other than financial rewards
- Financial incentive systems vary in range
 - Individual incentive-based pay systems in which workers paid directly for output
 - Systems in which employees earn individual bonuses based on organizational performance goals
- Use of financial incentives to motivate employees is very common
 - In countries with high individualism
 - When companies attempt to link compensation to performance

What are reinforcement theories, and how are they linked to motivation?

➤ Scheduling reinforcement.

– Continuous reinforcement.

- Administers a reward each time the desired behavior occurs.

– Intermittent reinforcement.

- Rewards behavior periodically — either on the basis of time elapsed or the number of desired behaviors exhibited.

What are reinforcement theories, and how are they linked to motivation?

- Negative reinforcement.
 - Also known as avoidance.
 - The withdrawal of negative consequences to increase the likelihood of repeating the desired behavior in similar settings.

What are reinforcement theories, and how are they linked to motivation?

➤ Punishment.

- The administration of negative consequences or the withdrawal of positive consequences to reduce the likelihood of repeating the behavior in similar settings.

What are reinforcement theories, and how are they linked to motivation?

➤ Extinction.

- The withdrawal of the reinforcing consequences for a given behavior.
- The behavior is not “unlearned”; it simply is not exhibited.
- The behavior will reappear if it is reinforced again.

What are reinforcement theories, and how are they linked to motivation?

- Schedules of intermittent reinforcement.
 - Variable schedules typically result in more consistent patterns of behavior than do fixed schedules.
 - Types of intermittent schedules:
 - Fixed interval.
 - Fixed ratio.
 - Variable interval.
 - Variable ratio.

What are reinforcement theories, and how are they linked to motivation?

- Ethical issues with reinforcement usage.
 - Is improved performance really due to reinforcement?
 - Is the use of reinforcement demeaning and dehumanizing?
 - Will managers abuse their power by exerting external control over behavior?
 - How can we ensure that the manipulation of consequences is done in a positive and constructive fashion?

Goal Setting Theory

- **Higher performance can be achieved by**
 - **Setting goals that are**
 - **Specific, rather than vague**
 - **Difficult, but achievable, rather than easy**
 - **Giving feedback, rather than no feedback**
- **Effectiveness of theory depends on**
 - **Commitment to goal**
 - **Self-efficacy**

Expectancy Theory

- Process theory that postulates that motivation is influenced by a person's belief that
 - Effort will lead to performance
 - Performance will lead to specific outcomes
 - Outcomes will be of value to the individual
 - High performance followed by high rewards will lead to high satisfaction

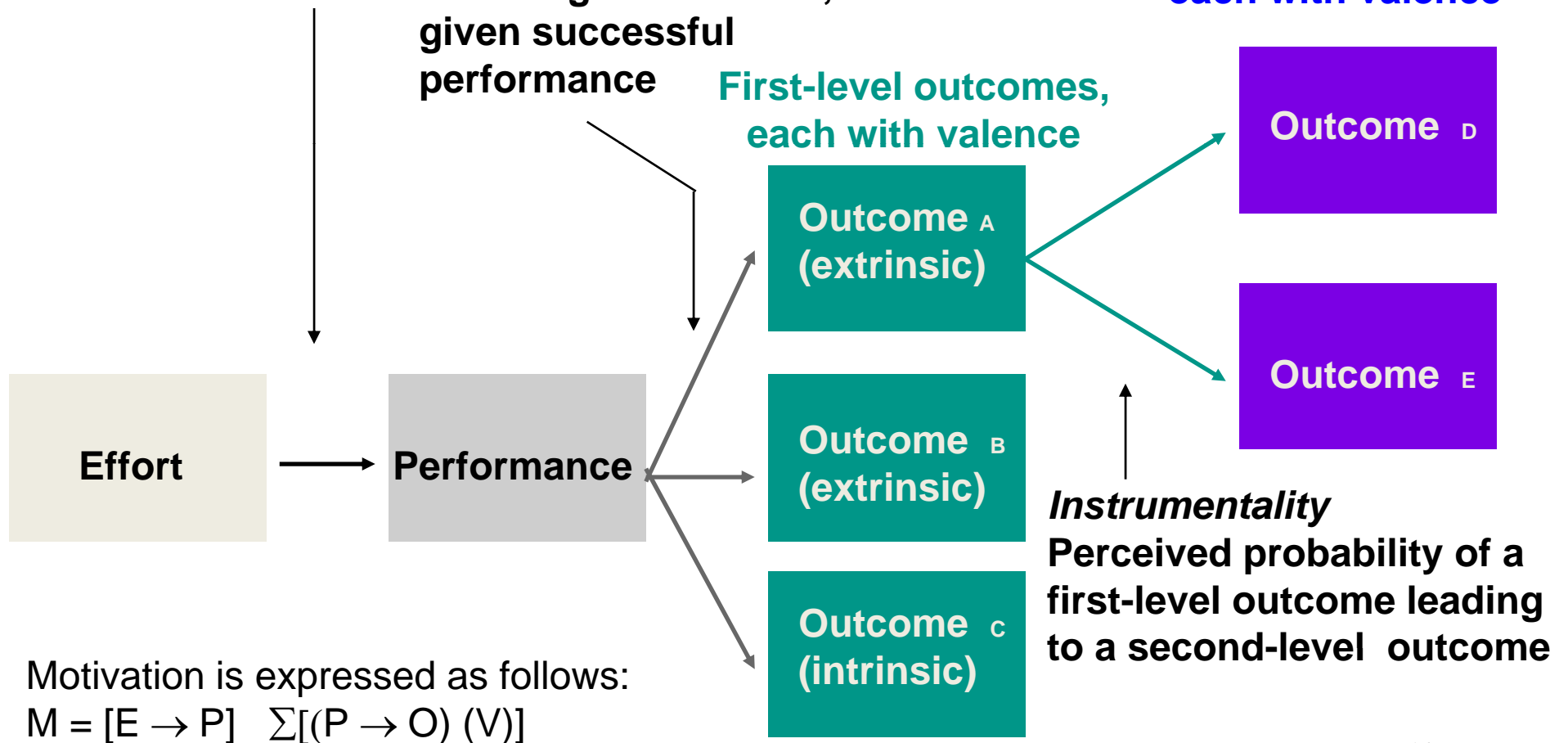
The Expectancy Model of Motivation

E → *P* expectancy
Perceived probability of successful performance, given effort

P → *O* expectancy
Perceived probability of receiving an outcome, given successful performance

Second-level outcomes, each with valence

First-level outcomes, each with valence



Motivation is expressed as follows:
 $M = [E \rightarrow P] \sum[(P \rightarrow O) (V)]$

Expectancy Theory

- Expectancy.
 - The probability assigned by an individual that work effort will be followed by a given level of task accomplishment.
- Instrumentality.
 - The probability assigned by the individual that a given level of achieved task performance will lead to various work outcomes.
- Valence.
 - The value attached by the individual to various work outcomes.

What do Expectancy Theory suggest about individual motivation?

- Motivational implications of expectancy theory.
 - Motivation is sharply reduced when, expectancy, instrumentality or valence approach zero.
 - Motivation is high when expectancy and instrumentality are high and valence is strongly positive.
 - Does not specify which rewards will motivate particular groups of workers, thereby allowing for cross-cultural differences.

Expectancy Theory: International Generalizability?

- Eden: some support for it while studying workers in an Israeli kibbutz
- Matsui and colleagues found it could be successfully applied in Japan
- Theory could be culture-bound; based on employees having control over their environment (which does not exist in many cultures).
- To the extent that management can provide appropriate organizational culture, this process may work globally.

Equity Theory

- Workplace development by J. Stacy Adams.
 - People gauge the fairness of their work outcomes in relation to others.
 - Perceived inequity occurs when there is an unfavorable social comparison of work outcomes.
 - When perceived inequity occurs, people will be motivated to remove the discomfort.

Equity Theory

$$\frac{\text{Outcomes}_{\text{self}}}{\text{Inputs}_{\text{self}}} = \frac{\text{Outcomes}_{\text{other}}}{\text{Inputs}_{\text{other}}}$$

Equity Theory

- Equity theory implications.
 - Inequity perceptions are entirely from reward recipient's perspective, not from reward giver's perspective.
 - The equity process must be managed so as to influence the reward recipient's equity perceptions.

The Meaning of Work Study

- **Work Centrality**
- **Societal Norms about Working**
- **Work Goals**

Exercise

- Case Study: The Road to Hell
 - Individually, read the case study handout
 - Part 1: Break out into new groups
 - How did Rennalls experience the situation and why did he behave the way he did?
 - How did Baker experience the situation and why did he behave the way he did?
 - How would an outside observer explain why things happened the way that they did?

Exercise Continued

- Part two
 - How could this situation have been avoided in the first place?
 - What, if anything should be done now? By whom?

Convergence or Divergence?

- **Popularity of U.S. business education leads to an emphasis on U.S. motivation theories**
- **Global corporations desire to develop consistent policies and practices worldwide**
- ***Application of U.S. motivation theories not applicable across cultures***
- ***Need to develop adaptable systems that are consistent and effective in motivating people across cultures***

Implications for Managers

- **Choosing an approach to motivation is difficult**
- **Process theories appear more promising than content theories**
- **Need to understand people who work for you to select an appropriate system**