CHAPTER FIFTEEN

Motivation

INTRODUCTION

Many of us have unrealized abilities. Some of us could run marathons, others could write novels, and still others could get straight A’s in management classes. But abilities do not always translate into action, and a lack of motivation is often to blame. The current chapter discusses motivation and addresses why different people are motivated by different things and how best to structure jobs and tasks that motivate people to accomplish important organizational goals (financial and otherwise).

DETAILED LECTURE OUTLINE

I. Introduction to motivation
   A. Motivation is a psychological force that helps to explain what arouses, directs, and maintains human behavior
   B. Two broad bases of motivation
      1. Natural (innate characteristics)
      2. Nurture (learned, acquired by socialization, culture)

II. Mainstream natural bases of motivation
   A. Personality
      1. Personality is the unique and relatively stable pattern of behavior, thought, and emotions of an individual
      2. Mainstream managers are interested in how personality relates to an individual’s job performance
      3. The “Big Five” personality traits:
         a) Extraversion: sociable, talkative, assertive
            (1) Predicts success in jobs involving social interactions
         b) Agreeableness: good natured, cooperative, trustful, not jealous
            (1) Important in helping team performance and creating team cohesion
         c) Conscientiousness: achievement-oriented, responsible, persevering
            (1) Is a good predictor of job performance across most jobs
         d) Openness to experience: intellectual, imaginative, cultured
         e) Emotional stability: calm, placid, poised, not neurotic
   4. Myers-Briggs Type Indicator (MBTI) = an alternative personality typology
      a) Knowing one’s own type and the type of others aids in communication and understanding
      b) Four dimensions (people are assigned to one of two types on each dimension)
         (1) Introversion-Extraversion (corresponds to Big Five Extraversion)
         (2) Thinking-Feeling (corresponds roughly to Big Five Agreeableness)
         (3) Sensing-Intuiting (corresponds roughly to Big Five Openness)
         (4) Judging-Perceiving (corresponds roughly to Big Five Conscientiousness)
   5. Assumptions about human nature
a) Management theorist Douglas McGregor identified “Theory X” and “Theory Y” assumptions that managers make about workers
   (1) Theory X managers assume that people are inherently lazy, dislike work, and prefer to be directed rather than accepting responsibility for doing work
   (2) Theory Y managers assume that work is as natural as play, that people are inherently motivated to work
   (3) Theory Z: an idea introduced later by William Ouchi suggesting that people like to be a member of a group and will work most productively in stable groups

B. Innate needs

1. Maslow’s hierarchy of needs
   a) States that people are motivated to satisfy needs and must fulfill lower-order basic needs before higher-order needs can be pursued
   b) While intuitively appealing and popular, Maslow’s theory has little empirical support or practical application to the work world
   c) The hierarchy of five needs from basic (lower-order) to complex (higher-order)
      (1) Physiological: food, clothing, shelter, and physical requirements for survival
      (2) Safety: security, stability, and protection from physical and emotional harm
      (3) Love/belonging: acceptance by peers, being a part of a group
      (4) Esteem: recognition and respect from others
      (5) Self-actualization: desire to realize one’s full potential, growth

2. Alderfer’s ERG theory
   a) Builds on Maslow’s work by collapsing needs into three categories
   b) Frustration-regression principle: says that people who are unable to satisfy high-order needs will compensate by over-satisfying or focusing on lower-order needs
   c) Three need categories
      (1) Existence: corresponds to Maslow’s physiological and safety needs
      (2) Relatedness: corresponds to Maslow’s love/belonging need and receiving esteem from others
      (3) Growth needs: corresponds to Maslow’s self-actualization and esteem needs

3. Herzberg’s two-factor theory
   a) Hygiene factors: things that, if present (or absent), contribute to job dissatisfaction
      (1) Working conditions, pay, company policies, interpersonal relationships
   b) Motivator factors: things that, if present (or absent), contribute to job satisfaction
      (1) interesting work, autonomy, opportunities for growth, sense of accomplishment and achievement

4. Job characteristics model
   a) Builds on Herzberg’s research and suggests how to increase the motivating potential of a job by increasing:
      (1) Meaningfulness (skill variety, task identity, task significance)
      (2) Autonomy (freedom and responsibility for deciding how work is done)
      (3) Feedback (providing information about the quality and quantity of work)
III. Mainstream nurtured bases of motivation

A. McClelland’s acquired needs theory serves as guiding framework showing learned/nurtured needs for achievement, power, and affiliation

B. Need for fairness is another important motivational factor

C. Intrinsic versus extrinsic motivation
   1. Intrinsic motivation comes from enjoyment in doing the activity or work itself
   2. Extrinsic motivation comes from factors outside of the task itself (e.g., praise, money)

D. Process theories of motivation indicate what managers can do to help ensure that people are motivated

E. Acquired needs
   1. Achievement: satisfied by being productive and accomplishing goals
      a) Goal-setting theory = widely researched and well-supported theory suggesting that:
         (1) Commitment to goals influences motivation
         (2) Goals should be “SMART” (specific, measurable, attainable, results-oriented, and time-specific)
         (3) Confidence influences motivation and success
            (a) Self-efficacy refers to a person’s belief that he or she is capable of completing a task successfully
            (b) Self-fulfilling prophecy effect is the idea that subordinates often live up (or down) to the expectations of their managers
      b) Expectancy theory (Victor Vroom) says motivation is a function of three separate calculations
         (1) Expectancy (Can I achieve the goal?)
         (2) Instrumentality (Will I get something for achieving the goal?)
         (3) Valence (Do I value what I will get if I achieve the goal?)
      c) Reinforcement theory uses consequences (rewards and punishments) to promote learning or shape behavior
         (1) Also known as “operant conditioning” (B. F. Skinner)
         (2) Reinforcement = a consequence linked to a behavior
            (a) Positive reinforcement = the administration of a pleasant consequence following a desired behavior
            (b) Punishment = administering an unpleasant consequence following an undesired behavior
            (c) Negative reinforcement = removing an unpleasant consequence following a desired behavior
            (d) Extinction = the absence of any reinforcement following a behavior to weaken an unwanted behavior
         (3) Schedules of reinforcement
            (a) Fixed-interval = reinforcement occurs at regular time intervals (e.g., weekly paycheck)
            (b) Fixed-ratio = reinforcement occurs after a specific number of desired responses
            (c) Variable-interval = reinforcement occurs at varying intervals of time
            (d) Variable-ratio = reinforcement occurs after differing numbers of desired responses have been performed
   2. Equity/fairness/justice needs
      a) Equity theory (Adams)
         (1) Argues that people are motivated to seek and preserve social equity in
the outcomes they expect for performance inputs

(2) People compare their own outcome/input ratio to that of another person’s outcome/input ratio to determine whether the ratios are equivalent

(a) Equity: occurs when people judge that their own outcome/input ratio is equal to others’ outcome/input ratios

(b) Under-rewarded: occurs when people feel their own outcome/input ratio is less favorable than the comparison other’s outcome/input ratio

(c) Over-rewarded: occurs when people feel their own outcome/input ratio is more favorable than the comparison other’s outcome/input ratio

(3) Possible responses to feeling under-rewarded

(a) Reducing inputs (reducing effort, not volunteering for extra work)

(b) Increasing outcomes (asking for a raise or promotion)

(c) Trying to increase inputs of others or reduce own outputs

(d) Rationalizing the inequity

(e) Leaving the situation (quitting the job)

(4) Equity theory also predicts that people will be motivated to reduce over-reward situations

3. Affiliation needs

a) People seek to identify or affiliate with others to learn from them, gain support, and feel good about themselves

b) Organizational commitment is a motivational force that binds people to a particular organization

(1) Affective commitment, or emotional attachment, to the organization predicts an individual’s willingness to exert extra effort, help others, etc.

4. Power needs

a) High power needs are associated with attaining high positions in organizations

b) Raven’s five sources of power

(1) Legitimate power = power that comes from one’s formal position in an organization’s hierarchy

(2) Reward power = ability to give or withhold positive rewards

(3) Coercive power = ability to gain compliance through threat of punishment

(4) Expert power = power that comes from special knowledge, skills, and expertise that the person possesses

(5) Referent power = ability to motivate through identification with, admiration for, or friendship with others

IV. Multistream natural bases of motivation

A. Multistream managers are interested in personality not only for its productivity potential but also for its contribution to nurturing collaboration and community

B. Multistream managers are interested in understanding personality to better create work that is intrinsically motivating

C. Multistream managers tend to adopt McGregor’s Theory Y rather than Theory X

D. Innate needs

1. While Mainstream focus is on fulfilling self needs, the Multistream focus is on fulfilling community needs

2. Multistream emphasizes a balance of needs rather than differentiating between higher and lower needs achieved in a sequence
3. Multistream innate needs
   a) Practical wisdom: foresight and acting in the interests of the community
   b) Justice: achieved when all stakeholders get their due
   c) Courage: improving overall happiness, even at threat to self
   d) Self-control: overcoming impulsive and self-serving use of power

V. Multistream nurtured bases of motivation
   A. Multistream nurtured needs
      1. Significance = desire for meaningful life that contributes to others and the world
         a) Multistream goal setting
            (1) Recognizes that Mainstream goals focused on bottom-line can distract people from other goals and personal ethics
            (2) Multistream goals are not always readily measurable or short-term (e.g., improved stakeholder well-being, peace)
         b) Multistream expectancy theory
            (1) Multistream is more focused on group than on individual expectancy, instrumentality, and valence
            (2) Organizational citizenship behaviors (OCBs) decrease when goals are individual-based rather than group-based
               (a) OCBs are behaviors that go above and beyond the job description to help and serve others
            (3) Group efficacy = the collective belief (expectancy) about the group’s ability to perform a task
            (4) Multistream instrumentality focuses on the group outcomes associated with group accomplishments
            (5) Multistream valence considers the value of outcomes not only to the self but also to other stakeholders
         c) Balanced Scorecard = a management tool used to balance financial goals with other valuable goals
         d) Multistream reinforcement theory
            (1) Emphasizes nonfinancial, group-based rewards
            (2) De-emphasizes coercive power and punishment
      2. Equity/fairness/justice
         a) Mainstream emphasizes an individualistic desire for fairness (e.g., “Am I getting my fair share?”)
         b) Multistream emphasizes group and community fairness (e.g., “How can we ensure that everyone is treated fairly?”)
            (1) Mainstream is concerned with distributive justice for the self, whereas Multistream is concerned with everyone’s distributive justice
               (a) Distributive justice = the outcomes individuals receive in relation to their inputs as compared to others’ outcomes and inputs
      3. Community
         a) Mainstream emphasizes the utility of relationships (e.g., exchanging favors, gaining from others)
         b) Multistream emphasizes the inherent enjoyment that comes from community and service to others
      4. Shared power
         a) Mainstream focuses on gaining power for oneself
         b) Multistream focuses on sharing power with others