Principles of Management
Dyck / Neubert

Chapter 15
Motivation

Roadmap

What Do You Think:
How Are You Motivated?

- Think about a time when you were highly motivated in an organization.
  - Why were you so motivated?
  - Do you think most other people would be motivated in the same circumstance?
- Compare your motivational moments with those of your classmates.
  - How are they similar and how are they different?
  - What can you learn from this experience that might help you motivate others?
Mainstream Natural Bases of Motivation

- **Personality**
  - Is the unique and relatively stable pattern of behavior, thought and emotions shown by individuals.
  - Is rooted in an individual’s biological makeup much more than in the individual’s background or upbringing.

Mainstream Natural Bases of Motivation (cont’d)

- **Myers-Briggs Type Indicator (MBTI)**
  - Is based on Carl Jung’s theory of psychological types.
  - Was developed to make the insights of type theory broadly accessible.
  - Is less evaluative in terms of “good” and “bad” and is more focused on description and understanding.

Table 14.1: Comparing the Big Five and the MBTI

<table>
<thead>
<tr>
<th>Big Five Trait</th>
<th>Myers-Briggs Types</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>Introversion-extraversion</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>Thinking-feeling</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>Judging-perceiving</td>
</tr>
<tr>
<td>Openness to experience</td>
<td>Sensing-intuitive</td>
</tr>
<tr>
<td>Emotional stability</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

Digging Deeper: Beliefs About Human Nature

- **Theory X**
  - People are inherently lazy, dislike work, will avoid working hard, and prefer to be directed rather than accepting responsibility.

- **Theory Y**
  - Work is as natural as play, that people are inherently motivated to work, and that people will feel unfulfilled if they do not have the opportunity to work and contribute to society.

- **Theory Z**
  - People like to be a member of a group and will work most productively in stable groups.

Mainstream Natural Bases of Motivation (cont’d)

- **Innate Needs**
  - **Hierarchy of needs (Maslow)**
    - People are motivated to satisfy five need levels: physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs.
    - The most basic or compelling needs—physical and safety needs—are at the bottom, and esteem and self-actualization needs are at the top.

**Figure 14.1: Maslow’s Hierarchy of Needs**

- [Diagram of Maslow's Hierarchy of Needs]

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Mainstream Natural Bases of Motivation (cont’d)

• Innate Needs (cont’d)
  – ERG theory (Alderfer)
    • Need categories:
      – Existence needs
      – Relatedness needs
      – Growth needs
    • Frustration-regression principle
      – People who are unable to satisfy higher-order needs at a basic level will compensate by focusing on over-satisfying lower-order needs.

Mainstream Natural Bases of Motivation (cont’d)

• Innate Needs (cont’d)
  – Two-Factor Theory (Herzberg)
    • Hygiene factors (sources of job dissatisfaction)
      – Working conditions, pay, company policies and interpersonal relationships.
    • Motivator factors (sources of job satisfaction)
      – Interesting work, autonomy, responsibility, being able to grow and develop on the job, and a sense of accomplishment and achievement.

Mainstream Natural Bases of Motivation (cont’d)

• Innate Needs (cont’d)
  – Job Characteristics Model
    • The motivational potential of a job is increased by improving the meaningfulness (skill variety), autonomy (responsibility and task identity), and feedback (task significance) associated with the job.
Mainstream Natural Bases of Motivation (cont’d)

• Innate Needs (cont’d)
  – General conclusions:
    • People have needs and seek to meet those needs, in part, in
      the context of organizations.
    • Low level needs are important to people, but higher needs
      are powerful sources of internal motivation.

Mainstream Nurtured Bases of Motivation

• Acquired Needs Theory (McClelland)
  – People may be born with needs, but certain needs
    are developed or learned through life experiences
    and interactions with the surrounding environment.
    • Need for achievement
    • Need for affiliation
    • Need for power
    • Need for fairness

Mainstream Nurtured Bases of Motivation (cont’d)

• Desires for Achievement
  – Goal-setting theory
    • Appropriate use of goals can increase performance.
    • Goals should be SMART (specific, measurable, achievable,
      results-oriented, and time-specific).
    • The more committed employees are to reaching a goal, the
      more motivated they will be to reach it.
Mainstream Nurtured Bases of Motivation (cont’d)

- Desires for Achievement (cont’d)
  - Self-efficacy
    - A person’s belief that they are able to complete a task successfully.
  - Self-fulfilling prophecy effect
    - Subordinates often live up (or down) to the expectations of their managers.

Mainstream Nurtured Bases of Motivation (cont’d)

- Desires for Achievement (cont’d)
  - Expectancy theory (Victor Vroom)
    - Motivation depends on an individual’s learned expectations about their ability to perform certain tasks and receive desired rewards.

Mainstream Nurtured Bases of Motivation (cont’d)

- Expectancy Theory (cont’d)
  - Expectancy
    - The perceived probability that exerting a given amount of effort will result in a certain level of performance.
  - Instrumentality
    - The perceived probability that performing at a certain level results in a desired outcome.
  - Valence
    - The value an individual attaches to an outcome.
What Do You Think: Is Your Motivation Intrinsic or Extrinsic?

- **Intrinsic motivation**
  - Feelings of increased competency, the satisfaction of achievement, the enjoyment of learning and growing while doing the work.
- **Extrinsic motivation**
  - Seeking or receiving promotions, pay increases, time off, special assignments, awards and verbal praise.

Mainstream Nurtured Bases of Motivation (cont’d)

- **Desires for Achievement** (cont’d)
  - Reinforcement theory
    - Focus is on the use of outcomes or consequences to promote learning and shape behavior.
    - Focuses on motivating employees to change their on-the-job behavior through the appropriate use of immediate rewards and punishments.
  - Reinforcement
    - A response or consequence linked to a behavior.
Digging Deeper: Hot Stove Principles for Punishment

- Punishment is immediate.
  - It is hot to the touch.
- Punishment provides specific information.
  - What is hot and what is not.
- Punishment is consistent.
  - Everyone gets burned.
- Punishment is directed toward the person’s actions not the person’s personality.
  - The hand is burned, not the heart.

Mainstream Nurtured Bases of Motivation (cont’d)

- Desires for Equity
  - Equity theory (J. Stacy Adams)
    - People are motivated to seek and preserve social equity in the rewards they expect for performance.
  - Social comparisons: people evaluate equity by a ratio of job inputs to job outcomes.
    - Inputs: education, experience, effort, and ability
    - Outcomes: pay, recognition, benefits, and promotions.

Figure 14.3: The Process Of Comparison
Mainstream Nurtured Bases of Motivation (cont'd)

• Desires for Equity (cont’d)
  – Reactions to inequity:
    • Lowering inputs—putting in less effort (self)
    • Asking for a pay raise or higher outcomes (self)
    • Pressuring others to provide more inputs (others)
    • Attempting to limit or reduce others outcomes (others)
    • Rationalizing the differences (both)
    • Changing situation by leaving the job

Mainstream Nurtured Bases of Motivation (cont’d)

• Desires for Affiliation
  – Organizational commitment
    • The motivational force that binds a person to a particular organization.
  – Benefits of affective commitment:
    • Lower turnover costs
    • Increased productivity (positive contributions)
  – Principle of exchange
    • People are motivated by affiliations if they receive benefits that are in their self-interests.

Mainstream Nurtured Bases of Motivation (cont’d)

• Desires for Individual Power
  – The importance of power
    • People will be motivated to work hard to acquire power and thereby fulfill their need for power.
    • Once they have it, people can use their power to help motivate others
Multistream Natural Bases of Motivation

• Personality
  – Focus:
    • How personality traits can be used to help manage individuals’ behavior and to enhance members’ productivity.
    • How to use the MBTI to promote self-understanding and create harmony.
    • How to apply Theory Y assumptions to motivate members to contribute output and to the organization’s social and spiritual nature.

Multistream Natural Bases of Motivation (cont’d)

• Innate Needs
  – Focus:
    • Achieving an equal balance among a variety of needs for:
      – Meaningful work
        – A sense of completion
      – Significant contributions to the benefit of others.
    • Achieving community well-being (“community-actualization”)
    • Valuing the meeting of needs that enhance the dignity of members

Multistream Nurtured Bases of Motivation (cont’d)

• Desires for Significance
  – Multistream goal setting theory
    • Focuses on people’s need for goals that relate to their need or desire to do something significant in their work lives.
    • Significant and proper goals can be timeless and possibly difficult-to-measure.
    • Goals should facilitate spiritual, social, ecological, aesthetic and intellectual wealth.
What Do You Think:
When Is the Best Time
to Develop Your Game Plan?

• Think of managers you know and admire.
• Have they made changes to their game plans?
• What is your current game plan?
• What goals dominate your thinking—achieving success or significance? Explain why.

Multistream Nurtured
Bases of Motivation (cont'd)

• Desires for Significance (cont'd)
  – Multistream expectancy theory
    • Focuses on community goals and building group efficacy—the collective belief (or expectancy) about the group’s performance capability.
    • Encourages the instrumentality of organizational citizenship behavior (OCB).
    • Fosters balanced valence for outcomes—increased employee development, or decreased ecological impact or work-family conflict.

Figure 14.4: A Balanced Scorecard of Performance Measures
Multistream Nurtured Bases of Motivation (cont’d)

• Desires for Significance (cont’d)
  – Balanced Scorecard (Kaplan and Norton)
    • Is used to balance the use of financial goals with other valuable goals that are important to overall organizational wellbeing.
    • Helps managers recognize the importance of measuring non-financial elements of their organization.

• Desires for Significance (cont’d)
  – Multistream reinforcement theory
    • Focuses on managing motivation using nonmaterial rewards directed toward the group or community.
    • Is invitational by nature—people are welcomed, not forced, to participate in Multistream practices.

Multistream Nurtured Bases of Motivation (cont’d)

• Desires for Justice
  – Concern for fairness
    • Ensuring that the resources of a group are distributed fairly among its members, perhaps based on members’ needs as well as their contributions to the group.
Multistream Nurtured
Bases of Motivation (cont’d)

• Desires for Community
  – Affiliation and relationships
    • Caring: the Multistream approach is based on the belief that people can be motivated to behave in ways that benefit others outside of the organization, even in communities far away.
    • Trust: the Multistream approach to management begins with a profound respect for all people within and outside of the organization.

Multistream Nurtured
Bases of Motivation (cont’d)

• Desires for Shared Power
  – The Multistream perspective focuses on sharing power which fosters motivation in others because they feel more ownership.
  – Benefits of shared power:
    • More innovation, less resistance to change, more satisfaction, less stress, higher commitment, and increased self-efficacy.