



Basic Motivation Concepts

ORGANIZATIONAL BEHAVIOR

STEPHEN P. ROBBINS

ELEVENTH EDITION

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PowerPoint Presentation
by Charlie Cook

Defining Motivation

Motivation

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

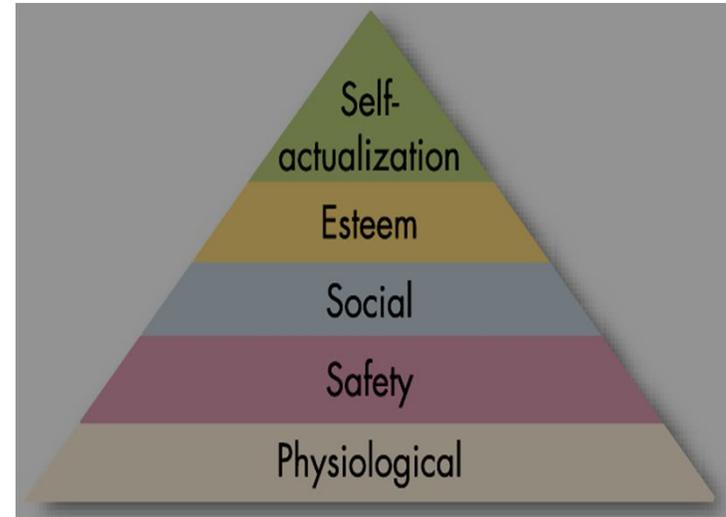
Key Elements

- 1. Intensity: how hard a person tries**
- 2. Direction: toward beneficial goal**
- 3. Persistence: how long a person tries**

Hierarchy of Needs Theory (Maslow)

Hierarchy of Needs Theory

There is a hierarchy of five needs—**physiological, safety, social, esteem, and self-actualization**; as each need is substantially satisfied, the next need becomes dominant.



Lower-Order Needs; The needs that are **satisfied externally**; physiological and safety needs.

Higher-Order Needs; The needs that are **satisfied internally**; social, esteem, and self-actualization needs.

Theory X and Theory Y (Douglas McGregor)

Theory X

Assumes that employees dislike work, lack ambition, avoid responsibility, and must be directed and coerced to perform.



Theory Y

Assumes that employees like work, seek responsibility, are capable of making decisions, and exercise self-direction and self-control when committed to a goal.



Two-Factor Theory (Frederick Herzberg)

Two-Factor (Motivation-Hygiene) Theory

Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.

Hygiene Factors

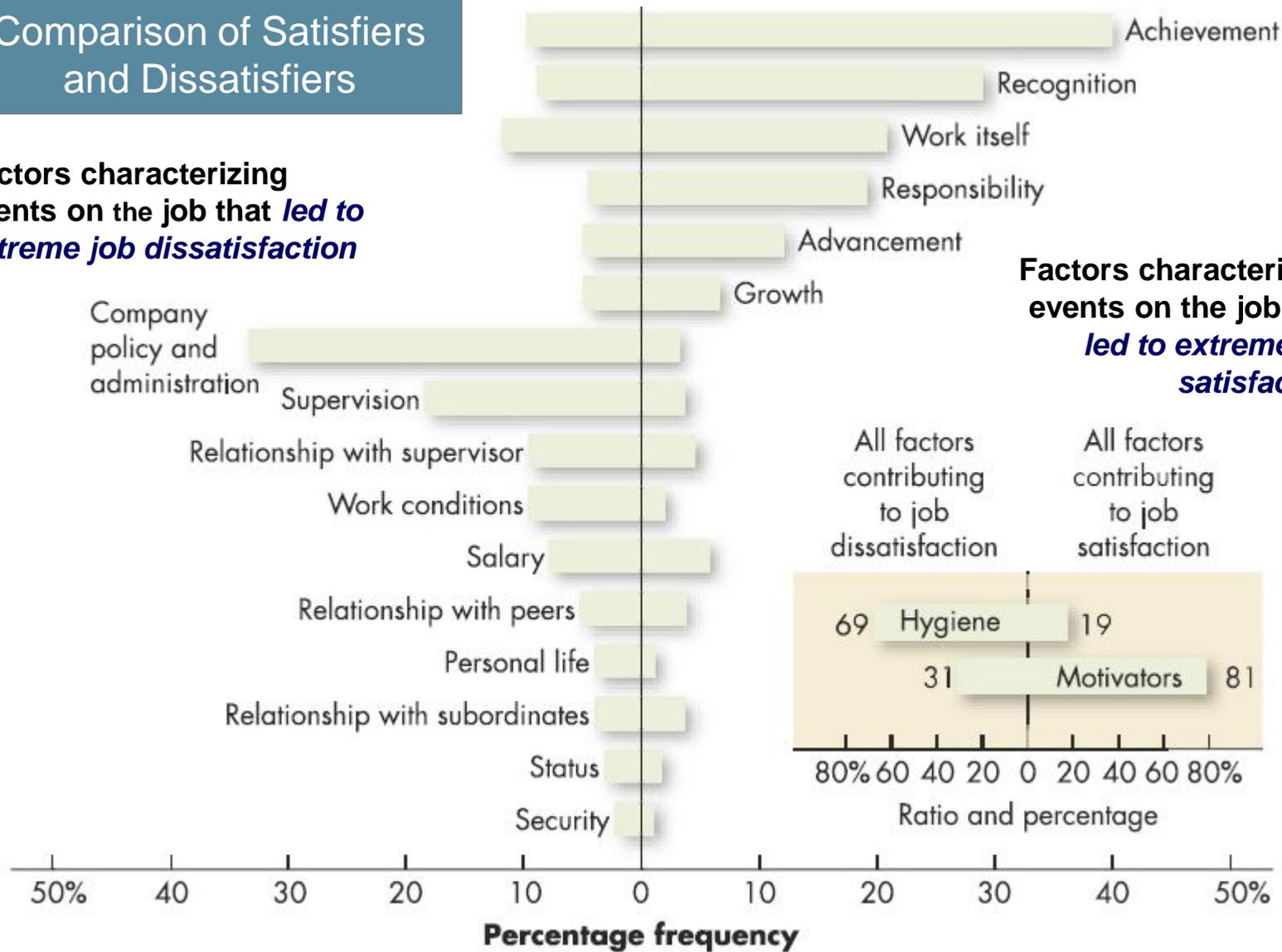
Factors—such as company policy and administration, supervision, and salary—that, when adequate in a job, placate workers. When factors are adequate, people will not be dissatisfied.



Comparison of Satisfiers and Dissatisfiers

Factors characterizing events on the job that **led to extreme job dissatisfaction**

Factors characterizing events on the job that **led to extreme job satisfaction**



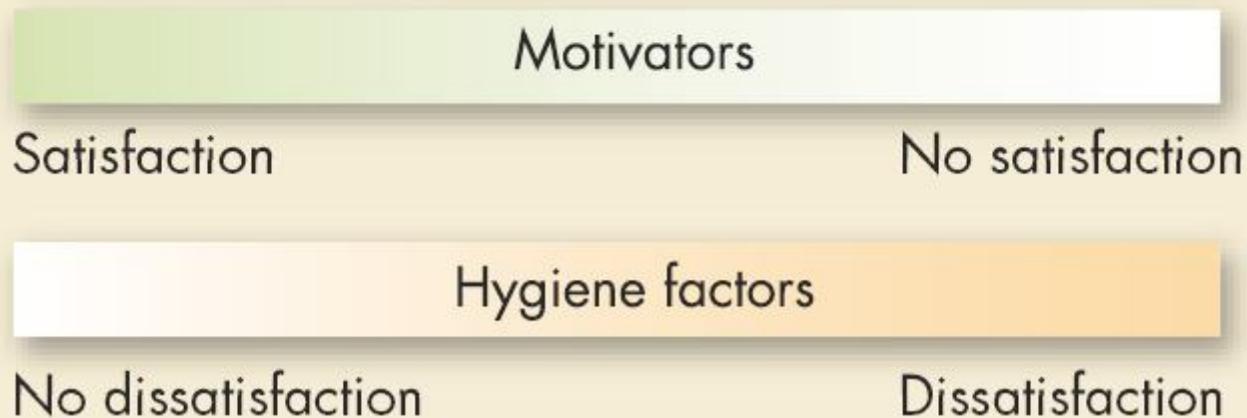
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Contrasting Views of Satisfaction and Dissatisfaction

Traditional view



Herzberg's view



ERG Theory (Clayton Alderfer)

ERG Theory

There are three groups of core needs: existence, relatedness, and growth.

Core Needs

Existence: provision of *basic material requirements*.

Relatedness: desire for *relationships*.

Growth: desire for *personal development*.

Concepts:

More than one need can be operative at the same time.

If a higher-level need cannot be fulfilled, the desire to satisfy a lower-level need increases.

David McClelland's Theory of Needs

Need for Achievement

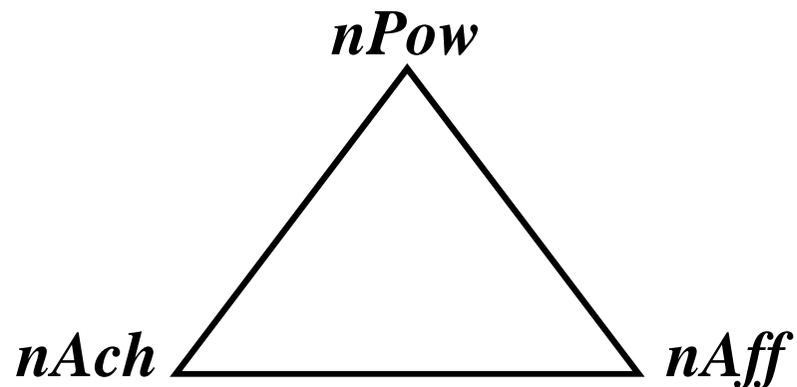
The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

Need for Affiliation

The desire for friendly and close personal relationships.

Need for Power

The need to make others behave in a way that they would not have behaved otherwise.

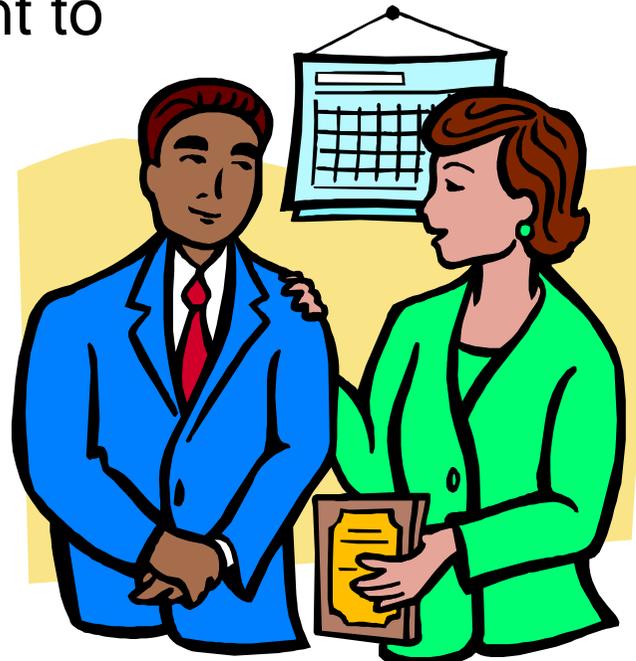


Cognitive Evaluation Theory

Cognitive Evaluation Theory

Providing an extrinsic reward for behavior that had been previously only intrinsically rewarding tends to decrease the overall level of motivation.

The theory may only be relevant to jobs that are neither extremely dull nor extremely interesting.



Goal-Setting Theory (Edwin Locke)

Goal-Setting Theory

The theory that specific and difficult goals, with feedback, lead to higher performance.

Factors influencing the goals–performance relationship:

Goal commitment, adequate self-efficacy, task characteristics, and national culture.

Self-Efficacy

The individual's belief that he or she is capable of performing a task.



Reinforcement Theory

The assumption that behavior is a function of its consequences.

Concepts:

Behavior is environmentally caused.

Behavior can be modified (reinforced) by providing (controlling) consequences.

Reinforced behavior tends to be repeated.

Equity Theory

Equity Theory

Individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities.

Referent Comparisons:

Self-inside

Self-outside

Other-inside

Other-outside

Equity Theory (cont'd)

Distributive Justice

Perceived fairness of the amount and allocation of rewards among individuals.

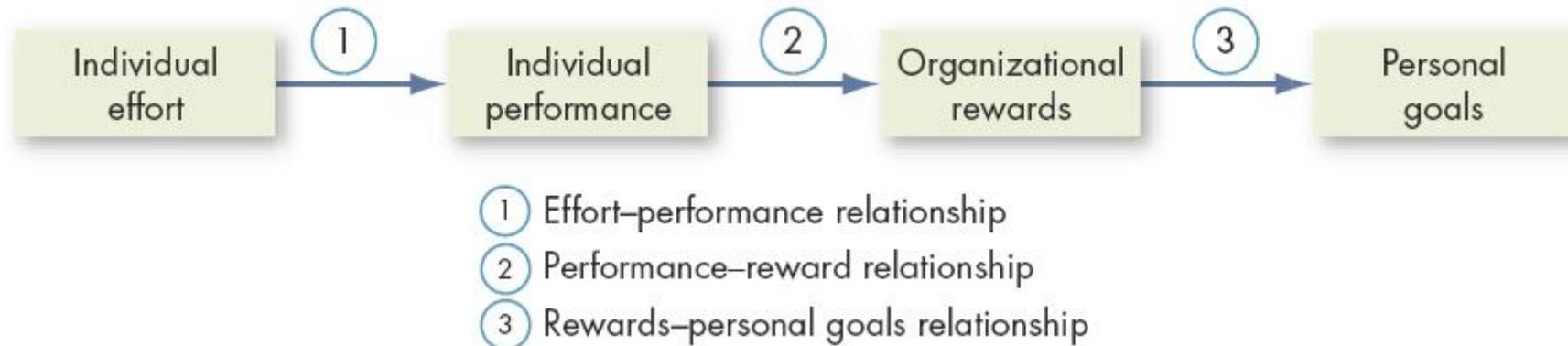
Procedural Justice

The perceived fairness of the process to determine the distribution of rewards.

Expectancy Theory

Expectancy Theory (Victor Vroom)

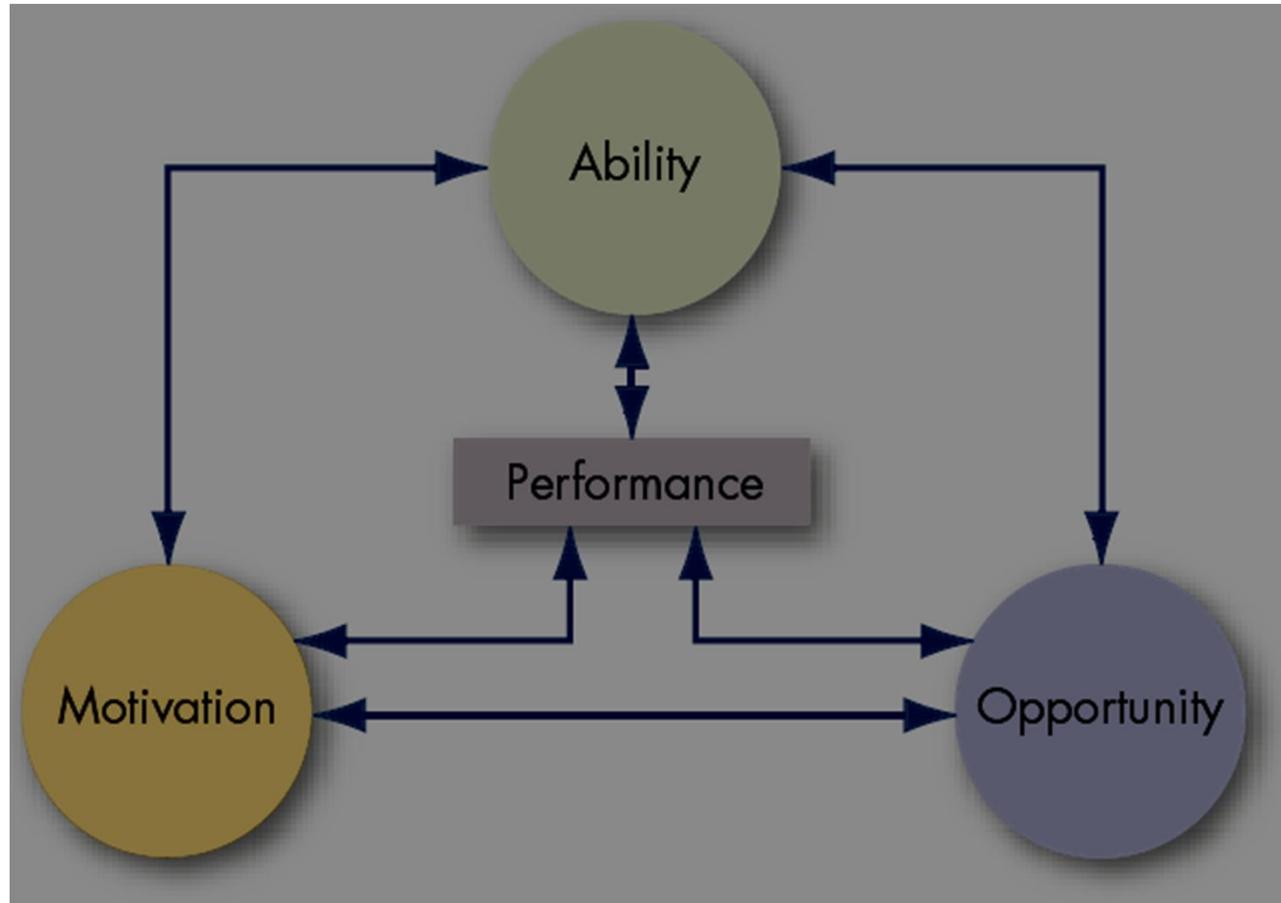
The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.



Expectancy Theory Relationships

- **Effort–Performance Relationship**
 - The probability that exerting a given amount of effort will lead to performance.
- **Performance–Reward Relationship**
 - The belief that performing at a particular level will lead to the attainment of a desired outcome.
- **Rewards–Personal Goals Relationship**
 - The degree to which organizational rewards satisfy an individual's goals or needs and the attractiveness of potential rewards for the individual.

Performance Dimensions





Values, Attitudes, and Job Satisfaction

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Values

Values

Basic convictions that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposite or converse mode of conduct or end-state of existence.

Value System

A hierarchy based on a ranking of an individual's values in terms of their intensity.



Importance of Values

- **Provide understanding of the attitudes, motivation, and behaviors of individuals and cultures.**
- **Influence our perception of the world around us.**
- **Represent interpretations of “right” and “wrong.”**
- **Imply that some behaviors or outcomes are preferred over others.**

Types of Values -- Rokeach Value Survey

Terminal Values; Desirable end-states of existence; the goals that a person would like to achieve during his or her lifetime.

Instrumental Values; Preferable modes of behavior or means of achieving one's terminal values.

Executives		Union Members		Activists	
Terminal	Instrumental	Terminal	Instrumental	Terminal	Instrumental
1. Self-respect	1. Honest	1. Family security	1. Responsible	1. Equality	1. Honest
2. Family security	2. Responsible	2. Freedom	2. Honest	2. A world of peace	2. Helpful
3. Freedom	3. Capable	3. Happiness	3. Courageous	3. Family security	3. Courageous
4. A sense of accomplishment	4. Ambitious	4. Self-respect	4. Independent	4. Self-respect	4. Responsible
5. Happiness	5. Independent	5. Mature love	5. Capable	5. Freedom	5. Capable

Mean Value Rankings of Executives, Union Members, and Activists

Dominant Work Values in Today's Workforce

Cohort	Entered the Workforce	Approximate Current Age	Dominant Work Values
Veterans	1950s or early 1960s	60+	Hard working, conservative, conforming; loyalty to the organization
Boomers	1965–1985	40–60	Success, achievement, ambition, dislike of authority; loyalty to career
Xers	1985–2000	25–40	Work-life balance, team-oriented, dislike of rules; loyalty to relationships
Nexters	2000 to present	Under 25	Confident, financial success, self-reliant but team-oriented; loyalty to both self and relationships

Values, Loyalty, and Ethical Behavior



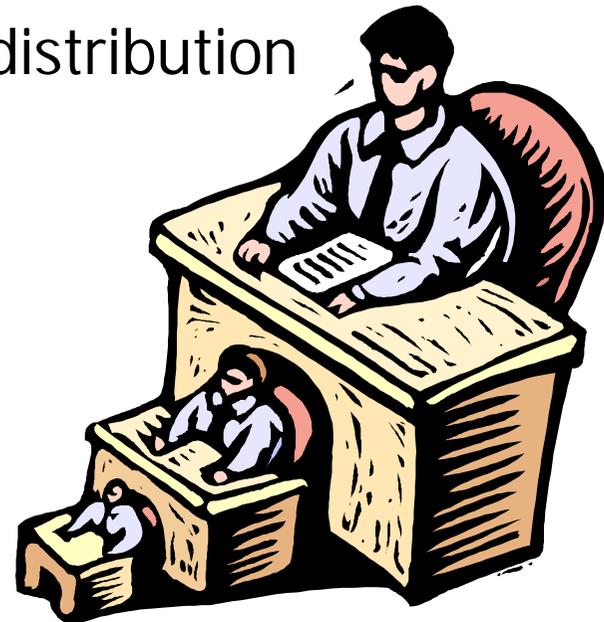
Hofstede's Framework for Assessing Cultures

Power Distance

The extent to which a society accepts that power in institutions and organizations is distributed unequally.

low distance: relatively equal distribution

high distance: extremely unequal distribution



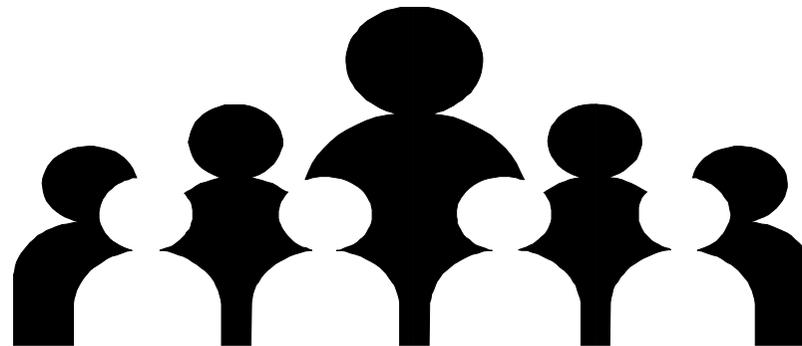
Hofstede's Framework (cont'd)

Individualism

The degree to which people prefer to act as individuals rather than a member of groups.

Collectivism

A tight social framework in which people expect others in groups of which they are a part to look after them and protect them.



Hofstede's Framework (cont'd)

Achievement

The extent to which societal values are characterized by assertiveness, materialism and competition.



Nurturing

The extent to which societal values emphasize relationships and concern for others.



Hofstede's Framework (cont'd)

Uncertainty Avoidance

The extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them.



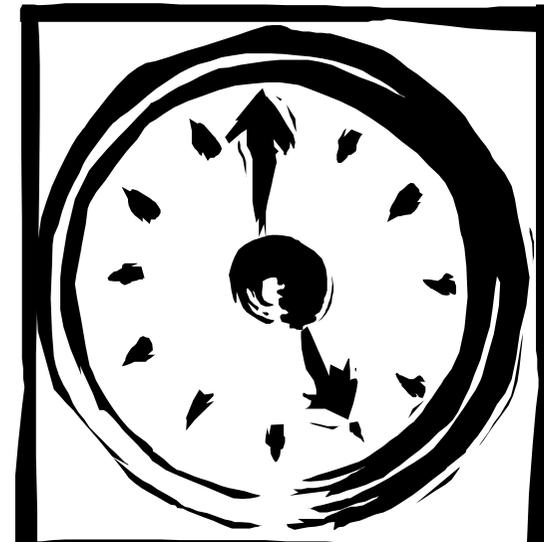
Hofstede's Framework (cont'd)

Long-term Orientation

A national culture attribute that emphasizes the future, thrift, and persistence.

Short-term Orientation

A national culture attribute that emphasizes the past and present, respect for tradition, and fulfilling social obligations.



Attitudes

Attitudes

Evaluative statements or judgments concerning objects, people, or events.

Cognitive component

The opinion or belief segment of an attitude.

Affective Component

The emotional or feeling segment of an attitude.

Behavioral Component

An intention to behave in a certain way toward someone or something.

Types of Attitudes

Job Satisfaction

A collection of positive and/or negative feelings that an individual holds toward his or her job.

Job Involvement

Identifying with the job, actively participating in it, and considering performance important to self-worth.

Organizational Commitment

Identifying with a particular organization and its goals, and wishing to maintain membership in the organization.

Attitudes and Workforce Diversity

- **Training activities that can reshape employee attitudes concerning diversity:**
 - Participating in diversity training that provides for self-evaluation and group discussions.
 - Volunteer work in community and social service centers with individuals of diverse backgrounds.
 - Exploring print and visual media that recount and portray diversity issues.



The Effect of Job Satisfaction on Employee Performance

➤ **Satisfaction and Productivity**

- Satisfied workers aren't necessarily more productive.
- Worker productivity is higher in organizations with more satisfied workers.

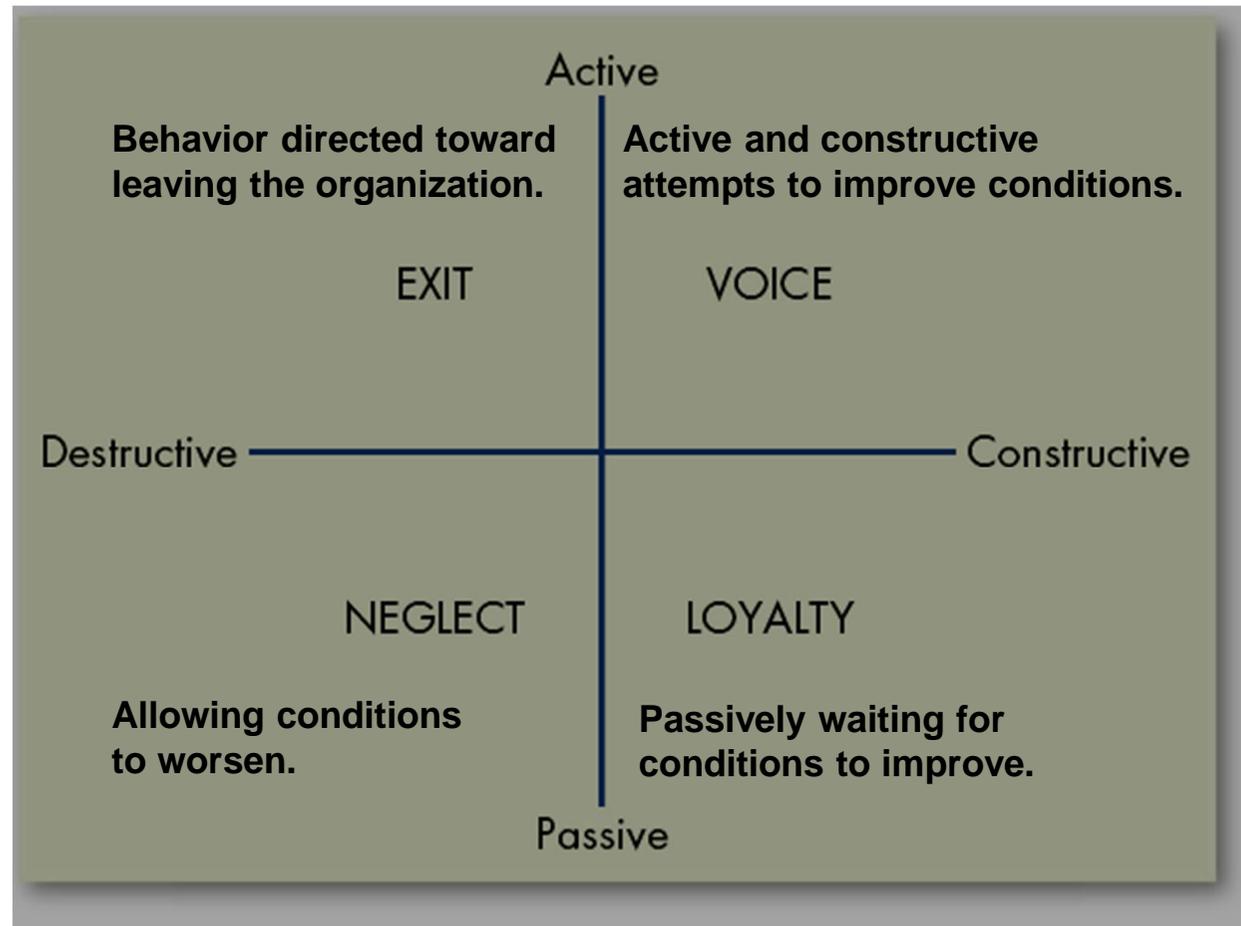
➤ **Satisfaction and Absenteeism**

- Satisfied employees have fewer avoidable absences.

➤ **Satisfaction and Turnover**

- Satisfied employees are less likely to quit.
- Organizations take actions to retain high performers and to weed out lower performers.

Responses to Job Dissatisfaction



Source: C. Rusbult and D. Lowery, "When Bureaucrats Get the Blues," *Journal of Applied Social Psychology*, 15, no. 1, 1985:83. Reprinted with permission.

Job Satisfaction and OCB

- **Satisfaction and Organizational Citizenship Behavior (OCB)**
 - Satisfied employees who feel fairly treated by and are trusting of the organization are more willing to engage in behaviors that go beyond the normal expectations of their job.
- **Satisfied employees increase customer satisfaction because:**
 - They are more friendly, upbeat, and responsive.
 - They are less likely to turnover which helps build long-term customer relationships.
 - They are experienced.
- **Dissatisfied customers increase employee job dissatisfaction.**