

Chapter 7

Robbins & Judge

Organizational Behavior

14th Edition

Motivation

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Chapter Learning Objectives

- **After studying this chapter, you should be able to:**
 - Describe the three elements of motivation.
 - Identify early theories of motivation and evaluate their applicability today.
 - Contrast reinforcement theory and goal-setting theory.
 - Compare contemporary theories of motivation.
 - Explain to what degree motivation theories are culture-bound.

Defining Motivation

➤ **Motivation Defined**

- Forces either internal or external to a person that influence action to do something.
- Motivation × Ability = Performance

$$M \times A = P$$

Elements of Motivation

➤ Three key elements:

- **Intensity** – how hard a person tries
- **Direction** – effort that is channeled toward, achieving organizational goals
- **Persistence** – how long a person can maintain effort



Early Theories of Motivation

These early theories may not be valid, but they do form the basis for contemporary theories and are still used by practicing managers.

- **Maslow's Hierarchy of Needs Theory**
- **McClelland's Theory of Needs**

1. Maslow's Hierarchy of Needs

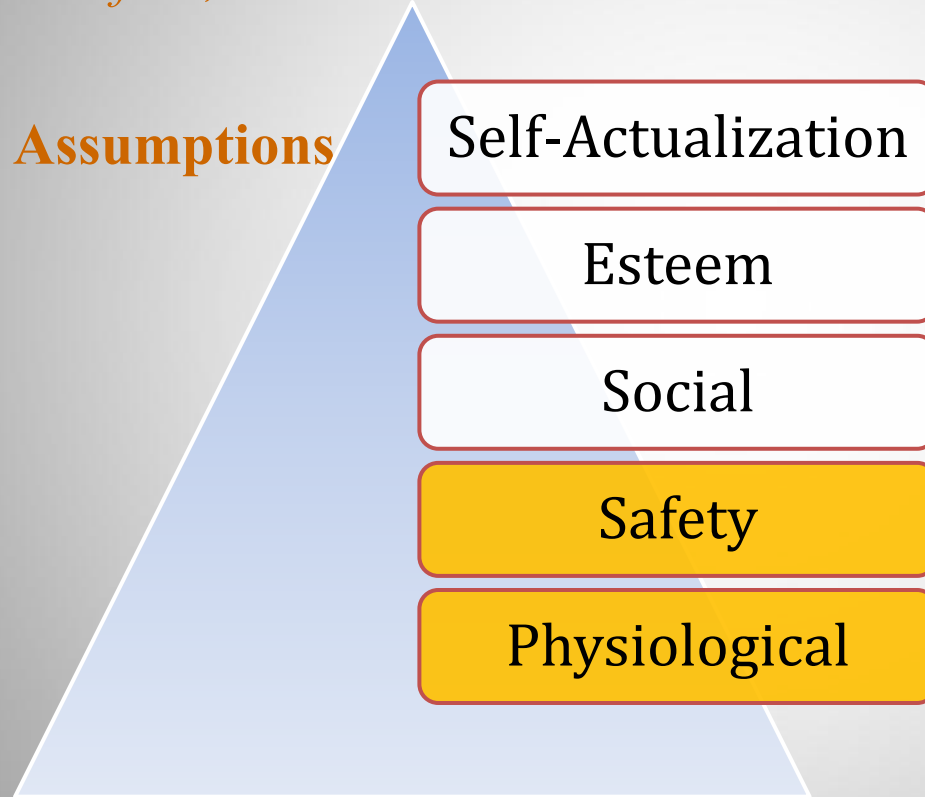
- The first theory was developed by Abraham Maslow in the 1950's.
- His theory states that with every individual there is a hierarchy of five needs.
- As each need is met or satisfied, the next need becomes dominant.
- His theory posits that individuals are stuck in their existing need level until it is satisfied and then they can move on to the next level.



Maslow's Hierarchy of Needs

There is a hierarchy of five needs. As each need is substantially satisfied, the next need becomes dominant.

Assumptions



- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied
- Must move in hierarchical order

Maslow's Hierarchy of Needs

1. The psychological needs are basic needs, like making sure they have food, air, clothing, and water.
2. Safety needs is the need for security, protection and safe physical environment.
3. The social needs mean need for love, relationships and friendship with others. A feeling of belonging.
4. Esteem needs deal with the status a person chooses to have like driving the best car or a higher job title
5. Finally, self-actualization needs refer to making a difference within a community or society and finding peace with one's life.

2. McClelland's Theory of Needs

- **People are motivated in the workplace by three main needs**
- **Need for Achievement (nAch)**
 - The drive to excel, to achieve in relation to a set of standards, to strive to succeed
- **Need for Power (nPow)**
 - The power to control and influence other people
- **Need for Affiliation (nAff)**
 - The desire for friendly and close interpersonal relationships

Contemporary Theories of Motivation

There are a number of contemporary theories of motivation that have utilized the older theories to provide us with a deeper understanding of motivation in the workplace.

- **Adam's Equity Theory**
- **Skinner's Reinforcement Theory**



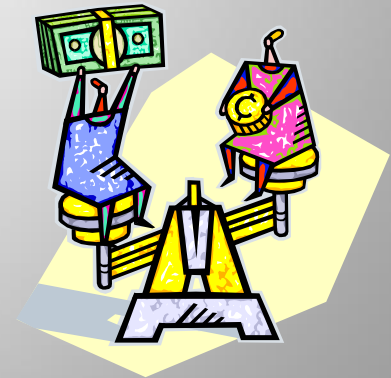
1. Adam's Equity Theory

➤ The Equity Model

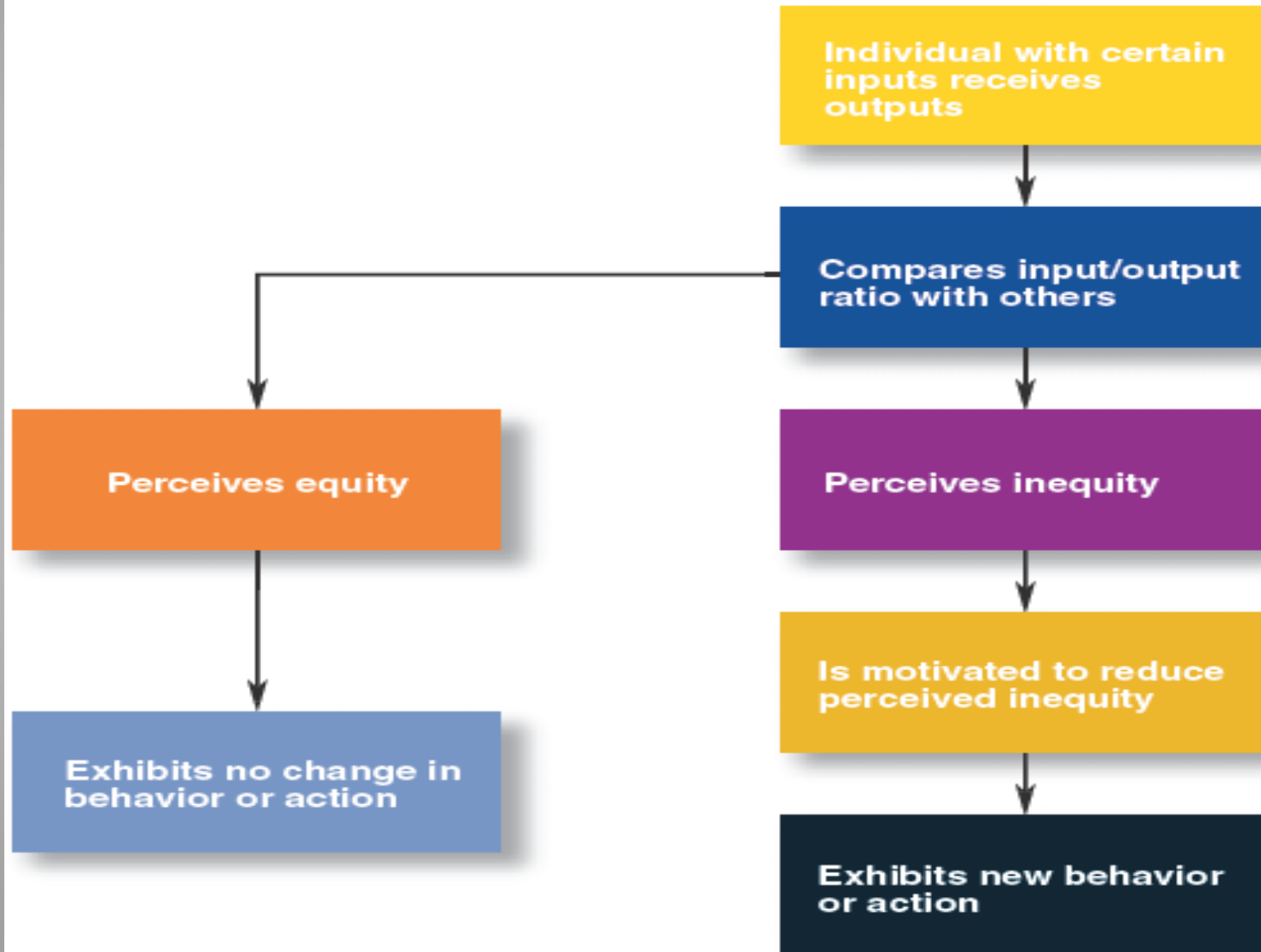
- Focuses on an individual's feelings about how fairly he or she is treated in comparison with others.

➤ Employees compare their ratios of outcomes-to-inputs of relevant others.

- When ratios are equal: state of equity exists – there is no tension as the situation is considered fair
- When ratios are unequal: tension exists due to unfairness
 - Underrewarded states cause anger
 - Overrewarded states cause guilt
- Tension motivates people to act to bring their situation into equity



Equity Theory



2. Skinner' s Reinforcement Theory

➤ Reinforcement Theory

- Based on the idea that people learn to repeat behaviors that are positively rewarded (reinforced) and avoid behaviors that are punished (not reinforced).
- Managers should reward desirable employee behavior (e.g., high performance) and punish behavior (e.g., poor performance) that is not desirable.

Increasing Desired Behavior

➤ **Positive Reinforcement**

- The administration of positive and rewarding consequences following a desired behavior.

➤ **Negative Reinforcement**

- Strengthens desired behavior by allowing escape from an undesirable consequence. Also called avoidance learning

Decreasing Undesired Behavior

➤ Extinction

- The withdrawal of the positive reward for an undesirable behavior.

➤ Punishment

- The administration of negative consequences following undesirable behavior.

Summary and Managerial Implications

- **Early Theories (Maslow, McClelland)**
 - Well known, but not very good predictors of behavior
- **Equity Theory**
 - Best known for research in organizational justice
- **Reinforcement Theory**
 - Powerful predictor in many work areas

Chapter Questions

- 1. What is motivation?**
- 2. What are the THREE key elements that help define motivation?**
- 3. Describe ONE event in your life when you feel highly motivated to achieve a goal and another ONE event in your life when you feel completely demotivated to accomplish something. What causes you to feel motivated in one case and the opposite in the second case? Elaborate your answer.**