

Organizational behavior

Week 3

Motivation

Motivation and Performance

Organizational behavior

Motivation content theories

Motivation content theories focus on “what” motivates behavior

Need theories assume that people act to satisfy needs:

- Maslow’s hierarchy of needs that includes physiological, safety, belonging, esteem, and self-actualization
- ERG that includes existence, relatedness, growth



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Motivation content theories

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Factor theories assume that people act according to a number of factors.

In particular, Herzberg’s two-factor theory includes

- Hygiene factors (supervision, relationships, salary, working conditions, status, policies, job security) whose presence reduces dissatisfaction

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Motivation content theories

- Motivation factors (responsibility, achievement, recognition, growth, nature of work) whose presence brings about a willingness to work harder

Maslow	Herzberg
self-actualisation	motivators
self-esteem	
social	
safety	hygiene
physiological	



Professor Dr. Frederick Herzberg

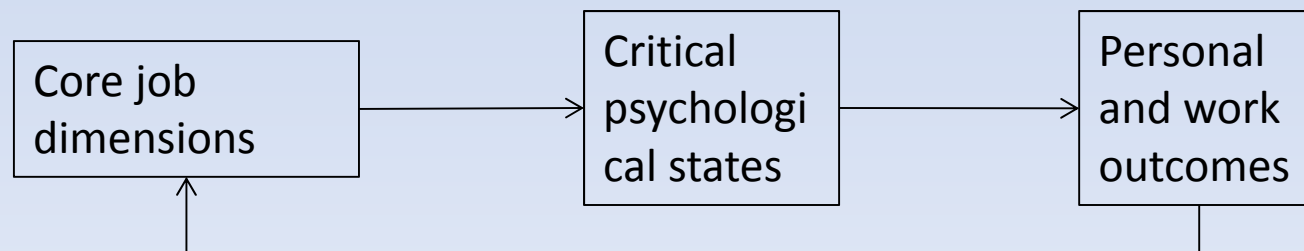
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Motivation content theories

Job characteristics approach assumes that behavior is affected by the job itself.

Hackman & Oldham emphasize the following key elements:

- Core job dimensions
- Critical psychological states that render the job meaningful
- Personal and work outcomes



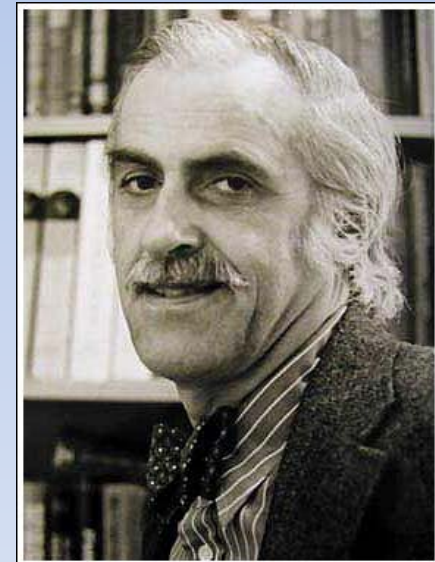
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Motivation content theories

Achievement and power approaches assume that behavior is affected by power.

McClelland's achievement-power theory emphasizes the following key elements:

- Power dimensions of the job
- Psychological understanding of power
- Power outcomes and effects

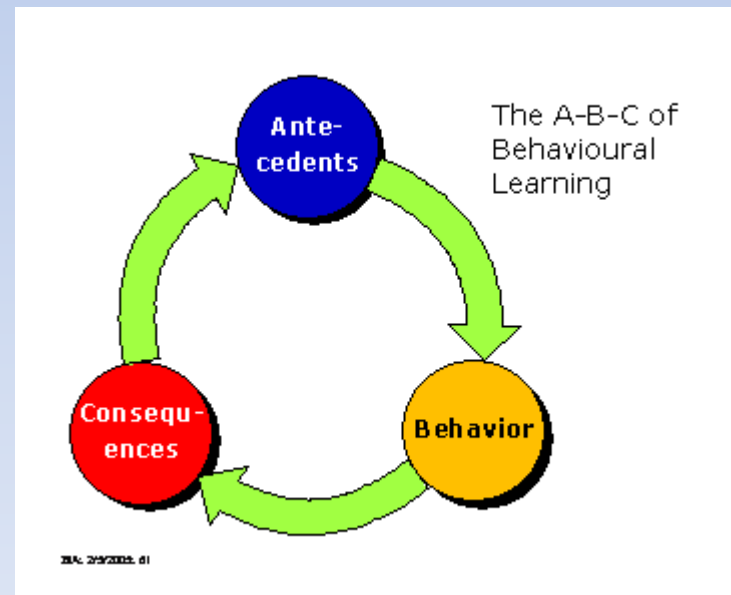


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Motivation process theories

Motivation process theories focus on “how” behavioral change occurs

Reinforcement theory which shows the relationship between types of consequences (positive, negative, punishment, extinction) and effects



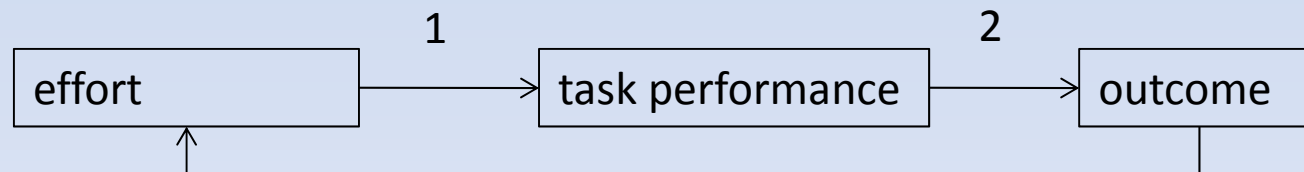
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Motivation process theories

Expectancy theory is premised on the idea that one works relative to the results one desires

Two type of expectancies:

- Effort-performance (1): the effort necessary for carrying out a task
- Performance-outcome (2): the obtained result relative to the task performed



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Motivation process theories

Goal-setting theory assumes that the level of performance is a function of the purpose (goals) that one sets to do



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Motivation process theories

Organizational justice theories are based on perceptions of how justly one is treated at work



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Motivation process theories

Two aspects of justice

Distributive: the degree to which one is treated equitably with respect to outcomes

The perceived equity/inequity is based on the comparison of two ratios of outcomes, one's own and that of another (referent):

$$\frac{\text{My outcome}}{\text{My input (effort)}} = \frac{\text{Other's outcome}}{\text{Other's input (effort)}}$$

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Motivation process theories

Two situations:

- Underpayment inequity: when the inputs are equal but one's own outcomes are lower than another's
- Overpayment inequity: the obverse or from the other's viewpoint

Ways to achieve balance:

- Change in inputs
- Change in outputs
- Leave the situation
- Act against the other
- Change referent

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Motivation process theories

Procedural: the degree to which one is treated fairly in terms of how decisions are made

Of importance, the locus where decisions are made and whether the process is autocratic or democratic



Motivation and Performance:

The Fundamentals of Motivation and Performance.

Motivation and performance are related in that performance (P) is a function of ability (A) and motivation (M): $P = f(A \times M)$

Performance components

- Ability: carrying out physical and cognitive sequences for the completion of a task
- Motivation: using methods, tools and equipment for inducing the completion of a task