

CONTENT PERSPECTIVES ON MOTIVATION

- Hierarchy of needs theory
- ERG Theory
- Two-factor theory
- Acquired needs theory



THE HIERARCHY OF NEEDS

- Originator: Abraham Maslow
- Suggests people motivated by multiple needs that exist in hierarchical order
 - 1 Physiological needs
 - 2 Safety needs
 - 3 Belongingness needs
 - 4 Esteem needs
 - 5 Self-actualisation needs
 - Developing one's full potential
 - Through opportunities for training, advancement, growth and creativity



MASLOW'S HIERARCHY OF NEEDS

EXHIBIT 16.3 Maslow's hierarchy of needs





GOAL-SETTING THEORY

- Originator: Edwin Locke and Gary Latham
- Motivation by setting specific, challenging goals that are accepted by subordinates
- Goals must
 - Be specific.
 - Be challenging.
 - Be accepted.
 - Have feedback.



EQUITY THEORY

- Originator: J. Stacy Adams
- Focuses on individuals' perception of how fairly they are treated relative to others
- Equity is when the ratio of one person's outcome to inputs equals that of another's.
 - Way to reduce perceived inequity:
 - Change work efforts
 - Change outcomes
 - Distort perceptions
 - Leave the job



EXPECTANCY THEORY

- Originator: Victor Vroom
- Proposes that motivation depends on individuals' expectations about their ability to perform tasks and receive desired rewards
- Three elements
 - Effort, leads to
 - Performance, which leads to
 - Outcomes (pay, recognition, other rewards) (contd.)



EXPECTANCY THEORY CONTD.

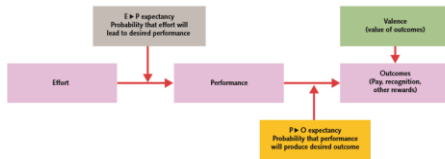
Expectancy relationships:

- E-P expectancy
 - expectancy that putting effort into a given task will lead to high performance
- P-O expectancy
 - expectancy that successful performance of a task will lead to desired outcome
- Valence
 - The value or attraction an individual has for an outcome.



MAJOR ELEMENTS OF EXPECTANCY THEORY

EXHIBIT 14.6
Major elements of expectancy theory





REINFORCEMENT PERSPECTIVE ON MOTIVATION

- Based on the **relationship** between a given behaviour and its consequences
- Focuses on **modification** of employee behaviour through rewards and punishments.



DIRECT REINFORCEMENT

- Behaviour modification:
 - The set of techniques by which reinforcement theory is used to modify human behaviour
- Reinforcement:
 - Anything that causes a given behaviour to be repeated or inhibited

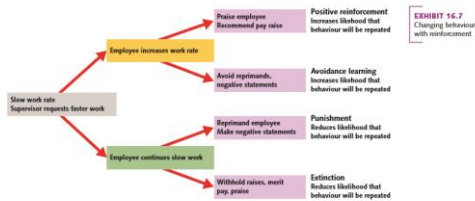


DIRECT REINFORCEMENT

- Law of effect
 - Underlying that positive reinforcement of behaviour leads to repetition of behaviour
- 4 tools for behaviour modification:
 - 1 Positive reinforcement
 - 2 Avoidance learning (negative reinforcement)
 - 3 Punishment
 - 4 Extinction



CHANGING BEHAVIOUR WITH REINFORCEMENT





JOB DESIGN FOR MOTIVATION

- Job design is the application of motivational theories to the structure of work to improve productivity
- Job enrichment
 - A job design that incorporates achievement, recognition and other high-level motivators into the work



JOB DESIGN FOR MOTIVATION

- Job rotation
 - Move employees systematically from one job to another
- Job enlargement
 - Offer employees a variety of activities



JOB CHARACTERISTICS MODEL

- Originator: Greg Oldham
- Model comprises core job dimensions, critical psychological states and employee growth-need strength
- 5 dimensions:
 1. Skill variety
 2. Task identity
 3. Task significance
 4. Autonomy
 5. Feedback (contd.)



EMPOWERING PEOPLE TO MEET HIGHER NEEDS

- Empowerment shifts power down from top organisation
- Power sharing and delegation
- Empowered employees
 - 1 Receive information about organisational performance
 - 2 Have knowledge and skills to contribute to organisational goals
 - 3 Have power to make substantive decisions
 - 4 Are rewarded based on organisational performance
- Engagement enhances **meaningfulness** of work



MOTIVATION FOR SUSTAINABILITY

In the implementation of sustainable development, people can be motivated by:

- A sense of long term survival and desire to improve quality of life
- A desire to do good
- Benefits for the organisation and individuals
- A sense of belonging
- A sense of achievement

