

OCCUPATIONAL PSYCHOLOGY

Work motivation and job design

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What motivates you to work??



Motivation at work

• 'Psychological forces that direct a person's behaviour in an organisation, a person's level of effort, and a person's level of persistence in the face of obstacles'
(Jones & George, 2004)

• Motivation can come from:

- Within (INTRINSIC)
- External forces (EXTRINSIC)



Intrinsic Motivation

Self-esteem

Fun

Interesting

Pleasure

Satisfaction

Enjoyment

Extrinsic Motivation

Pay

Bonuses

Company car

Staff discount

Holidays

Uniform

- External rewards can induce interest and participation in something which the individual had no initial interest
- Extrinsic rewards can be used to motivate people to acquire new skills or knowledge
 - One these have been learned, people may then become more intrinsically motivated to pursue to activity.
- External rewards can also be a source of feedback, allowing people to know when their performance has achieved a standard deserving of reinforcement

Theories of Motivation

- Many theories of motivation have been proposed

They can be categorised as:

- **Content Theories:** explain specific factors and assume that all people have the same needs. Suggest that all jobs should have similar characteristics
- **Process (cognitive) Theories:** Focus on individual differences and explains difference cognitively

Content Theories

'Need theories'



- Maslow's Hierarchy of Needs (1943)
- Alderfer's ERG Theory (1969)
- McClelland's Three Needs Theory (1978)

Process (cognitive) Theories

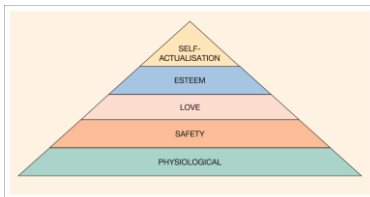
- Vroom's Expectancy Model (1964)
- Adam's Equity Theory (1965)
- Locke's Goal Setting Theory (1976)



MASLOW'S HIERARCHY OF NEEDS

Maslow (1943)

Maslow's Hierarchy of Needs (1943)



Mullins, 2007, p.258



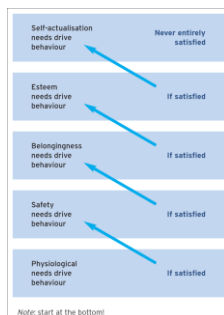
**How can this be applied to
work??**

Maslow's Hierarchy of Needs applied to the workplace

Needs level	General rewards	Organisational factors
1 Physiological	Food, water, sex, sleep	a Pay b Pleasant working conditions c Cafeteria
2 Safety	Safety, security, stability, protection	a Safe working conditions b Company benefits c Job security

Maslow's Hierarchy of Needs applied to the workplace

Needs level	General rewards	Organisational factors
3 Social	Love, affection, belongingness	a Cohesive work group b Friendly supervision c Professional associations
4 Esteem	Self-esteem, self-respect, prestige, status	a Social recognition b Job title c High-status job d Feedback from the job itself
5 Self-actualisation	Growth, advancement, creativity	a Challenging job b Opportunities for creativity c Achievement in work d Advancement in the organisation



Criticisms?

- Only one need can be satisfied at a time
- Difficult to test this theory
- Needs are argued as INNATE therefore people have little control over them and the order in which they achieve them
- Does not account for all examples!
 - E.g., an artist who satisfied their need for self-actualisation but still isn't very good...

ALDFERGER'S ERG THEORY

Aldferger (1969)

Aldferger's ERG Theory (1969)

- Revision of Maslow's theory
- Categorised needs into:
 - 1) **Existence**: material existence motivators
 - 2) **Relatedness**: motivation to maintain interpersonal relationships
 - 3) **Growth**: desire for personal development

Alderferger's ERG Theory (1969)

- Suggests that as needs are satisfied they become more powerful in contrast to Maslow (e.g., if you have power, you want more power)
- Acknowledges that people differ in their needs and the order in which they need to be fulfilled

Alderferger's ERG Theory applied to the workplace



- Focusing on one need at a time won't motivate employees
- E.g., If *growth* opportunities are not provided, employees regress to *relatedness* needs and socialise more with co-workers

MCCLELLAND'S THREE NEEDS THEORY

McClelland (1978)

McClelland's Three Needs Theory (1978)

- Suggest that needs are acquired:
 - **Need for affiliation:** team players
 - **Need for power:** enjoy people (people and organisational)
 - **Need for achievement:** like to achieve goals

McClelland's Three Needs Theory (1978)

- Needs are proposed as unconscious process
- Measured by Thematic Apperception Test (TAT)
 - Projective test – needs to be measured by an expert rater. Research dependent upon individual expertise
- Lacks psychometric accountability!

TAT test

Assignment

- Write a brief description of what you think is happening to the people in the picture and what you think will happen to them in the future.
- After you have written your description, compare your response with those of your colleagues.



HERZBERG'S TWO FACTOR THEORY

Herzberg (1959)

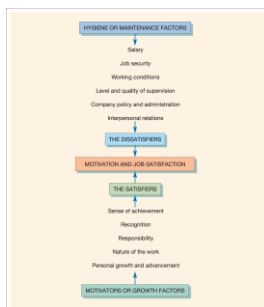
Herzberg's Two Factor Theory (1959)

• Suggested two sets of needs:

- 1) **HYGIENE NEEDS** – environmental needs supplied by the job
- 2) **MOTIVATOR NEEDS** – attached to the task itself

• Herzberg suggested that:

- Hygiene needs not met = dissatisfaction
- High job satisfaction will occur when motivator needs are met
- But: Landy (1985) – theory represents a fundamental attribution error; Katz (1978) – job satisfaction may not remain constant through working life



VROOM'S EXPECTANCY THEORY

Vroom (1964)

Vroom's Expectancy Theory

• Vroom suggested that people choose a course of action based on:

- 1) **VALENCE:** desirability of an outcome
- 2) **INSTRUMENTALITY:** how probable the outcome is
- 3) **EXPECTANCY:** how likely effort is going to result in the desired outcome

$$F = V \times I \times E$$

Vroom's Expectancy Theory (1964)

Motivation to write an essay on motivation				
Expectancy	x	Instrumentality	x	Valence
Question: How likely is it that I am capable of writing a good essay on motivation?		Question: How likely is it that I will receive rewards for writing a good essay on motivation?		Question: How much do I value those rewards?
Considerations: General self-efficacy Specific self-rated abilities Past experience of essay writing		Considerations: The weight attached to the mark in the assessment system The accuracy of the marking Likelihood of intrinsic rewards such as learning or satisfaction		Considerations: Importance of passing the course Interest in the subject Extent of commitment to self-development

Vroom's Expectancy Theory (1964)

- Early research supported the theory (Pritchard & Sanders, 1973)
- Van Eerde and Thierry (1996) also found support for the theory, however found that it tended to predict *attitudinal* components of motivation as opposed to behavioural components
- Vansteenkiste et al. (2005): research into unemployment:
 - Positive relationships between valence and job search motivation
 - Negative relationship between expectancy and job search motivation

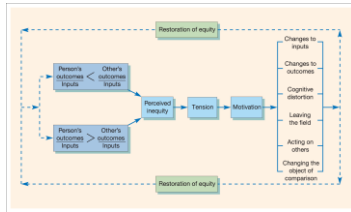
ADAM'S EQUITY THEORY

Adam (1965)

Adam's Equity Theory (1965)

- basic idea has recently been developed and extended to include:
- **Distributive justice:** extent to which individual feels they are being rewarded in relation to others
- **Procedural justice:** targeted towards the organisation; how rewards are distributed
- **Interactional justice:** (two parts)
 - *Interpersonal justice* – concerning the extent people feel they are treated with respect and dignity
 - *Information justice* – ways in which decisions or procedures are communicated

Adam's Equity Theory (1965)



Justice at work

- Perceived justice at work is thought to affect motivation and work behaviour

- Hirschman (1970) suggested three typical responses:

- 1) Exit – leave the organisation
- 2) Voice - protest
- 3) Loyalty – accept unfairness and remain generally committed

Justice at work

- Pinder and Harlos (2003) added silence to the list (taking but not accepting unfairness whilst harbouring resentment)

- Zapata-Phelan et al. (2009) found that procedural justice and interactional justice had a positive effect on intrinsic motivation and task performance

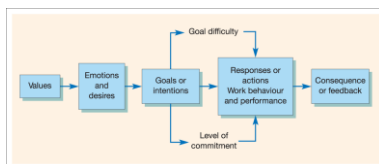
LOCKE'S GOAL SETTING THEORY

Locke (1968; 1976)

Locke's Goal Setting Theory

- The most influential motivational theory in management
- Locke and Latham (1990) found that performance was markedly higher when people were set goals. They also identified a number of features of goals that made them more or less effective:
 - 1) Goals must be specific and challenging
 - 2) Goals must be measurable
 - 3) Goals must be attainable and time bound

Locke's Goal Setting Theory (1976)



Goals and Motivation

• Four mechanisms that make goal setting effective:

- 1) They direct attention and effort towards relevant activities therefore affecting cognition and behaviour (Rothkopf & Billington, 1979)
- 2) Energise behaviour
- 3) Induced persistence and prolonged effort
- 4) Influence the acquisition and use of task relevant knowledge and strategies that increase the chance of success (Wood & Locke, 1990)

Goals and Motivation - critique

• The mere existence of goals is **not enough to motivate**. The following factors need to be considered:

- 1) **Goals are most effective when there is commitment from staff and when goals are difficult** (Locke & Latham, 2002)
 - Goal commitment is affected by two factors:
 - 1) the importance of the goal to the individual
 - 2) the belief that they can achieve the goal

Goals and Motivation - critique

• The mere existence of goals is **not enough to motivate**. The following factors need to be considered:

- 2) **Feedback on progress and performance**
 - Allows people to see where they are and change behaviour if necessary
- 3) **Task complexity**
 - The link between goals and performance is clearer with low complexity tasks (Locke & Latham, 2002)

Goals and Motivation - critique

- The mere existence of goals is **not enough to motivate**. The following factors need to be considered:

4) Situational context

- Work and non-work factors may affect performance (Latham & Locke, 2007)

JOB DESIGN AND MOTIVATION

Job Design and Motivation

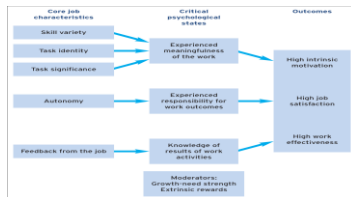
- For some people, the job itself is enough to motivate them
- The Job Characteristics Model (Hackman & Oldham, 1980) suggests that a standard set of features should be built into the job to produce the following three psychological states:
 1. A sense of personal responsibility
 2. Meaningfulness (the job matters)
 3. Knowledge of results (person knows how they are performing)

Job Characteristics Model (Hackman & Oldham, 1980)

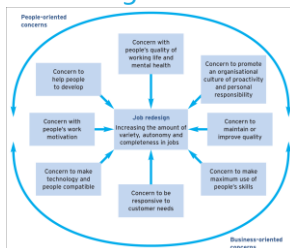
• Identified five job characteristics that promote the three psychological states:

- Skill variety
- Task identity
- Task significance
- Autonomy
- Feedback

Job Characteristics Model (Hackman & Oldham, 1980)



Job REdesign



Job REdesign

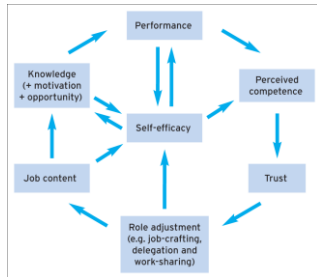
- Increasing the amount of variety, autonomy and completeness in jobs
- Can be attempted in one or more of the following ways:
 - Job rotation
 - Job enlargement – horizontal
 - Job enlargement - vertical

21st Century work design

- Inappropriate to assume that jobs have characteristics that remain fixed until someone tries to redesign them
- There are more features of jobs that affect attitudinal and behavioural outcomes
 - Always been present, but more obvious now. E.g., compatibility with home commitments, emotional labour, etc.
- Greater range of factors than those in the JCM may affect the impact of job characteristics
 - Interdependence, operating in an ambiguous or rapidly changing environment

Parker et al. (2001)

- Helpful to see the work design process as cyclical rather than linear
- Changes in a person's motivation and performance can affect their job content, and the amount of trust place in them, which in turn can again affect motivation and performance
- Self-efficacy plays a central role in this process



A new model of the process of job design
Locke and Latham (2004)
