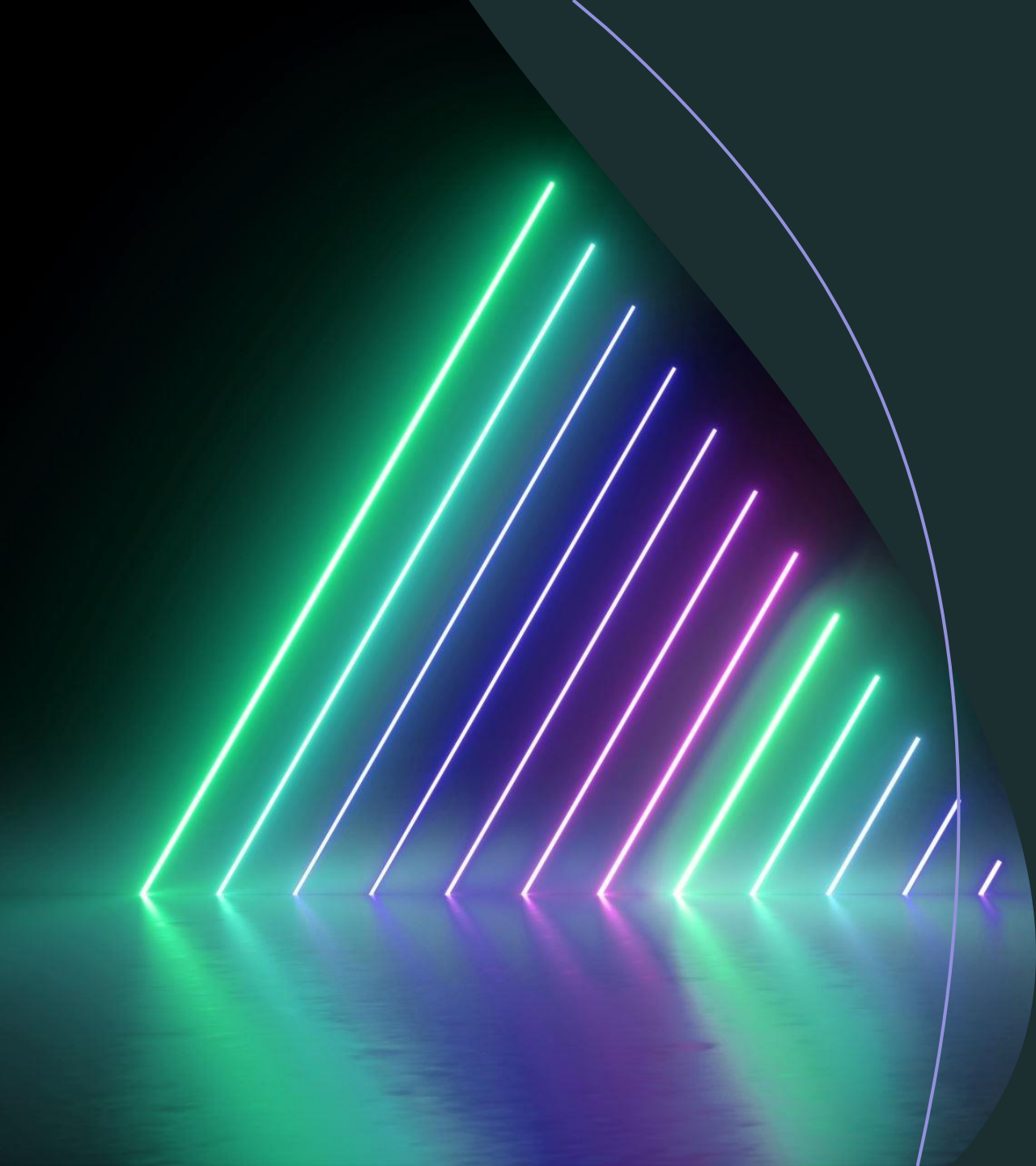


An abstract graphic on the left side of the slide. It features a series of parallel, diagonal lines that appear to be glowing neon. The lines are colored in a gradient: green, yellow, orange, red, and purple. They are arranged in a way that creates a sense of depth and perspective, as if they are receding into the distance. The lines are set against a dark, textured background that looks like a night sky or a dark surface. The overall effect is futuristic and dynamic.

Motivation and Job Design

Stacey Coleman



Lecture Outline

- Motivation at work
 - Theories of motivation
 - Content theories
 - Process theories
 - Self-determination theory
 - Job design and motivation
- 

What is Motivation?

- The process that initiates, guides, and maintains goal-oriented behaviours.
- The desire and action towards goal-directed behaviour



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



Intrinsic Motivation

- Task completion (rather than meeting of tangible goals) is often enough to feel satisfied
 - Intrinsic motivation is valuable in the workplace because it is found within oneself
- 

Extrinsic Motivation



PAY



BONUSES



COMPANY CAR



PRAISE



HOLIDAYS



CAREER
ADVANCEMENT

Extrinsic Motivation

- 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
 - Once these have been learned, people may then become more intrinsically motivated to pursue the activity
- External rewards can also be a source of feedback, allowing people to know when their performance has achieved a standard deserving of praise / reinforcement

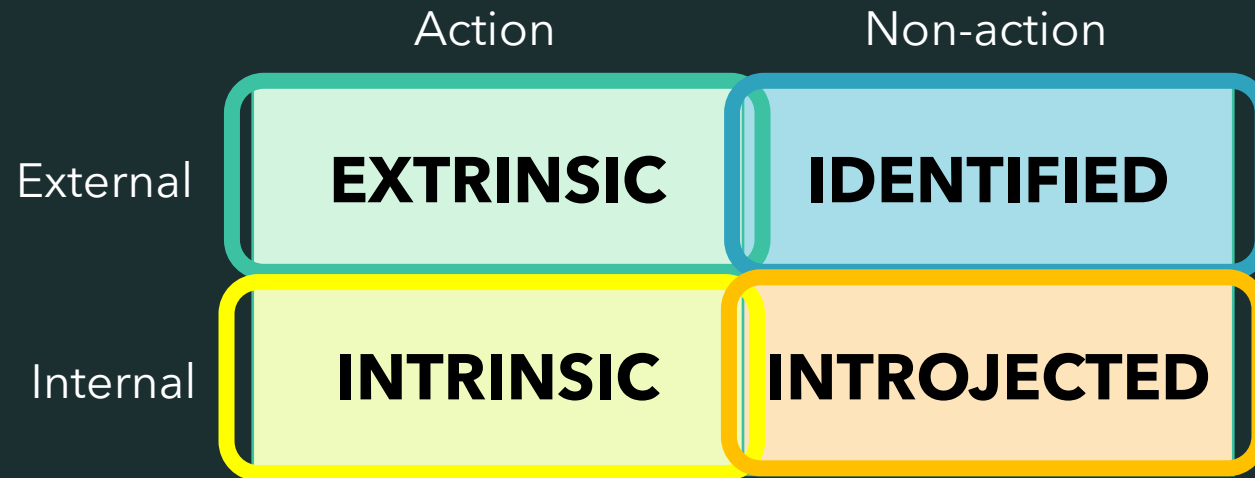
Extrinsic Motivation

- Rewards from extrinsically-motivated tasks do not typically satisfy personal needs
 - Likely to involve some form of sacrifice on your behalf to achieve
- Extrinsic rewards often involve money or acknowledgement
 - Consequences, therefore, involve monetary loss or wasted opportunities

A large crowd of stylized human figures in various colors (dark blue, light blue, yellow, orange, and white) is shown from a high angle. The figures are arranged in a way that suggests a large gathering or a crowd. In the center of the image, a single white figure stands out from the rest. Overlaid on this image is a teal rectangular box containing the text "Types of Motivation" in white serif font.

Types of Motivation

Four Forms of Motivation

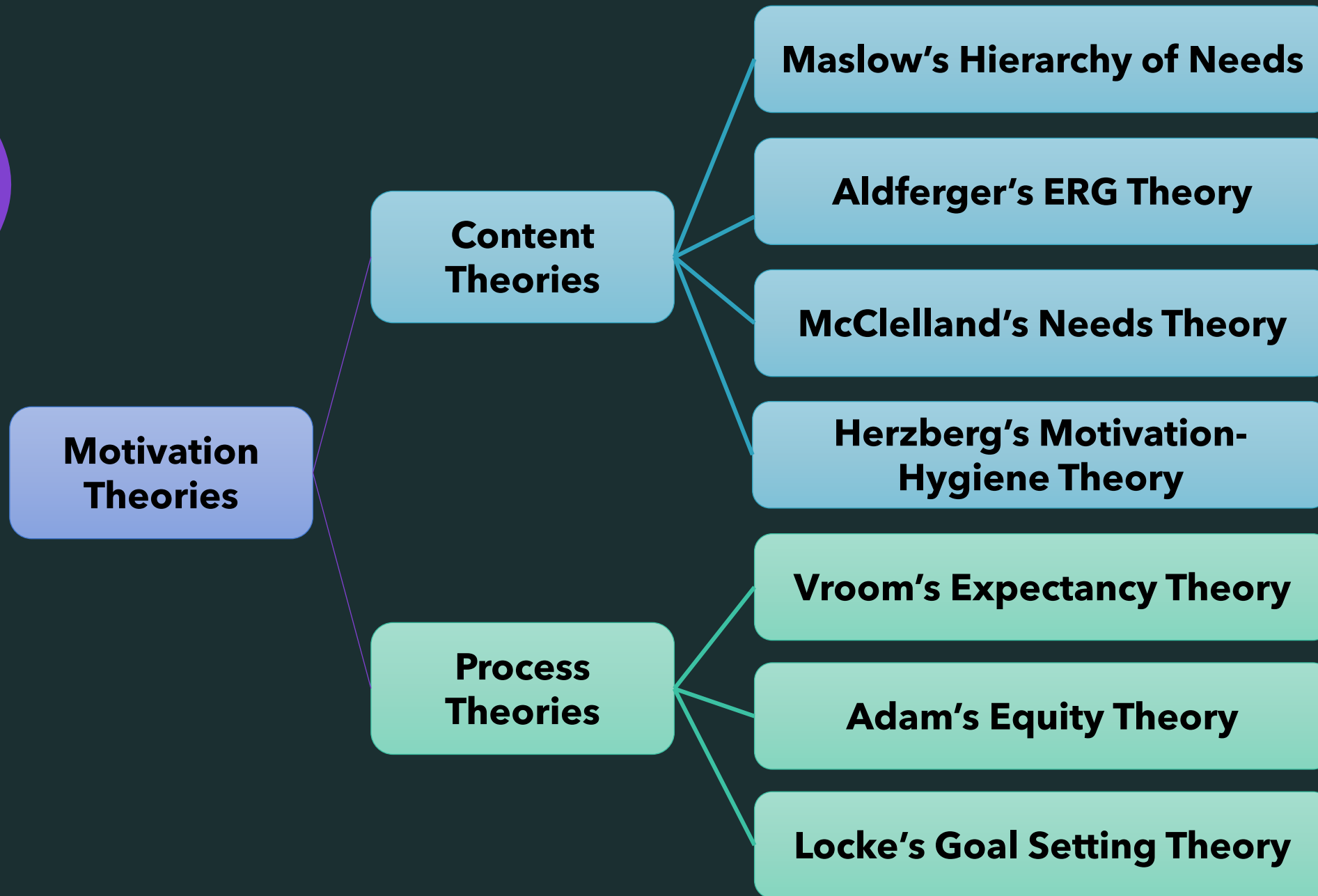




Theories of Motivation

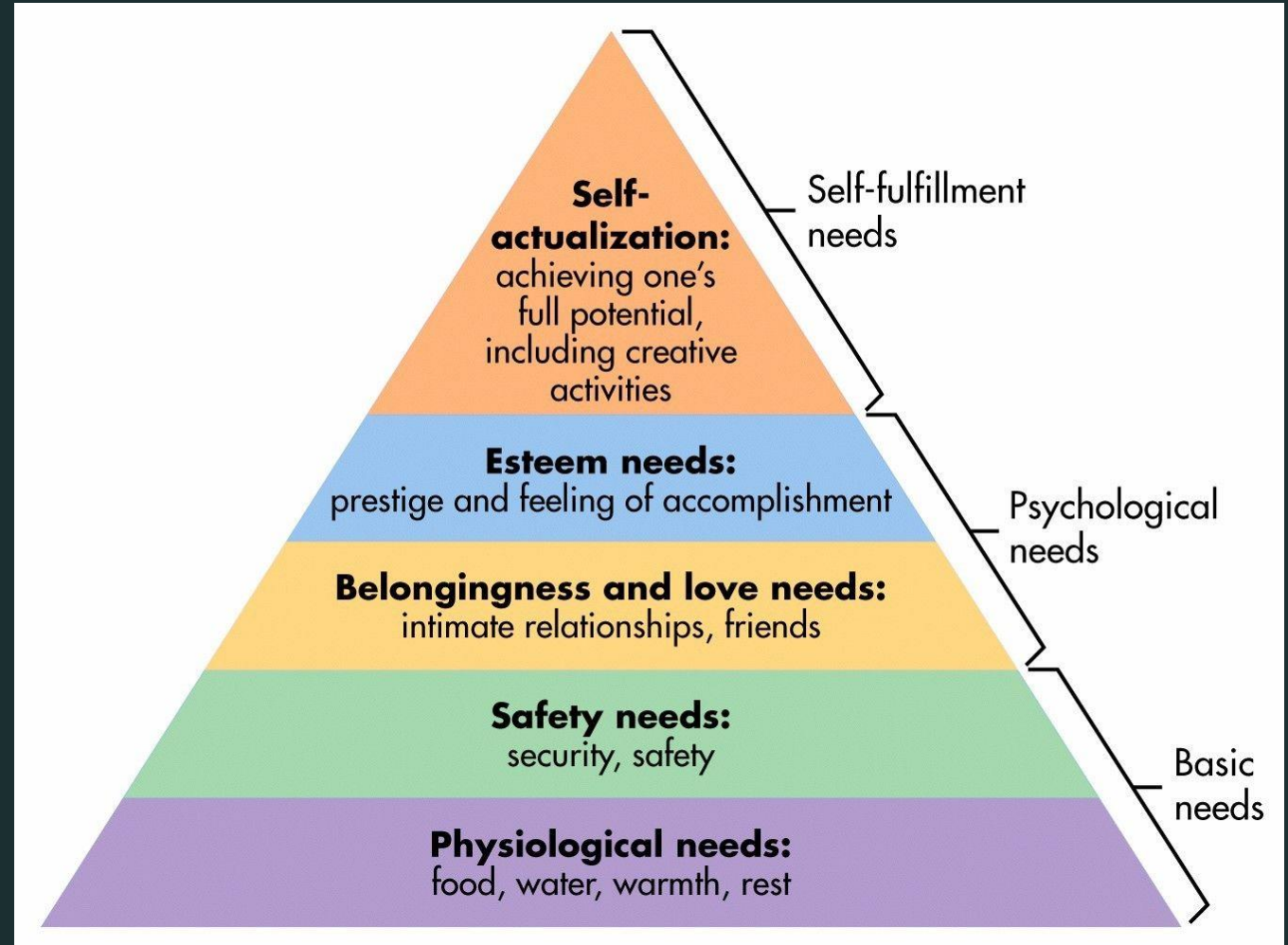
Theories of Motivation

- Many different theories of motivation
- Can be broadly categorised as:
 - **Content / needs theories**
 - **Process (cognitive) theories**



Content Theories

Maslow's Hierarchy of Needs (1943)



Maslow's Theory 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, protection, stability, security	a. Safe working conditions b. Company benefits c. Job security
3. Social (belongingness and love)	Love, affection, belongingness	a. Cohesive work group b. Friendly supervision c. Professional associations

Maslow's Theory Applied to the Workplace

Needs level	General rewards	Organisational factors
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

Maslow's Theory Applied to the Workplace

- According to this theory, we start at the bottom with the most basic needs

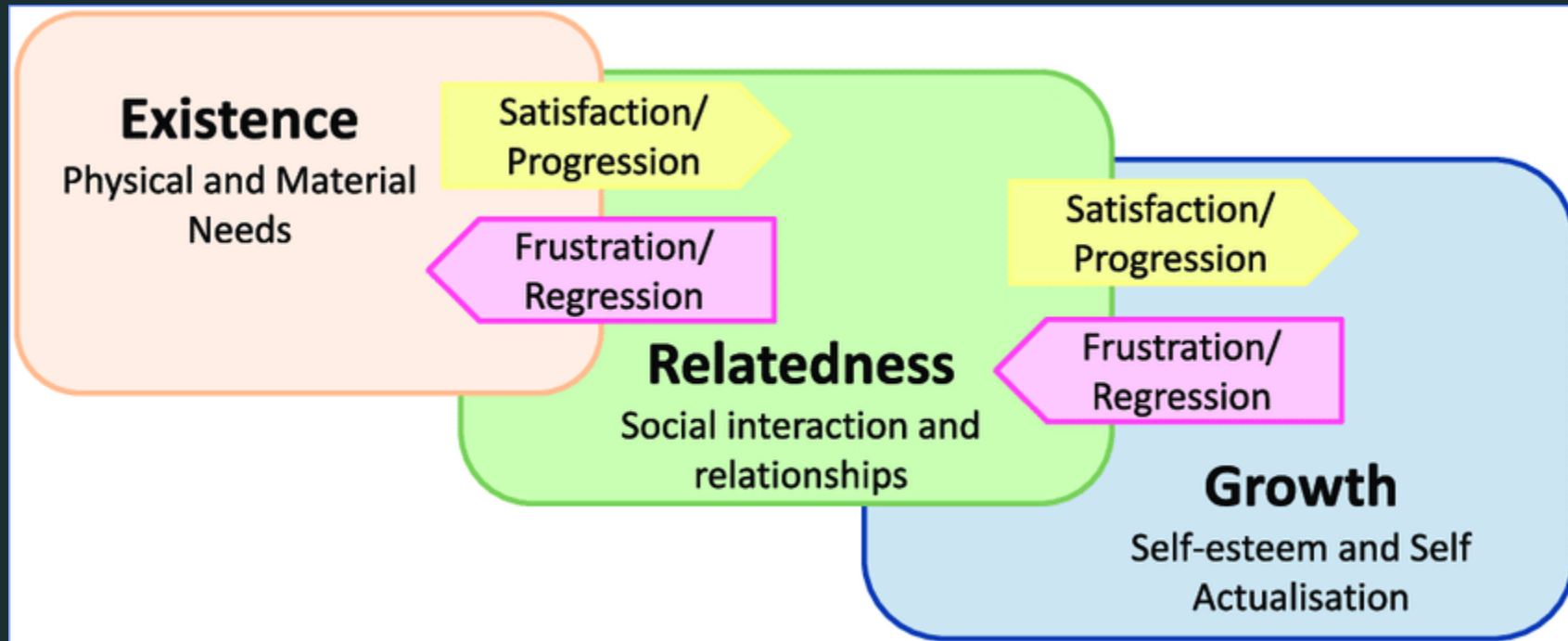


Critique

- Only one need can be satisfied at a time
- Difficult theory to test
- 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 has satisfied their need for self-actualisation but still isn't very good...

Content Theories

Aldferger's ERG Theory (1969)



Aldferger's ERG Theory

- Suggests that, as needs are satisfied, they become more powerful
 - 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

Critique

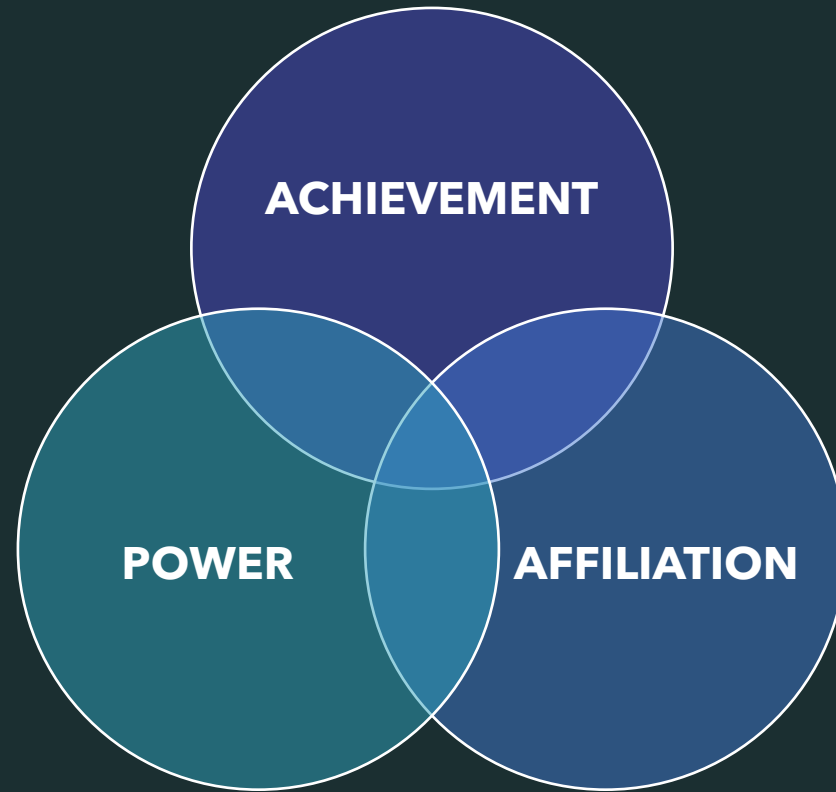
- Focusing on one need at a time won't motivate employees
- E.g., if **growth** opportunities are not provided, employees regress to **relatedness** needs and socialise more with co-workers

Content Theories

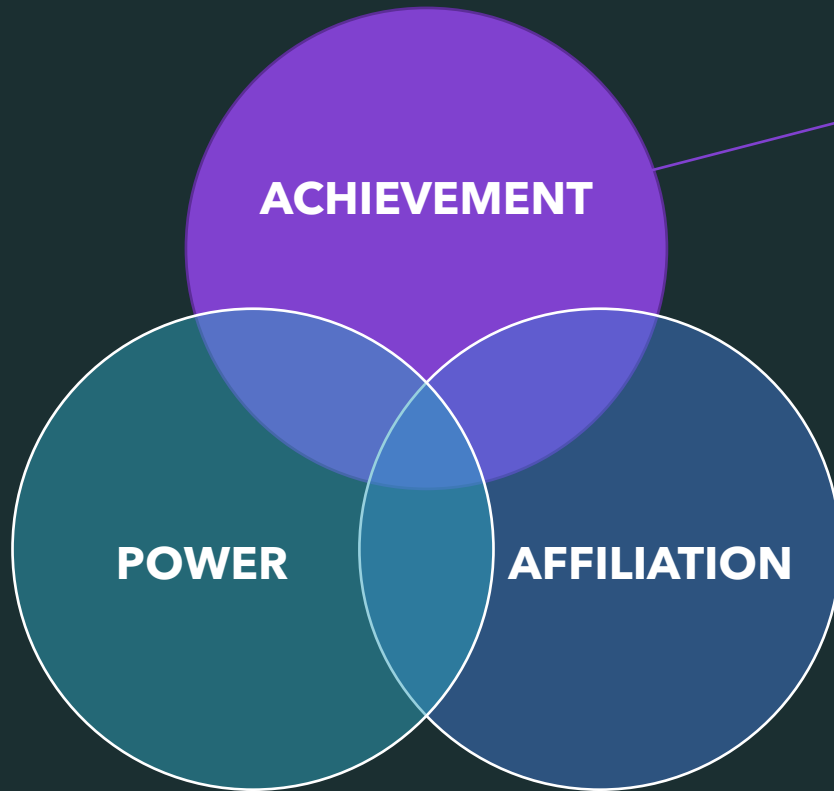
McClelland's Three Needs Theory (1978)

- Identified three motivators
- All three are present in each person, but one motivator tends to dominate
- People will have different characteristics depending on their dominant motivator

McClelland's Three Needs Theory

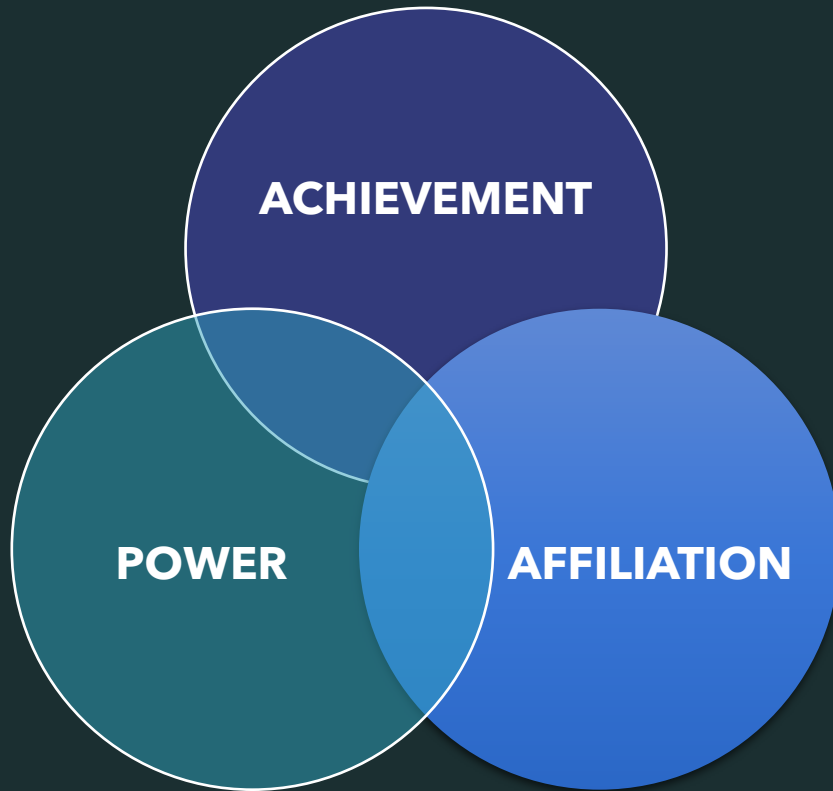


McClelland's Three Needs Theory



- Strong need to set and accomplish challenging goals
- Takes calculated risks to achieve goals
- Likes receiving regular feedback on progress/achievements
- Often prefers to work alone

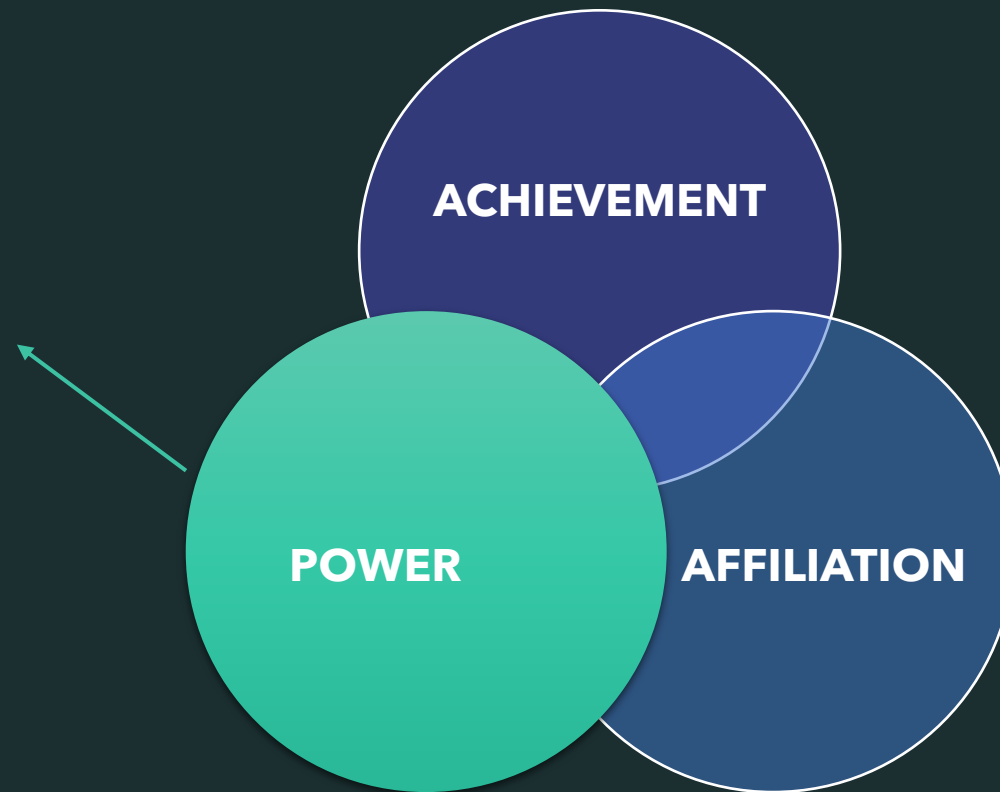
McClelland's Three Needs Theory



- Wants to 'belong' to the group
- Strives to be liked, will often go along with the rest of the group
- Favours collaboration over competition
- Not fond of risk or uncertainty

McClelland's Three Needs Theory

- Wants to control / influence others
- Enjoys competition (rather than collaboration) and winning
- Enjoys status and recognition



Content Theories

Herzberg's Two Factor Theory (1959)

- Suggests two sets of needs:
 - ***HYGEINE NEEDS*** – environment needs supplied by the job
 - ***MOTIVATOR NEEDS*** – attached to the job itself



Herzberg's Two Factor Theory

- Theory suggests that if hygiene needs are not met, dissatisfaction occurs
 - High job satisfaction occurs when motivator needs are met
- 

Job Satisfaction

Influenced by
Motivator factors

- Achievement
- Recognition
- Responsibility
- Work / task itself
- Advancement
- Personal growth

Herzberg's Two Factor Theory

Improving motivator factors increases job satisfaction

Improving hygiene factors decreases job dissatisfaction

Job Dissatisfaction

Influenced by
Hygiene factors

- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage, salary

Process Theories

Vroom's Expectancy Theory (1964)

- Cognitive reinforcement theory
- Predicts motivation, not performance
- Suggests that people choose a course of action based on:
 - **EXPECTANCY (Effort)**
 - **INSTRUMENTALITY (Performance)**
 - **VALENCE (Reward)**

Vroom's Expectancy Theory (1964)

MOTIVATION

=

VALENCE
(reward)

The value placed on a given reward.
Can be extrinsic or intrinsic



EXPECTANCY
(effort)

Measures confidence in being able to achieve required results.
Subjective measure



INSTRUMENTALITY
(performance)

Measures individuals belief that the promised reward will be delivered by organisation

Vroom's Expectancy Theory (1964)

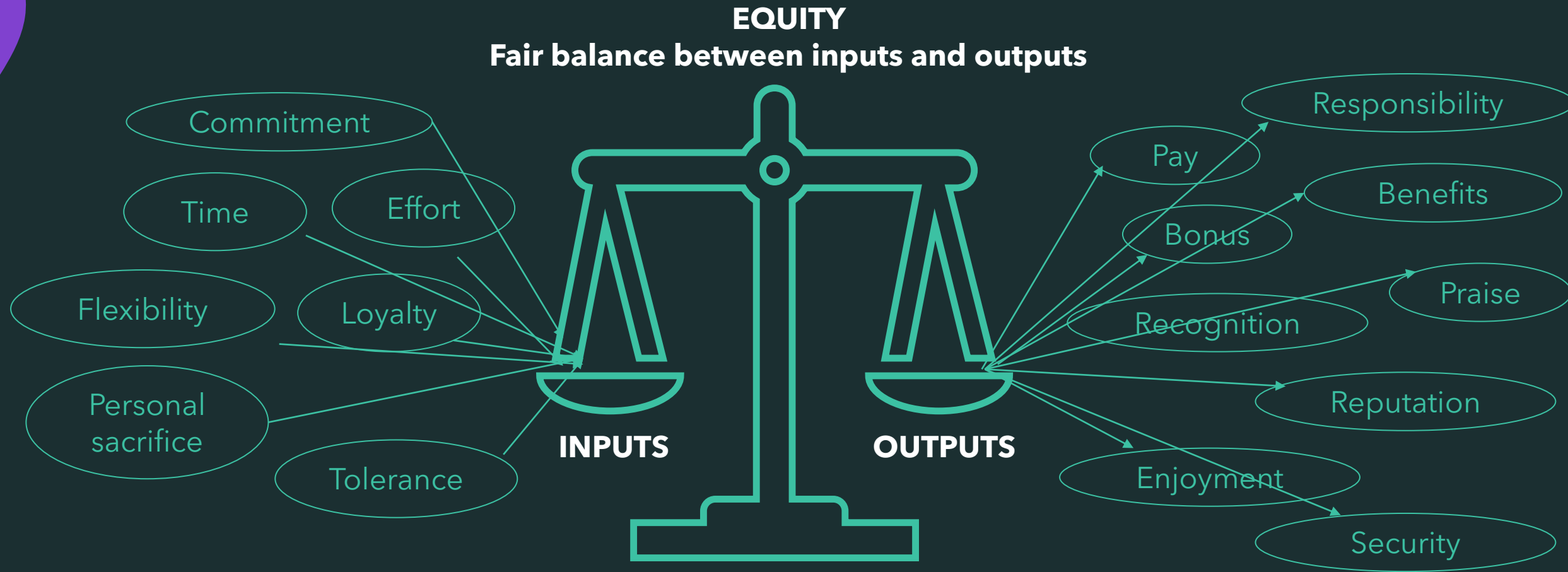
- Early research supported the theory (Pritchard & Sanders, 1973)
- Van Eerde and Thierry (1996) also found support for the theory, however found that it tended to predict *attitudinal* components of motivation as opposed to behavioural components
- Vansteenkiste et al. (2005): research into unemployment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

Process Theories

Adam's Equity Theory (1964)

- Theory about fairness and justice in rewards
- Balance between Inputs and Outputs
 - What a person puts in to their job versus what they get out of it

Adam's Equity Theory



Employees become demotivated and reduce their input and/or seek change/improvement when they feel their inputs are not being fairly rewarded with outputs.

Adam's Equity Theory

- Basic idea has been developed and extended to include:
 - ***Distributive Justice***
 - Extent to which individual feels they are being rewarded in relation to other employees
 - ***Procedural Justice***
 - Targeted towards the organisation; how rewards are distributed
 - ***Interactional Justice*** (two parts):
 - **Interpersonal justice**: concerns to extent to which people feel they are treated with respect and dignity
 - **Information justice**: way in which decisions or procedures are communicated

Justice at Work

- Perceived justice at work is suggested to affect motivation and work behaviour
- Hirschman (1970) suggested three typical responses for injustice or inequity at work
 - Exit – leave the organisation
 - Voice – protest
 - Loyalty – accept unfairness and remain generally committed

Justice at Work

- Pinder and Harlos (2001) 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

Process Theories

Locke's Goal Setting Theory (1968; 1976)

- Suggests that goals direct and focus behaviour
- One of the most influential theories in business and management
- Locke and Latham (1990): performance is markedly higher when people set goals.

Locke's Goal Setting Theory

- Number of goal setting principles that make them more (or less) effective:





Critique

- Goal-setting can increase employee engagement in the workplace
 - Locke's theory provides a clear guideline of how to set goals and achieve goals in an effective way
 - Goal-setting and accomplishment can increase employees sense of accomplishment – boost morale and work satisfaction
- 



Critique

- Goals far above employees skill-level or existing competence can have a negative effect on performance and motivation
 - More complex goals may lead to risky behaviour to accomplish goals in the time provided
- 



Ryan and Deci's Self-Determination Theory



Self-Determination Theory (SDT)

- SDT offers a more modern take on psychological needs
 - 'Experiential nutrients'
- Behaviourism dominant at the time
 - Belief that the best way to get humans to perform tasks was to reinforce behaviour with rewards
- Major limitation of Skinnerian behaviourism = reward and/or punishment don't always change behaviour

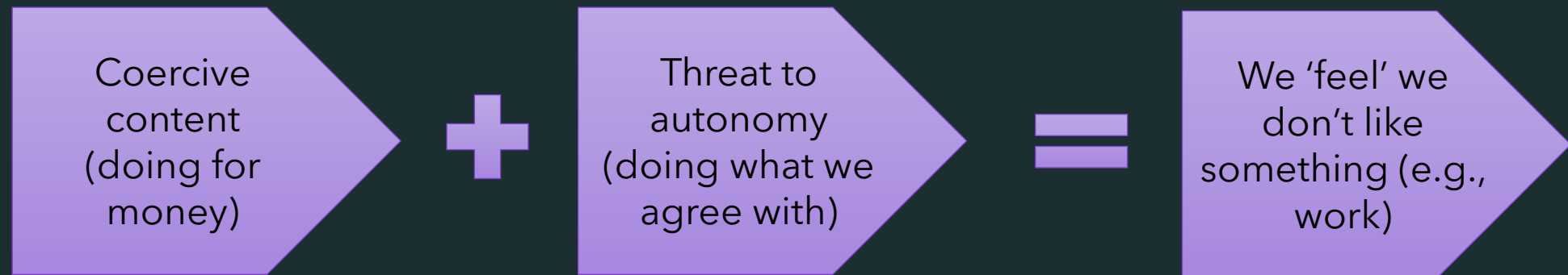
Self-Determination Theory (SDT)

- Began by attempting to explain 'intrinsic motivation (IM)undermining effect'
 - IM = we do things because they are pleasurable, fun, challenging, etc
- Theory suggests that when a behaviour is reinforced by £ (i.e., extrinsic factors), people stop wanting to do it spontaneously

Self-Determination Theory (SDT)

- Extrinsic factors undermines high-quality motivation
- People are motivated externally, but this type of controlled motivation can undermine intrinsic motivation
 - Intrinsic motivation undermining effect.

Self-Determination Theory (SDT)





Self-Determination Theory (SDT)

- Still a motivation theory based on needs, but proposes that we **need** three things to thrive
 - All equally important, for all humans, across all cultures
- 

Not just love and work
(R and C)

But love and
MEANINGFUL work
(inclusion of A)



AUTONOMY

Doing what you
agree with



COMPETENCE

Doing it well



RELATEDNESS

Connecting
with others

Satisfaction of needs = thriving and happiness (well-being)



Self-Determination Theory (SDT)

- Fundamentals of SDT applied to work
 - Impact of varied environmental factors and job design on workers motivation and experiences is largely mediated by these three basic psychological needs
 - All 3 needs are essential for psychological health and well-being
- 



Motivation and Well-being



Motivation and Well-being

- Motivation theories (and SDT in particular) has sought to address links between motivation and the dual concerns of performance and well-being in organisations.
- Andreassen et al. (2010) – workaholism research
 - Satisfaction of needs leads to greater enjoyment of work, and less influence from internal and external controls

Motivation and Well-being

- Gillet et al. (2012): satisfaction / frustration of needs
 - Satisfaction of needs
 - Greater hedonic and eudemonic well-being
 - Frustration of needs
 - Lower levels of each type of well-being
 - Predicts poorer work related well-being (greater exhaustion – Vander Elst et al., 2012)

Hedonic well-being:

Based on notion that increased pleasure and decreased pain leads to happiness

Eudemonic well-being:

Focused more on meaning and self-realisation, and defines WB in terms of the degree to which a person is fully functioning.



Job Design and Motivation



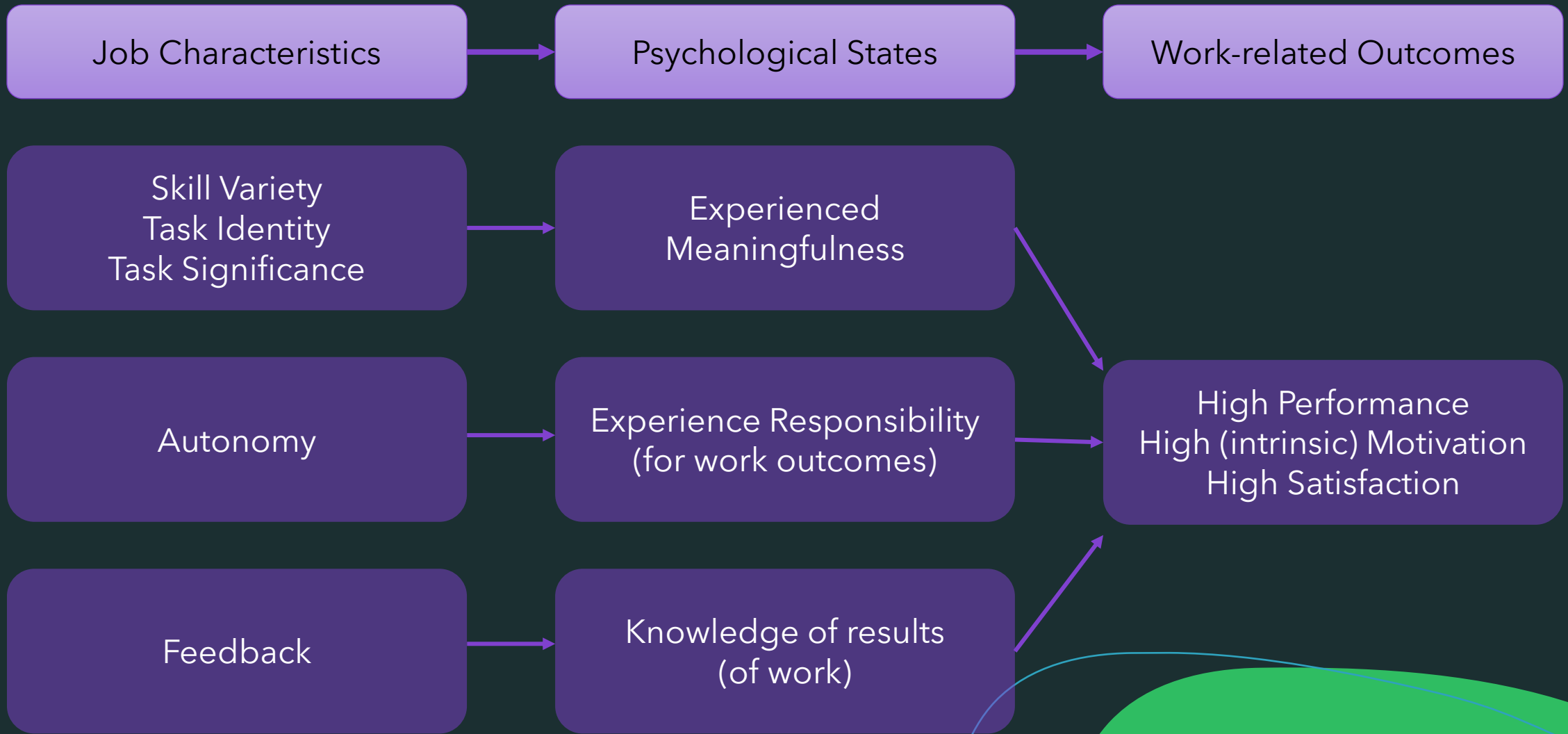
Job Design and Motivation

- 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 build into the job to produce the three following psychological states:
 - Experience meaningfulness
 - Experience responsibility
 - Knowledge of results

Job Characteristics Model (JCM)

- JCM: there are five core characteristics that involve three psychological states in employees
- The five characteristics lead to a variety of favourable work results

Job Characteristics Model (JCM)



Motivating Potential Score (MPS)

- Scores on the five job characteristics can be used to calculate a motivating potential score (MPS); a number that represents how the job positively or negatively impacts the employee's attitude and behaviour

$$\text{MPS} = (\text{skill variety} + \text{task identity} + \text{task significance}) / 3 * \text{autonomy} * \text{feedback}$$

Motivating Potential Score (MPS)

- According to Hackman and Oldham, a low MPS score means that employee's do not experience high intrinsic motivation and that the job or task should be **redesigned**
- Furthermore, they suggest that an employee can only experience the three psychological states if they have a high score on all five indicators.

Critique

- There are potential moderators that influence the relationship between characteristics and psychological states:
 - Knowledge and skill
 - Growth requires strength
 - Satisfaction with context



Job REdesign

- Involves increasing the amount of variety, autonomy and completeness in jobs
 - Can be attempted in one or more of the following ways:
- 

Job REdesign

Job Rotation

Moving between jobs
in an organisations.

Predominantly lateral

Job Enlargement

Horizontal expansion.

Addition of duties and
tasks to the same job

Job Enrichment

Vertical expansion.

Addition of functions
and responsibilities

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 perhaps 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



21st Century work design

- Possibly helpful to view 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 placed upon them, which in turn can again affect motivation and performance
 - **Self-efficacy** plays a central role in this process
- 

A new model of job design

Locke and Latham (2004)

