

Principles of Managing Organisations

Lecture 14: Motivation 2



Last time we.....



1. Defined motivation
2. Discussed the complexities of motivating and empowering today's workforce
3. Explained the difference between the two main types of motivation theories — content and process
4. Outlined the major theoretical contributions from the content theories of motivation of Maslow, McClelland and Herzberg

Today's Objectives



1. To explain the **process theories of motivation**, including equity theory and expectancy theory
2. To explain how managers can use an integrated model of content and process motivation theories to enhance productivity and human resource management
3. To evaluate the relationship between motivation, job satisfaction and work performance
4. To explain how to manage pay as an extrinsic reward

Meet Rex.....

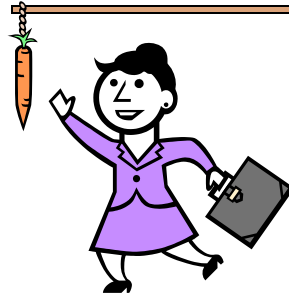
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Content and process theories of motivation

Content Theories

What motivates



Main theorists include:

- Maslow
- Alderfer
- Herzberg
- McClelland

Process Theories

How to motivate



Main theorists include:

- Vroom
- Porter and Lawler
- Adams
- Locke

Integrating content and process motivation theories

Maslow	Alderfer	McClelland	Herzberg
Needs hierarchy	ERG theory	Acquired needs theory	Two-factor theory
Self-actualisation	Growth	Need for achievement	Motivators and satisfiers
Esteem		Need for power	
Social	Relatedness	Need for affiliation	Hygienes and dissatisfiers
Safety and security			
Physiological	Existence		

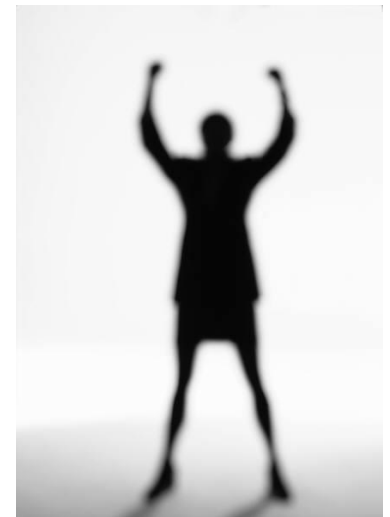
Choices.....



'There is always a choice about the way you do your work, even if there is not a choice about the work itself.'

You always have a choice about the attitude you bring to the job.'

World famous Pike Place Fish Market, Seattle
(Mullins, 2010:274)



Content theories

Offer ways to profile or analyse people to identify the needs that motivate their behaviours

- What motivates



Process Theories

Help us understand the thought processes that take place in the minds of people that act to motivate their behaviour

- how/why people are motivated



Process theories of motivation

- **Vroom**
 - Expectancy and valence
- **Porter and Lawler**
 - Expectancy
- **Adams**
 - Equity theory
- **Locke**
 - Goal theory



Expectancy theory: the motivational link

MOTIVATION – a function of the **perceived** relationship between

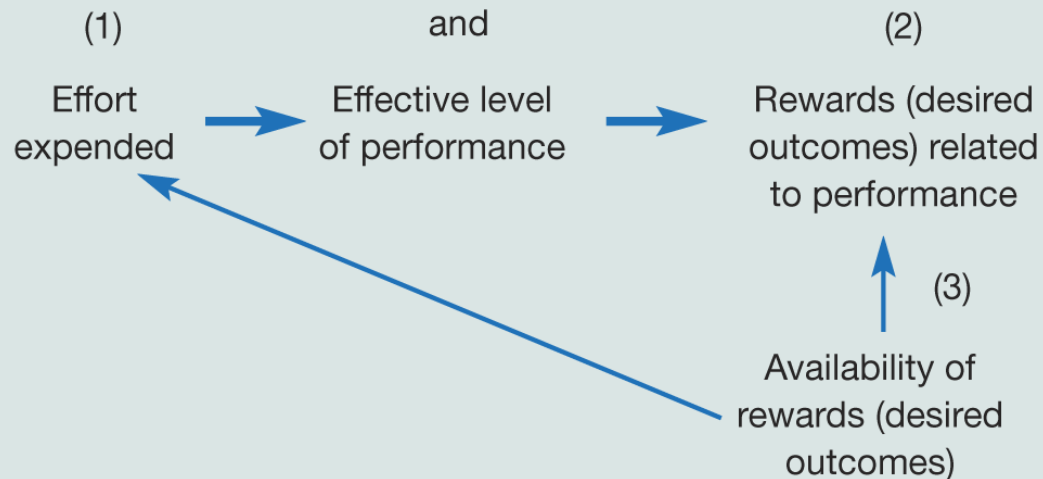


Figure 7.7 Expectancy theory: the motivational link

Vroom's expectancy theory



- Assumes people **prefer certain outcomes** from their behaviour over others
- They anticipate feelings of satisfaction should the preferred outcome be achieved (**'valence'**)
- **Expectancy** is the perception of the probability that the desired satisfaction will be achieved by the chosen behaviour
- The combination of valence and expectancy determines the strength of individual motivation, or **motivational force ('instrumentality')**

Expectancy theory

1. Expectancy
2. Instrumentality
3. Valence

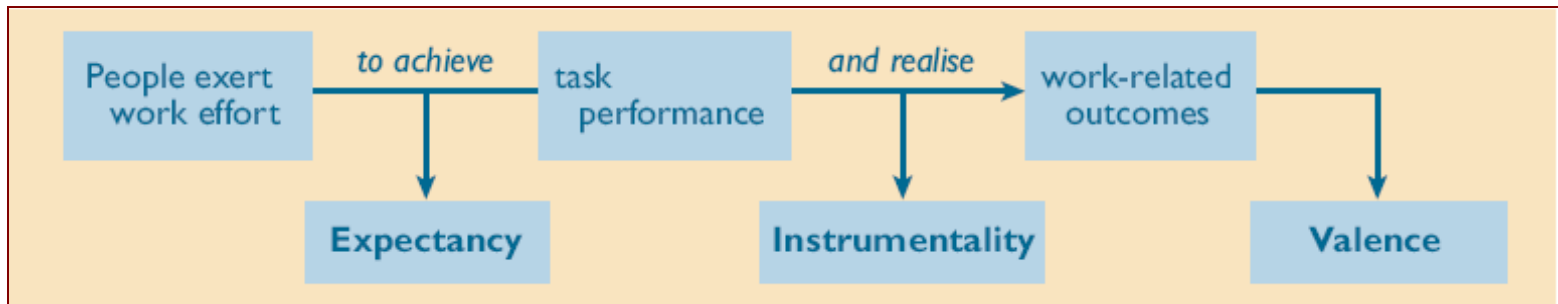


Example



- A newly appointed employee may see the prospect of promotion as an attractive prospect (***valence***)...
- BUT his ***expectancy*** of gaining promotion could be low if he perceives that promotion is attained primarily on length of service.
- In such a situation, performance does not lead to rewards, so effort (***instrumentality***) in that direction is not seen as worthwhile.

Multiplier effects and multiple outcomes



$$M = E \times I \times V$$

Vroom: managerial implications

Expectancy term	The individual's question	Managerial implications
Expectancy	'Can I achieve the desired level of task performance?'	Select workers with ability; train workers to use ability; support individual ability with organisational resources; identify performance goals
Instrumentality	'What work outcomes will be received as a result of the performance?'	Clarify psychological contracts; communicate performance–reward possibilities; confirm performance–reward possibilities by making actual rewards contingent on performance.
Valence	'How highly do I value the work outcomes?'	Identify individual needs or outcomes; adjust available rewards to match these.

Activity:

Work out your 'motive force'



- **Valence:** score between 0 (don't care) and 10 (very important)
- **Expectancy:** probability that if you work hard you'll get your desired mark - score between 0 (no connection between hard work and mark) and 1.0 (strong connection)
- **Instrumentality:** estimate the probability – good mark for next assignment = good mark for module overall 0 (no probability) to 1.0 (strong)
- Calculate your **motive force** $M = V \times E \times I$
(should be from 0 to 10)
- What are your conclusions from your motive force score?

Porter and Lawler's motivation model

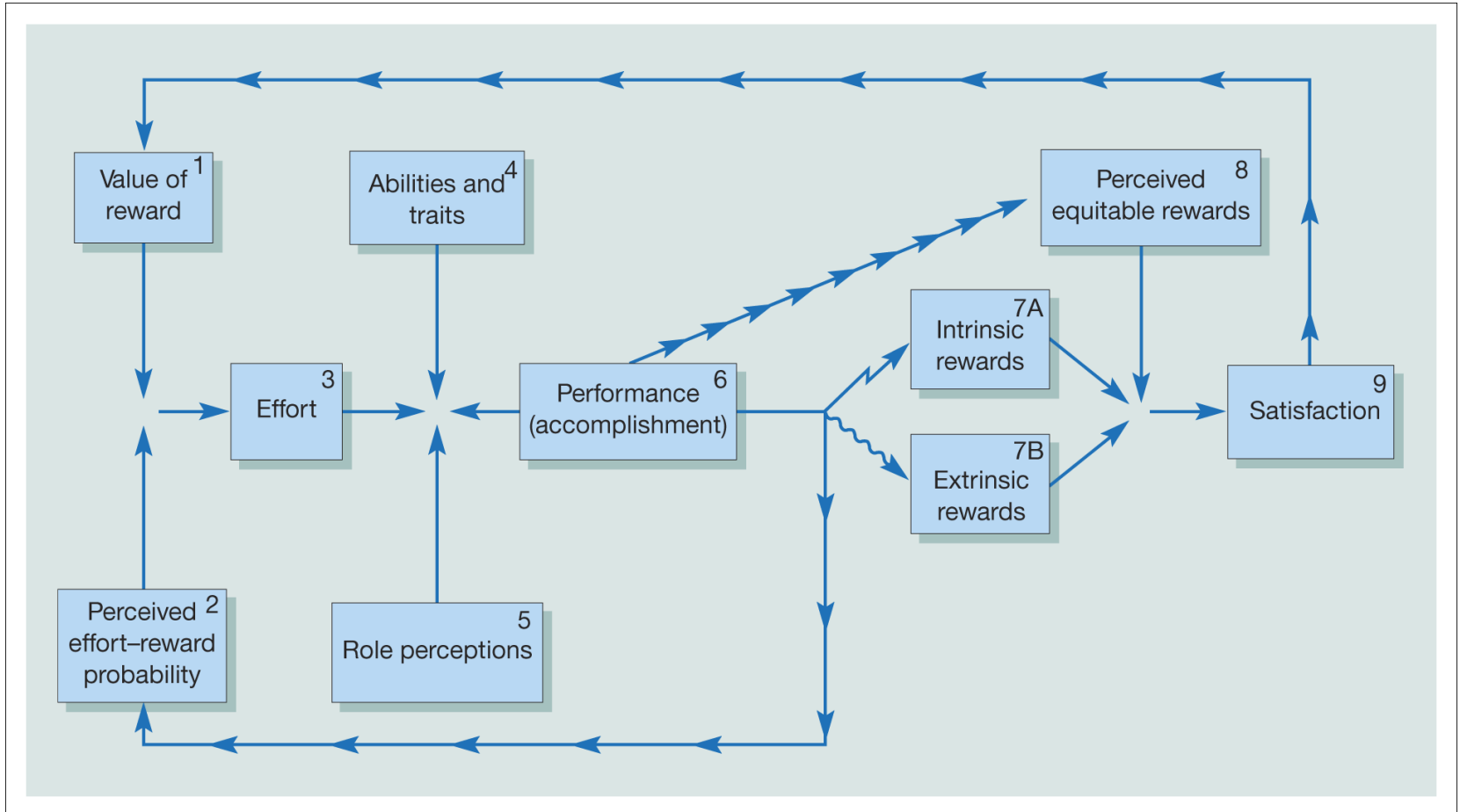
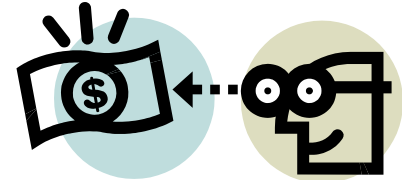


Figure 7.9 The Porter and Lawler motivation model

Source: From Porter, I. W. and Lawler, E. E., *Managerial Attitudes and Performance*. Copyright © Richard D. Irwin Inc. (1968) p. 165

Implications of expectancy theories

- **Managers** need to:



- Use rewards appropriate in terms of individual performance.
- Attempt to establish clear relationships between effort–performance and rewards, as perceived by the individual.
- Establish clear procedures for the evaluation of individual levels of performance.
- Pay attention to other variables.
- Minimise undesirable outcomes that may be perceived to result from a high level of performance, e.g. industrial accidents.

Activity: What's their Motivation?

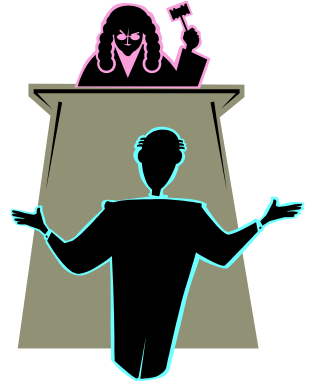
1. Raj has seen how people can progress within the organisation and is studying at evening classes to gain further qualifications
2. Mary is good at her job but knows there is little chance of promotion
3. John is frightened by new challenges

Equity theory: Adams

Focuses on people's feelings of how fairly they have been treated in comparison with the treatment received by others.

6 broad types of possible behaviour which result from a sense of inequity:

- Changes to input levels
- Changes to outcomes
- Psychological distortion of inputs and outcomes
- Leaving the field
- Acting on others
- Changing the object of comparison



Equity Theory

- Resolving felt inequities

felt negative inequity

felt positive inequity



- Adams' equity theory: the research
- Managing the equity dynamic

Goal theory: Locke

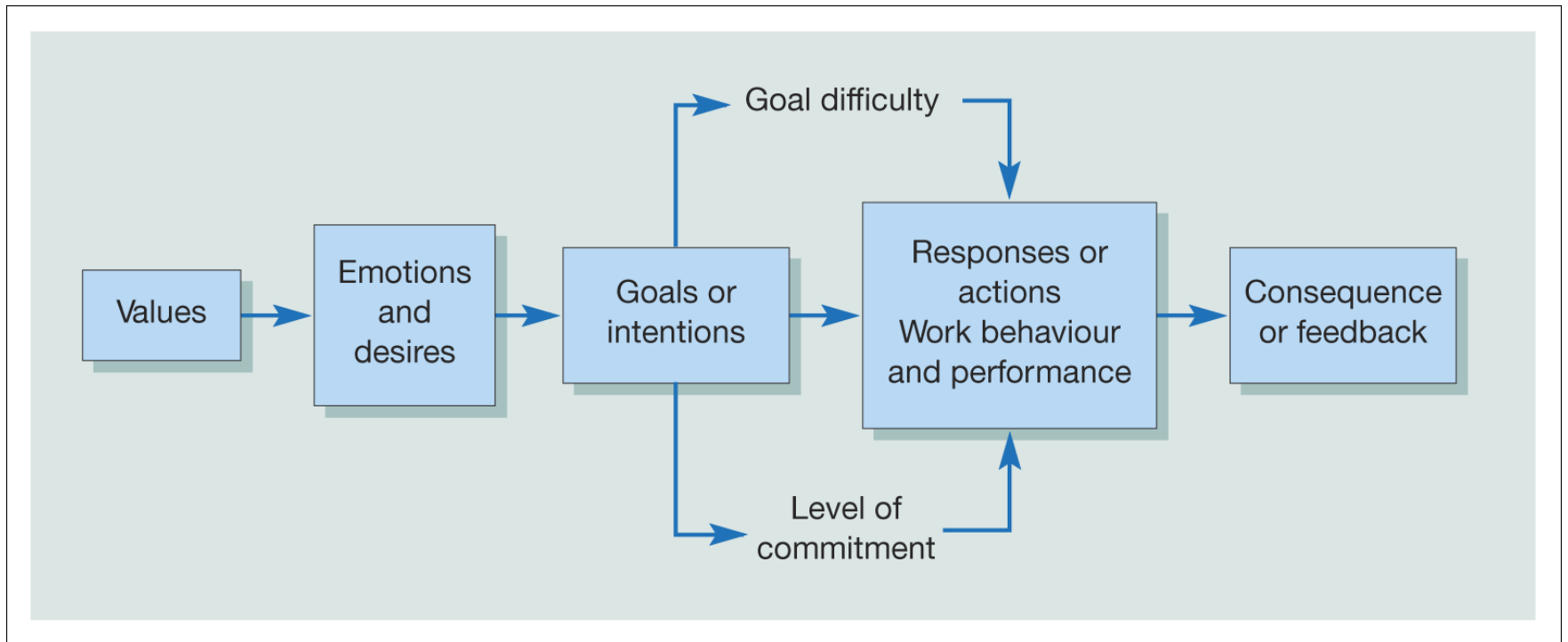
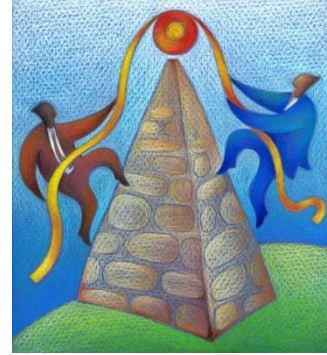


Figure 7.12 An illustration of Locke's theory of goal-setting

Implications of goal theory



- Practical implications for the manager:
 - The need for systematic identification of specific performance goals.
 - The need for goals to be challenging but realistic.
 - The importance of complete, accurate and timely feedback on results.
 - The need for goals to be determined either by a superior or by the individuals themselves.

The meaning and nature of **job satisfaction**



An attitude or internal state that is associated with the working environment and working experiences.

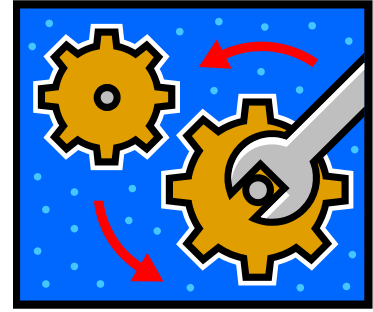
- Key questions for managers:
 - Does job satisfaction cause good performance, or does good performance cause job satisfaction?
 - Or both?

Factors affecting job satisfaction

- Individual
- Social
- Cultural
- Organisational
- Environmental



Ways of **improving** job satisfaction



Giving staff greater freedom and control of the scheduling and pacing of work.

Allowing workers to undertake a full task cycle.

Providing workers with tasks which challenge their abilities and make full use of their expertise.

Giving workers greater freedom to work in self-managing teams.

Providing workers with the opportunity to have greater direct contact with clients and customers.

Pay as an extrinsic reward

- Maslow's hierarchy
- McClelland's acquired needs
- Herzberg's hygiene and motivation
- Equity theory
- Expectancy theory



Merit pay



- Lawler's merit pay
 - Realistic performance measurement
 - Employee belief
 - Clear discrimination between high and low
- Deming's criticisms
 - Performance measurement unrealistic
 - Cooperation and teamwork suffer when individuals compete for reward

Sunday Times Top 100 Best companies to work for

<http://features.thesundaytimes.co.uk/public/best100companies/live/template>

Measures how employees feel about:

Leadership – senior staff

Wellbeing – stress, pressure, work/life balance

My Manager – immediate boss and day to day managers

My team – immediate colleagues

Fair Deal – pay and conditions

Giving something back – to society/local community

My company – the organisation itself

Personal growth – being stretched, challenged by their job



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Next time:

Organisational Change

