

## SHR Final Exam Study Guide

### **I. Motivation**

**Intended Consequences** – Ex: If a retailer implements a pure commission system, employee efforts at selling will increase, and absenteeism will decrease

- Ex: If organizations implement strict sexual harassment policies, level of harassment will decrease and women's feeling of security is likely to increase

**Unintended Consequences** – Ex: If a retailer implements a pure commission system, employee burnout, and consequently turnover, may increase

- Ex: If organizations implement strict sexual harassment policies, communication between men and women may become stilted and higher level male professionals may hesitate to mentor females
- Ex: Also, such strict sexual harassment policies may have and adverse effects on people from certain cultures (e.g., Latino) who are accustomed to close interactions with others

**Why do managers make decisions not based on current best evidence?**

- 1) Lots of managers get their companies into trouble by importing, performance management and measurement practices from their past experience
- 2) Managers often make decisions that capitalize on their own strengths
- 3) Often managers rely in their decisions on information that is based on hype and marketing
- 4) Often managers' decisions are based on dogma and belief
- 5) Reliance on ideology as a basis for decisions
- 6) The tendency of managers to mimic successful competitors artificially

**What makes it hard to be evidence based?**

- Too much evidence and not enough good evidence
- Evidence doesn't apply
- Consultants mislead managers and managers mislead themselves
- Side effects outweigh the cure

**Motivation** - Psychological forces that determine the direction of a person's behavior in an organization, level of effort, and level of persistence in the face of obstacles

**Intrinsic Motivation** - Behavior that is performed for its own sake

- Source of motivation comes from actually engaging in the behavior
- Sense of accomplishment and achievement derived from doing the work itself

**Extrinsic Motivation** - Behavior that is performed to acquire material or social rewards or to avoid punishment

- Source of motivation is the consequences of the behavior and not the behavior itself

**Motivation Theories** – Three theories: 1) Need based perspective, 2) process-based perspective, and 3) learning based perspective

**Need Theories** - Theories of motivation that focus on what needs people are trying to satisfy at work and what outcomes will satisfy those needs

- Basic premise is that people are motivated to obtain outcomes at work to satisfy their needs

**Need Based Perspective Theory** – 1) Maslow’s hierarchy of needs, 2) Alderfer’s ERG Theory, 3) Herzberg’s Motivator-Hygiene Theory, 4) McClelland’s Theory of Needs

**Maslow’s Hierarchy of Needs**

	Needs	Description	Examples
Highest-level needs  ↑  ↓  Lowest-level needs	Self-actualization	Realize one’s full potential	Use abilities to the fullest
	Esteem	Feel good about oneself	Promotions and recognition
	Belongingness	Social interaction, love	Interpersonal relations, parties
	Safety	Security, stability	Job security, health insurance
	Physiological	Food, water, shelter	Basic pay level to buy items

**Lower-level needs must be satisfied before higher-level needs are addressed.**

**Alderfer’s ERG Theory**

<b>Alderfer’s ERG Theory</b>			
	Needs	Description	Examples
Highest-level needs  ↑  ↓  Lowest-level needs	Growth	Self-development, creative work	Continually improve skills
	Relatedness	Interpersonal relations, feelings	Good relations, accurate feedback
	Existence	Food, water, clothing, and shelter	Adequate pay for necessities

**After lower level needs satisfied, person seeks higher needs. When unable to satisfy higher needs, lower needs motivation is raised.**

**Differences Between ERG and Hierarchy of Needs**

- ERG Theory collapses the five categories of needs into three universal categories
- ERG Theory argues that a person can be motivated by needs at more than one level at the same time
- ERG Theory argues that when people experience need frustration they will focus on satisfying the needs at the next lowest level in the hierarchy

**Herzberg’s Motivation-Hygiene Theory**

- Focuses on outcomes that lead to higher motivation and job satisfaction, and those outcomes that can prevent dissatisfaction
- Motivator needs relate to the nature of the work itself—autonomy, responsibility, interesting work.
  - o Hygiene needs are related to the physical and psychological context of the work—comfortable work environment, pay, job security
    - Unsatisfied hygiene needs create dissatisfaction; satisfaction of hygiene needs does not lead to motivation or satisfaction

### **Shortcomings of Motivation-Hygiene Theory**

- Empirical Support for the theory is limited
- Does not discuss individual differences
- Factors such as pay may be related to both the motivator and hygiene dimensions
- Does not specify the relation between satisfaction and motivation

### **McClelland's Theory of Needs (Focuses on three needs)**

- 1) Need for achievement: is the drive to excel, to achieve in relationship to a set of standard
- 2) Need for power: is the need to make others behave in a way they would not have otherwise
- 3) Need for affiliation: is the desire for friendly and close interpersonal relationship

### **Expectancy Theory: Three Components**

- Expectancy—the belief that effort (input) will result in performance
- Instrumentality—the belief that performance results in the attainment of outcomes
- Valence—how desirable each of the available outcomes from the job is to a person

### **Expectancy Theory**

- Motivation will be high when workers believe:
  - o High levels of effort will lead to high performance
  - o High performance will lead to the attainment of desired outcomes

### **Expectancy Theory in Practice (Expectancy)**

- Expectancy: Effort will result in a level of performance
  - o Employees will work hard if they believe they can attain high performance—organizations must provide the resources that support performance

### **Expectancy Theory in Practice (Instrumentality)**

- Instrumentality: Performance leads to outcomes
  - o Workers are only motivated if they think performance leads to an outcome—managers must link performance to outcomes

### **Expectancy Theory in Practice (Valence)**

- Valence: How desirable an outcome is to a person
  - o Workers have preferences for outcomes—managers must determine which outcomes are valued

### **Expectancy and Motivation**

- Motivation is highest when expectancy, instrumentality, and valence levels are high.
  - o If one of the values is low, motivation will be low
    - Workers do not believe they can perform well.
    - Workers do not believe that performance and rewards are closely linked.