

Understanding Motivation

Motivation – the psychological processes that arouse and direct goal-directed behavior. It's a mix of internal drives (personal goals, values) and external context (rewards, leadership).

Motivation leads to **engagement, performance, and satisfaction**.

Four Major Perspectives on Motivation

1. **Content theories** – focus on what motivates people (needs)
 2. **Process theories** – focus on how people are motivated
 3. **Job design theories** – how job structure affects motivation
 4. **Reinforcement theories** – how consequences shape behavior
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Content Theories

Maslow's Hierarchy of Needs

- Physiological → Safety → Love/Belonging → Esteem → Self-actualization
- Must satisfy lower needs before higher ones motivate

McClelland's Acquired Needs Theory

- **Need for achievement** – desire to excel
- **Need for affiliation** – desire for close relationships
- **Need for power** – desire to influence/control
- Different roles benefit from different needs (e.g., leaders need high power)

Deci & Ryan's Self-Determination Theory

- Focus on **intrinsic motivation**
- Three core needs: **Competence, Autonomy, Relatedness**

Herzberg's Two-Factor Theory

- **Hygiene factors** (e.g., salary, work conditions) prevent dissatisfaction
- **Motivators** (e.g., recognition, growth) drive satisfaction and performance

Process Theories

Equity/Justice Theory

- People compare their input/output ratio to others
- **Distributive justice** – fairness of outcomes
- **Procedural justice** – fairness of process
- **Interactional justice** – fairness in treatment

Expectancy Theory (Vroom)

- $\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$
 - **Expectancy** – belief effort leads to performance
 - **Instrumentality** – belief performance leads to reward
 - **Valence** – value placed on the reward

Goal-Setting Theory

- Specific, challenging goals lead to higher performance
- Must be realistic, accepted, and accompanied by feedback
- Four mechanisms: direct attention, regulate effort, increase persistence, and foster strategies

Job Design Perspectives

Fitting People to Jobs – scientific management (simplify tasks for efficiency)

Fitting Jobs to People – job enlargement (more variety) and job enrichment (more responsibility)

Job Characteristics Model (Hackman & Oldham)

Five core dimensions:

1. **Skill variety**
2. **Task identity**
3. **Task significance**

4. **Autonomy**

5. **Feedback**

These influence psychological states and lead to increased motivation, performance, and satisfaction.

Reinforcement Theory

Four Types of Behavior Modification:

1. **Positive reinforcement** – reward desirable behavior
2. **Negative reinforcement** – remove negative outcome after desired behavior
3. **Extinction** – ignore undesirable behavior
4. **Punishment** – apply negative consequence to reduce behavior

Use behavior modification to strengthen or reduce employee behaviors based on outcomes.

Motivation and Compensation

Is Money the Best Motivator?

Not always – people often value flexibility, purpose, and growth opportunities more than salary.

Effective Compensation Plans:

- Link rewards to measurable performance
- Offer variety (bonuses, stock options, profit sharing)

Nonmonetary Motivation:

- **Work-life balance** – remote work, flex hours
 - **Personal growth** – training, promotions
 - **Positive environment** – supportive leadership, psychological safety
 - **Meaningful work** – connection to mission and impact
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