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Managing People and Organizations

Lecture 5

MGM603

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Outcomes of the chapter:

- Characterize the nature of motivation, including its importance and basic historical perspectives.
- Identify and describe the need-based perspectives on motivation.
- Identify and describe the major process-based perspectives on motivation.
- Describe learning-based perspectives on motivation.

Real-World Challenge :**Motivating Cast Members at Disney:**

- ❑ The Walt Disney Company started out in 1923 as a small animation studio
- ❑ In the decades since then, the company has grown to become the largest entertainment business in the world.
- ❑ Disney owns or operates eleven theme parks, operates its own cruise line, and owns several television networks, including ABC, ESPN, and, of course, the Disney Channel.
- ❑ The company also continues to extend its reach, recently purchasing such properties as Pixar Animation Studios, Marvel Comics, Lucasfilm, and a large part of Fox Entertainment.
- ❑ One of Disney's hallmarks is legendary customer service, especially at its theme parks and on its cruise ships

Real-World Challenge :**Motivating Cast Members at Disney:**

- ❑ Theme park employees are called “cast members” and are taught that the ultimate goal is guest happiness and that no matter what role they play, they are expected to smile, project a positive image, and be friendly.
- ❑ Disney wants to motivate its cast members to provide the four service basics of projecting a positive image and energy, being courteous and respectful to all guests, staying in character and playing the part, going above and beyond expectations, and asking you for suggestions
- ❑ After reading this chapter, you should have some good ideas.



Overview:

- Given the complex array of individual differences discussed in Chapters 3 and 4, it should be obvious that people work for a wide variety of reasons. Some people want money, other challenge, or power.
- What people in an organization want from work and how they think, it plays an instrumental role in determining their motivation to work.
- As we see in this chapter, motivation is vital to all organizations. Indeed, the difference between highly effective organizations and less effective ones often lies in the motivations of their members.
- Managers need to understand the nature of individual motivation, as it applies to work situations.
- In this chapter, we first explore various need-based perspectives on motivation. We then turn our attention to the more sophisticated process-based perspectives. We conclude with a discussion of learning-based perspectives on motivation

Chapter Sequence:

This chapter is explored as following :

- Nature of motivation , The importance of motivations, and motivation framework.
- Different types of perspective motivations as following :

Early perspectives on motivation

- The Traditional Approach
- The Human Relations Approach

Need-Based Perspective Motivation

- The Hierarchy of Needs
- The ERG Theory]
- The Two-Factor Theory
- The Acquired Needs Framework

Process-Based Prospective Motivation

- Equity theory
- The Expectancy Theory of Motivation
- The Porter–Lawler Model

Learning-Based Perspectives on Motivation

- Classical Conditioning
- The Contemporary View
- Behavior Modifications

1- The Nature of Motivation:

Motivation **Motivation** is the set of forces that causes people to engage in one behavior rather than some alternative behavior.

***Ex.** Students who start assignments several weeks before they are due to ensure that their term papers are the best they can be, Of course, students who avoid the term paper by spending the day at the beach, are also motivated—their goals are simply very different.*

- From the manager's viewpoint, the objective is to motivate people to behave in ways that are in the organization's best interest.

2- The Importance of Motivation:

The Importance of Motivation

- Managers strive to motivate people in the organization to perform at high levels.
- But job performance depends on ability and environment as well as motivation. This relationship can be stated as follows:

$$P = M + A + E$$

Where :

P : Performance , M : Motivating , A : Ability, and E : Environment

- To reach high levels of performance, An employee must want:

- ✓ to do the job well (motivation);
- ✓ must be able to do the job effectively (ability);
- ✓ and must have the materials, resources, equipment, and information required to do the job (environment).

3- The Motivational Framework:

The Motivational Framework

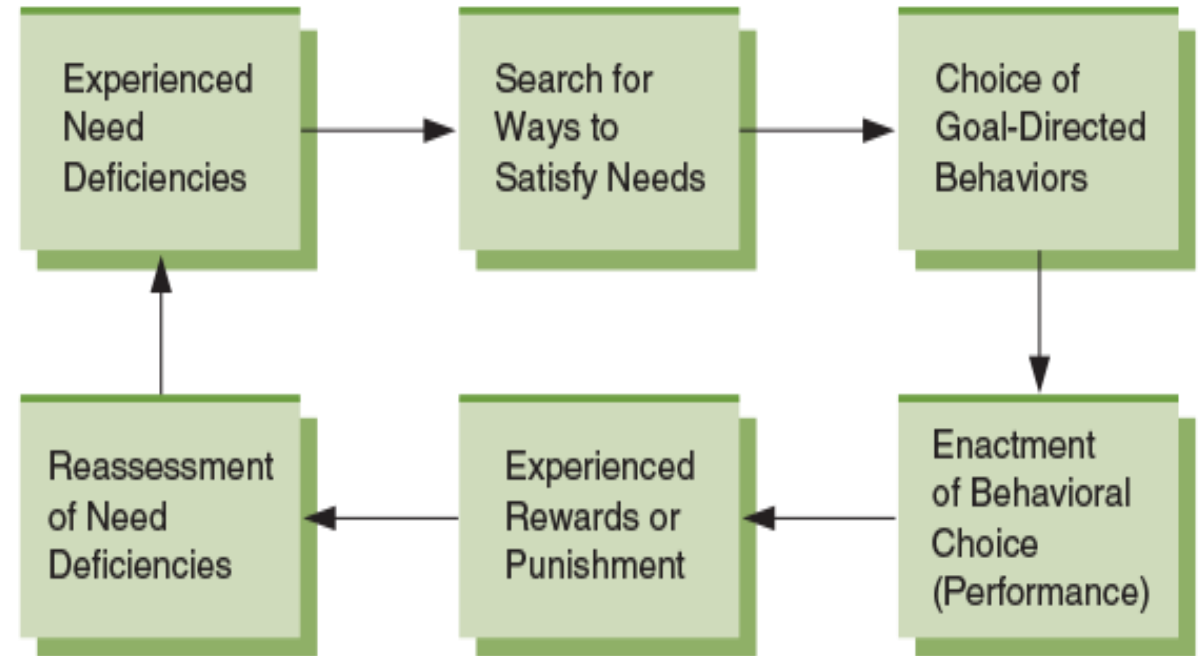
- We can start to understand motivation by looking at need deficiencies and goal-directed behaviors.

The basic motivational framework:

- **A need:** something **an individual** requires or wants which is the starting point.
 - ✓ ***Motivated behavior:*** *usually begins when a person has one or more important needs. Although a need that is already satisfied may also motivate behavior*
 - ✓ ***Unmet needs:*** *usually result in more intense feelings and behavioral changes*
- For example,*** if a person has yet to **attain** the standard of living he or she desires, this unmet need may stimulate him or her to action.

3- The Motivational Framework:

This framework provides a useful way to see how motivational processes occur. When people experience a need deficiency, they seek ways to satisfy it, which results in a choice of goal-directed behaviors. After performing the behavior, the individual experiences rewards or punishments that affect the original need deficiency.



3- The Motivational Framework:

Motivation begins with a need deficiency. Few people aspire to work as custodians or hotel maids or housekeepers, for example, but the need for money to buy basic necessities can motivate people to perform these kinds of jobs. Of course, the motivation for higher levels of income can also drive people to work harder and seek advancement to higher paying jobs as well.



Motivating Behavior (Perspectives on Motivation)

1- Early Perspectives on Motivation:

1- The Traditional Approach

1- The Traditional Approach

- One of the first writers to address work motivation over a century ago was Frederick Taylor.
- Taylor developed a method for structuring jobs that he called scientific management
- **Scientific management of Taylor** : Approach to motivation that assumes that employees are motivated by money
- Although the role of money as a motivating factor cannot be dismissed, proponents of the traditional approach took too narrow a view of the role of monetary compensation and also failed to consider other motivational factors.

1- Early Perspectives on Motivation:

1- The Traditional Approach

Scientific management was developed around the idea that workers are motivated by money. Frederick Taylor advocated using an incentive pay system to motivate workers to perform tasks like laying bricks using the “one best way” so as to maximize productivity.



Motivating Behavior (Perspectives on Motivation)

1- Early Perspectives on Motivation:

2- The Human Relations Approach

2- The Human Relations Approach

- The human relations approach supplanted scientific management in the 1930s
- **The human relations** *approach assumed that employees want to feel useful and important, that employees have strong social needs, and that these needs are more important than money in motivating employees.*
- **For example**, a manager might allow a workgroup to participate in making a decision even though he or she had already determined what the decision would be. The symbolic gesture of seeming to allow participation was expected to enhance motivation, even though no real participation took place.

Motivating Behavior (Perspectives on Motivation)

Individual Differences and Motivation:

- Individual differences play a key role in motivation
- People have different abilities, needs, personalities, values, and self-concepts.
- Because of these huge differences, there is no one best way to motivate everyone.

For example, consider this conversation:

- ✓ **Nancy:** “I can’t believe you quit your job. Your work seemed so interesting, and you always had a chance to learn new things. I like jobs that challenge me. Your new job sounds so boring that I’d go crazy.”
- ✓ **Chris:** “Well, it is tedious work, but it pays better than any other job around.”
- This simple example highlights the fact that to motivate others, it is critical that you first **understand** what does and what does not motivate them. Our Global Issues feature describes how differences between people also extend to cultural differences as well.

Motivating Behavior (Perspectives on Motivation)

Individual Differences and Motivation:

- The starting point for motivated employees is hiring people whose individual characteristics lead to high motivation on the job.

Ex. *A job requiring high-quality work will not be as motivating to someone who lacks attention to detail as it will to a conscientious, detail-oriented person.*

- In your own career, finding a job that has the potential to fulfill your needs, meet your goals, and complement your attitudes can help you to maintain your motivation as well.
- Task-specific self-efficacy is a person's beliefs in his or her capabilities to do what is required to accomplish a specific task

Motivating Behavior (Perspectives on Motivation)

Individual Differences and Motivation:

Task-specific self-efficacy

- Task-specific self-efficacy influences an individual's effort and persistence in the face of challenges related to performing a specific task.
- Task-specific self-efficacy beliefs have three dimensions:
 1. Magnitude: beliefs about how difficult a specific task is to be accomplished
 2. Strength: beliefs about how confident the person is that the specific task can be accomplished
 3. Generality: beliefs about the degree to which similar tasks can be accomplished

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

Need-based theories

- The basic premise of **need-based theories and models**, consistent with motivation framework introduced earlier, is that humans are motivated primarily by deficiencies in one or more important needs or need categories.
- Need theorists have attempted to identify and categorize the needs that are most important to people
- Some observers call these **“content theories”** because they deal with the content, or substance, of what motivates behavior.
- The best-known need theories are **the hierarchy of needs and the ERG theory**.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

1- The Hierarchy of Needs

The Hierarchy of Needs

- The hierarchy of needs, developed by psychologist Abraham Maslow in the 1940s, is the best-known need theory
- Maslow argued that human beings are “wanting” animals: They have innate desires to satisfy a given set of needs.
- Furthermore, Maslow believed that these needs are arranged in a hierarchy of importance, with the most basic needs at the foundation of the hierarchy.
- The hierarchy of needs: Assumes that human needs are arranged in a hierarchy of importance

1- Need-Based Perspectives on Motivation

1- The Hierarchy of Needs

The Hierarchy of Needs

Maslow's hierarchy of needs consists of five basic categories of needs. This figure illustrates both general and organizational examples of each type of need. Of course, each individual has a wide variety of specific needs within each category.



Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

1- The Hierarchy of Needs

The Hierarchy of Needs

1. **Physiological needs** *are The most basic needs in the hierarchy . These include the needs for food, sex, and air.*
2. **Security needs** *are next in the hierarchy : things that offer safety and security, such as adequate housing and clothing and freedom from worry and anxiety.*
3. **Belongingness needs**, *the third level in the hierarchy, are primarily social. Examples include the need for love and affection and the need to be accepted by peers.*
4. **Esteem needs**, *The fourth level, actually encompasses two slightly different kinds of needs: the need for a positive self-image and self-respect and the need to be respected by others.*
5. **Self-actualization needs** *are at the top of the hierarchy. These involve a person's realizing his or her full potential and becoming all that he or she can be.*

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

1- The Hierarchy of Needs

The Hierarchy of Needs

- Maslow believed that each need level must be satisfied before the level above it can become important
- This escalation up the hierarchy continues until the self-actualization needs become the primary motivators.
- **For example**, that Jennifer Wallace earns all the money she needs for the time being and is very satisfied with her current standard of living. Additional income may therefore have little or no motivational impact on her behavior. Instead, Jennifer will likely strive to satisfy other needs, such as a desire for higher self-esteem.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

1- The Hierarchy of Needs

The Hierarchy of Needs Limitations

- Research shows that the needs hierarchy does **not generalize** very well to other countries. *For example, in Greece and Japan, security needs may motivate employees more than self-actualization needs. Likewise, belongingness needs are especially important in Sweden, Norway, and Denmark. Research has also found differences in the relative importance of different needs in Mexico, India, Peru, Canada, Thailand, Turkey, and Puerto Rico*

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

1- The Hierarchy of Needs

The Hierarchy of Needs Limitations

- Maslow's needs hierarchy **makes a certain amount of intuitive sense**. And because it was the first motivation theory to become popular
- Research has revealed a number of **deficiencies** in the theory. *For example, five levels of needs are not **always present**; the actual hierarchy of needs does not always conform to Maslow's model; and need structures are **more unstable and variable** than the theory would lead us to believe.*

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

1- The Hierarchy of Needs



When people have a good jobs with security, excellent benefits, and high salaries they may be motivated going forward by job titles, status, and challenge. But if they are unemployed and are just looking for a job, their motivation becomes focused on base salary and the need for stability.



According to Abraham Maslow people may be motivated by a hierarchy of needs, including social needs to belong to groups and be part of friendships. These co-workers are apparently helping meet their belongingness needs through close working relationships at work.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

2- The ERG Theory

The ERG Theory

The ERG Theory : *Describes existence, relatedness, and growth needs*

- In many respects, ERG theory **extends and refines** Maslow's needs hierarchy concept, although there are also several important differences between the two.
- The **E, R, and G** stand for three basic need categories: existence, relatedness, and growth.
 1. **Existence needs**—those necessary for basic human survival—roughly correspond to the physiological and security needs of Maslow's hierarchy.
 2. **Relatedness needs**—those involving the need to relate to others—are similar to Maslow's belongingness and esteem needs.
 3. **Growth needs** are analogous to Maslow's needs for self-esteem and self-actualization.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

2- The ERG Theory

The ERG Theory

- In contrast to Maslow's approach, ERG theory suggests that more than one kind of need—for example, both relatedness and growth needs—may motivate a person at the same time.
- A more important difference from Maslow's hierarchy is that ERG theory includes a satisfaction–progression component and a frustration–regression component
- The satisfaction–progression concept suggests that after satisfying one category of needs, a person progresses to the next level. On this point, the needs hierarchy and ERG theory agree.
- In contrast, the frustration–regression component of ERG theory suggests that a person who is frustrated by trying to satisfy a higher level of needs eventually will regress to the preceding level

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

The Two-Factor Theory

The Two-Factor Theory: *Identifies motivation factors, which affect satisfaction, and hygiene factors, which determine dissatisfaction,*

- **Frederick Herzberg** developed the two-factor theory in the late 1950s and early 1960s. Herzberg began by interviewing approximately 200 **accountants and engineers** in Pittsburgh
 - Frederick found that entirely different sets of factors were **associated with the two kinds of feelings factors about work.**
1. **Motivators:** *Which can encourage employees to work harder.*
 2. **Hygiene factors:** *These won't encourage employees to work harder but they will cause them to become unmotivated if they are not present.*

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

The Two-Factor Theory

- At the time, job satisfaction was being viewed as a single construct ranging from satisfaction to dissatisfaction.
- If this were the case, Herzberg reasoned, **one set of factors should therefore influence movement back and forth along the continuum.**
- But because his research had identified differential influences from two different sets of factors, Herzberg argued that two different dimensions must be involved.
- Thus, he saw **motivation as a two-factor phenomenon. he dual-structure**

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

The Two-Factor Theory

- Next Figure lists the primary factors identified in Herzberg's interviews.
- **Motivation factors** : *Are intrinsic to the work itself and include factors such as achievement and recognition such as achievement, recognition, and the opportunity to plan and control their own work* which were often cited by people as primary causes of satisfaction and motivation. When present in a job, these factors apparently could cause satisfaction and motivation; when they were absent, the result was feelings of no satisfaction rather than dissatisfaction.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

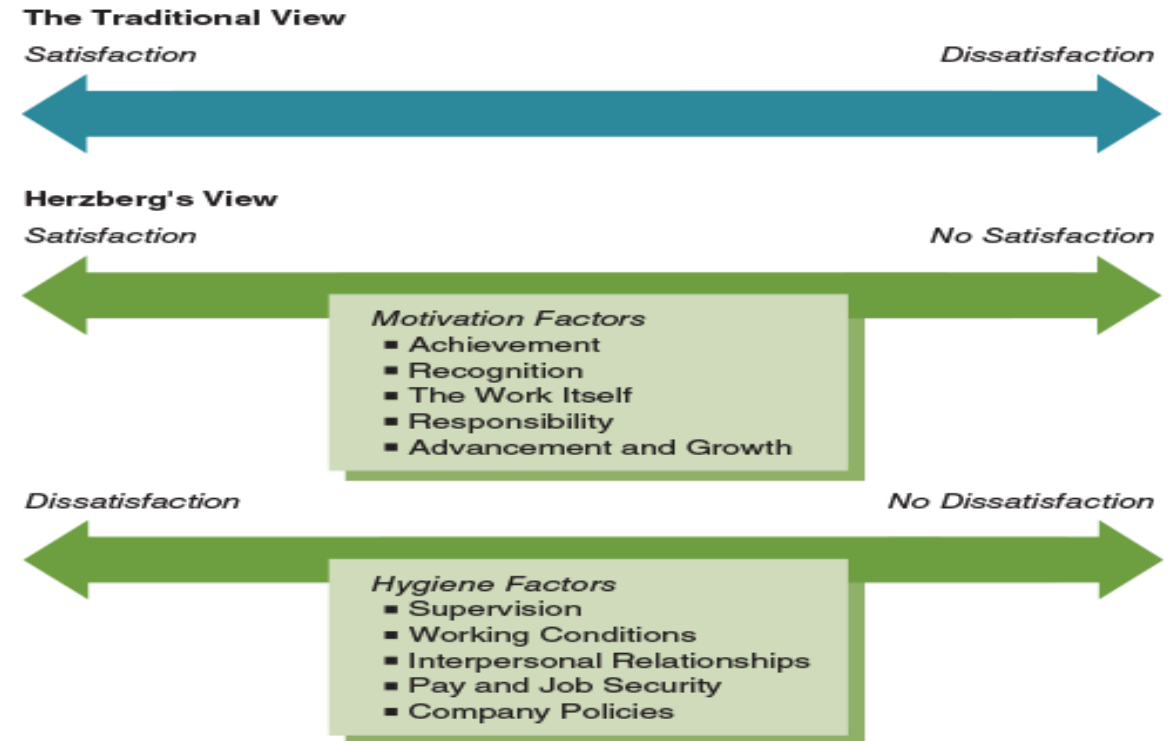
The Two-Factor Theory

- **The other set of factors, hygiene factors:** *Are extrinsic to the work itself and include factors such as pay Company policies, Supervision, and job security.* came out in response to the questions about dissatisfaction and lack of motivation.

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

The traditional view of satisfaction suggested that satisfaction and dissatisfaction were opposite ends of a single dimension. Herzberg's Two Factor theory found evidence of a more complex view. In this theory, motivation factors affect one dimension, ranging from satisfaction to no satisfaction. Other workplace characteristics, called "hygiene factors," are assumed to affect another dimension, ranging from dissatisfaction to no dissatisfaction.



Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

- Evaluation of The Two-Factor Theory**
- The *theory only applies to white collar workers*. the original sample of **accountants and engineers** may not represent the general working population.
 - The theory fails to *account for individual differences*.
For Example, Subsequent research has found that a factor such as pay may affect satisfaction in one sample and dissatisfaction in another and that the effect of a given factor depends on the individual's age and organizational level.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

- Evaluation of The Two-Factor Theory**
- In addition, the theory does not define the relationship between satisfaction and motivation. The theory focuses on improving employee satisfaction. That doesn't necessarily translate into increased productivity.
 - Two Factor Theory is subject to bias
For example, when an employee is satisfied they will give themselves credit for that satisfaction. Conversely, when they are dissatisfied they will blame external factors.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

- Evaluation of The Two-Factor Theory**
- Research has also suggested that the two-factor framework varies across cultures. Only limited studies have been conducted,
Ex. Other Studies suggest that employees in New Zealand and Panama assess the impact of motivation and hygiene factors differently from U.S. workers
 - It is not surprising, then, that the two-factor theory is no longer held in high esteem by organizational behavior researchers.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

3- The Two-Factor Theory

Evaluation of The Two-Factor Theory ■ Indeed, the field has since adopted far more complex and valid conceptualizations of motivation. But because of its initial popularity and its specific guidance for application, the two-factor theory merits a special place in the history of motivation research.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

4- The Acquired Needs Framework

The Acquired Needs Framework

The Acquired Needs Framework: Centers on the needs for *achievement, affiliation, and power*. these needs are also sometimes referred to as manifest needs

- The acquired needs framework was advanced by David McClelland.
- A key differentiating element of this framework is the argument that these needs are acquired, or learned, from cultural, societal, and family influences.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

4- The Acquired Needs Framework

1- The Need for Achievement

The Need for Achievement: *The desire to accomplish a task or goal more effectively than was done in the past*

- **Individuals who have a high need for achievement** tend to set moderately difficult goals and to make moderately risky decisions

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

4- The Acquired Needs Framework

1- The Need for Achievement

- High need-achievers also want immediate, specific feedback on their performance. They want to know how well they did something as quickly after finishing it as possible
- High need-achievers tend to do well as individual entrepreneurs with little or no group reinforcement.

EX. Bill Gates, cofounder of Microsoft, Reed Hasting, founder and CEO of Netflix, and Marissa Mayer, former CEO of Yahoo! are all recognized as being high need-achievers.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

4- The Acquired Needs Framework

2- The Need for Affiliation

The need for affiliation—the need for human companionship

- Individuals with a high need of affiliation tend to want reassurance and approval from others and usually are concerned about others' feelings.
- Individuals with a high need of affiliation are likely to act and think as they believe others want them to, especially those with whom they strongly identify and desire friendship. As we might expect, *people with a strong need for affiliation most often work in jobs with a lot of interpersonal contact, such as sales and teaching positions.*
- A recent survey suggests that people who have at least one good friend at work are much more likely to be highly engaged with their work and to indicate higher **levels of job satisfaction**.

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

4- The Acquired Needs Framework

3- The Need for Power

The need for power—*the desire to control one's environment, including financial, material, informational, and human resources.*

- People with a high need for power can be successful managers if three conditions are met.
 - i. First, they must seek power for the **betterment of the organization** rather than for their own interests.
 - ii. Second, they must have a **fairly low need for affiliation** because fulfilling a personal need for power may well alienate others in the workplace.
 - iii. Third, they need **plenty of self-control to curb their desire for power** when it threatens to interfere with effective organizational or interpersonal relationships

Motivating Behavior (Perspectives on Motivation)

1- Need-Based Perspectives on Motivation

4- The Acquired Needs Framework

Some people are motivated by a need for power. This need, in turn, may prompt them to seek impressive job titles and lavish offices such as this one. Titles and offices are seen as ways to convey to others how much power a person has.



Summary and Application

- Motivation is the set of forces that cause people to behave as they do. Motivation starts with a need. People search for ways to satisfy their needs and then behave accordingly.
- scientific management asserted that money is the primary human motivator in the workplace.
- The human relations view suggested that social factors are primary motivators. Individual differences can play an important role in motivation.

Summary and Application

- According to Abraham Maslow, human needs are arranged in a hierarchy of importance, from physiological to security to belongingness to esteem to, finally, self-actualization
- The ERG theory is a refinement of Maslow's original hierarchy that includes a frustration–regression component.
- In Herzberg's two-factor theory, satisfaction and dissatisfaction are two distinct dimensions instead of opposite ends of the same dimension.



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