

OB In-Class Chapter 7

Motivation

- What is motivation?
 - Goal directed, persistent behaviour
 - Effort
 - Characteristics
 - **Intensity**
 - **Persistence**
 - **Direction**
 - **Goals**
 - Engagement
- **What (needs) vs. How (process) to motivate**
- What motivates?
 - Needs
 - Remember the determinants of satisfaction
 - In line with our values
- How to motivate
 - Process
 - Expectancy
 - Goal setting
 - Equity
 - Psychological Empowerment
 - Job characteristics (Ch. 5)
 - Job design as a motivator
- How to motivate: Managerial Principles
 - Employees need:
 - To see clear links between effort, performance, and desirable outcomes
 - Goals
 - To be treated fairly
 - Good job design
- Employees need to see clear links between effort, performance and outcomes:
 - **Expectancy theory**
 - A theory that describes the cognitive process employees go through to make choices among different voluntary responses
 - We are motivated to perform activities
 - That we can accomplish
 - AND that lead to valued outcomes
 - Three core components
 - **Expectancy**
 - Belief that effort → performance
 - If I exert a lot of effort, will I perform well?

- **Instrumentality**
 - Belief that performance → outcome
 - If I perform well, will I receive outcomes?
 - **Valence**
 - Degree to which an outcome is valued
 - Will the outcomes be satisfying?
 - How to improve
 - Expectancy
 - Instrumentality
 - Valence
- **Extrinsic motivation vs intrinsic motivation**
 - Extrinsic motivation: motivated by what my performance will lead to.
 - The focus of expectancy theory
 - Examples:
 - More money
 - A promotion
 - Praise from others
 - More job security
 - Intrinsic motivation: Motivated by the work itself
 - Implies satisfaction with the work itself
 - Examples:
 - Personally **meaningful** work
 - Work provides **autonomy**
 - Work allows me to display my **competence**
 - Work allows me to have **impact**
 - These imply being “psychologically empowered” at work
- Ted talk Intrinsic Motivation
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- Goal Setting
 - Goals are more motivating when:
 - They are **specific and measurable**
 - They are **time-sensitive**
 - They are **difficult**
 - (but not impossible)
 - People are **committed** to them
 - Self-set goals, public statements, and rewards
 - People get **feedback on their progress**
 - SMART goals
 - Replace the achievable in textbook with difficult
 - Goal setting is more on the extrinsic side
- **Pitfalls of goal setting**
 - Goals can narrow our focus

- Et al (2009): “Aggressive goal setting within an organization increases the likelihood of creating an organizational **climate ripe for unethical behaviour.**”
- “Multiple safeguards may be necessary to ensure ethical behaviour while attaining goals (e.g. Leaders as exemplars of ethical behaviour, making the costs of cheating far greater than the
- **Equity theory**
 - A theory that suggests that employees create a mental ledger of the outcomes they receive for their job inputs, relative to some comparison other
 - Employees need to be treated fairly
 - Our motivation suffers when we believe we got less than we deserve
 - Perceived equity of the distribution of rewards among employees
 - My outcomes/ my inputs = other’s outcomes/other’s inputs
 - Components:
 - **Outcomes**
 - **Inputs**
 - **Comparison other**
 - Under compensation
 - Overcompensation
 - Ways to restore equity
 - Modify
 - Own I or O
 - Comparison other’s I or O
 - Change the comparison other
 - Leave the situation
- Psychological Empowerment
 - see book page 228-231
 - An energy rooted in the belief that tasks are contributing to some larger purpose
 - Meaningfulness: A psychological state reflecting one’s feelings about work tasks, goals, and purposes, and the degree to which they contribute to society and fulfill one’s ideals and passions
 - Self-determination: A sense of choice in the initiation and continuation of work tasks
 - Competence: The capability to perform work tasks successfully
 - Impact: The sense that a person’s actions “make a difference”—that progress is being made toward fulfilling some important purpose
 - If you get a question on exam, identify inputs, outputs, comparison other, over, under compensation.