Motivation

Agenda

- What is motivation? What is intrinsic motivation? What is extrinsic motivation?
- Why is motivation important? How do we approach motivation?
- How can we motivate from within the person?
- How can we motivate from within the job?
- How can we motivate from within the management role?

What is motivation? What is intrinsic motivation? What is extrinsic motivation?

What is motivation?

Motivation: The psychological force that energizes us to pursue our goals

- Needs
- Environment
- Cognition and emotion
- Intentions

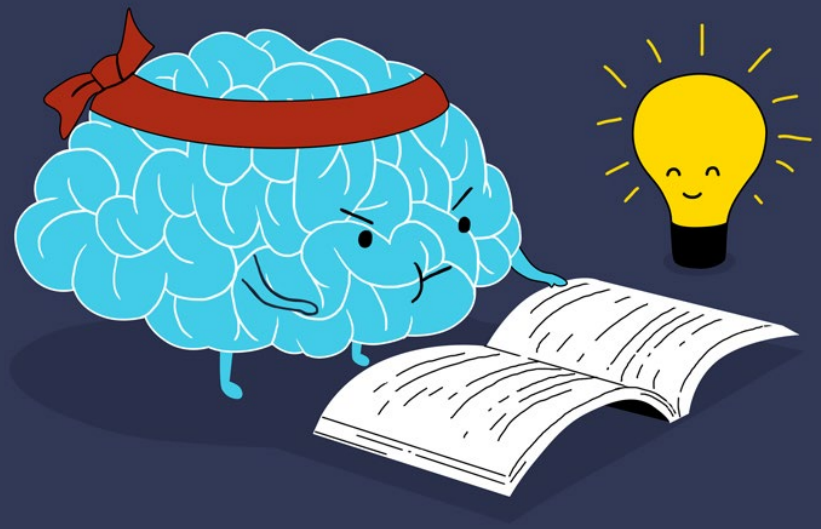
What is motivation?

- Directs our efforts toward goal-relevant behaviors
- Allows us to persist even in the face of obstacles

Direction

Effort

Persistence



What is intrinsic motivation?

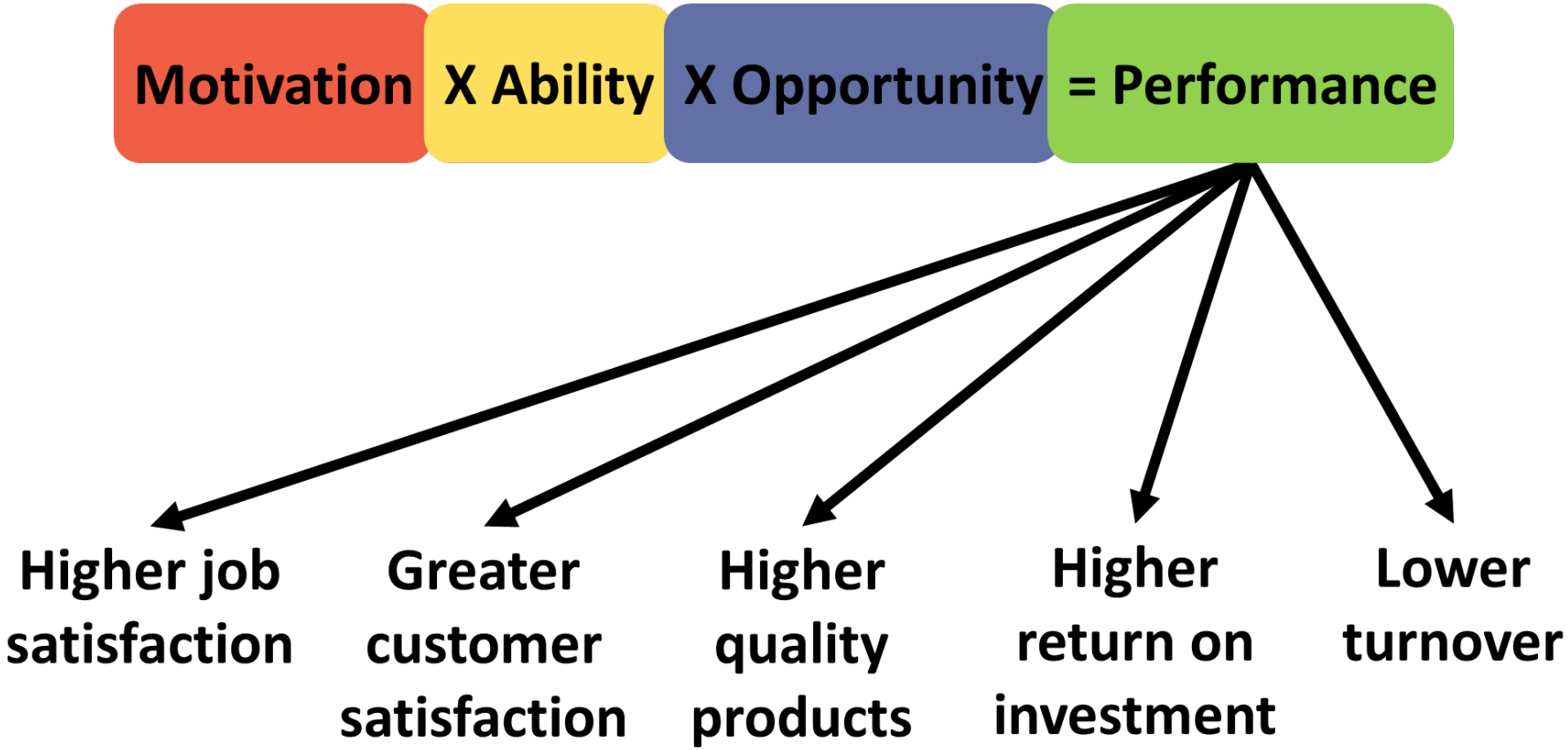
- **Intrinsic motivation**: Internal forces that energize us to pursue our goals
  - Mastery
  - Belongingness
  - Growth
  - Autonomy
  - Meaningfulness
  - Accomplishment

What is extrinsic motivation?

- **Extrinsic motivation**: External forces that energize us to pursue our goals
  - Money
  - Grades
  - Deadlines
  - Promotions
  - Prizes
  - Bosses

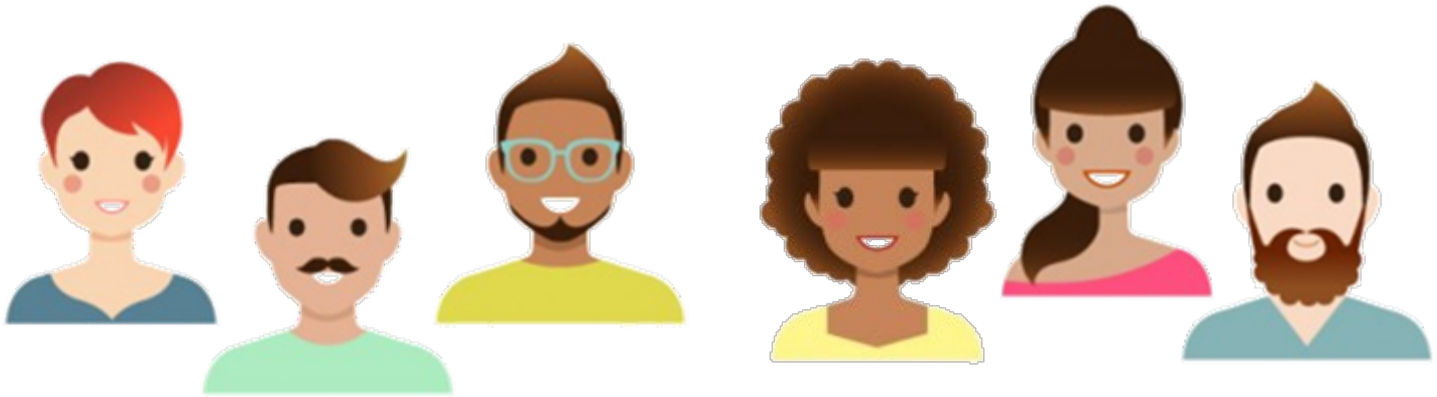
Why is motivation important? How do we approach motivation?

Why is motivation important?



Why is motivation important?

- Impacted by:
  - Job attitudes
    - E.g., satisfaction, commitment, involvement
  - Personality
    - E.g., negatively related to neuroticism; positively related conscientiousness



How do we approach motivation?

Person

Job

Manager

How can we motivate from within the person?

How can we motivate from within the person?

Needs

McClelland's Needs Theory

Self-Perceptions

Vroom's Expectancy Theory

Social Perceptions

Adams' Equity Theory

McClelland's Needs Theory

Need for achievement = Motivated to reach goals

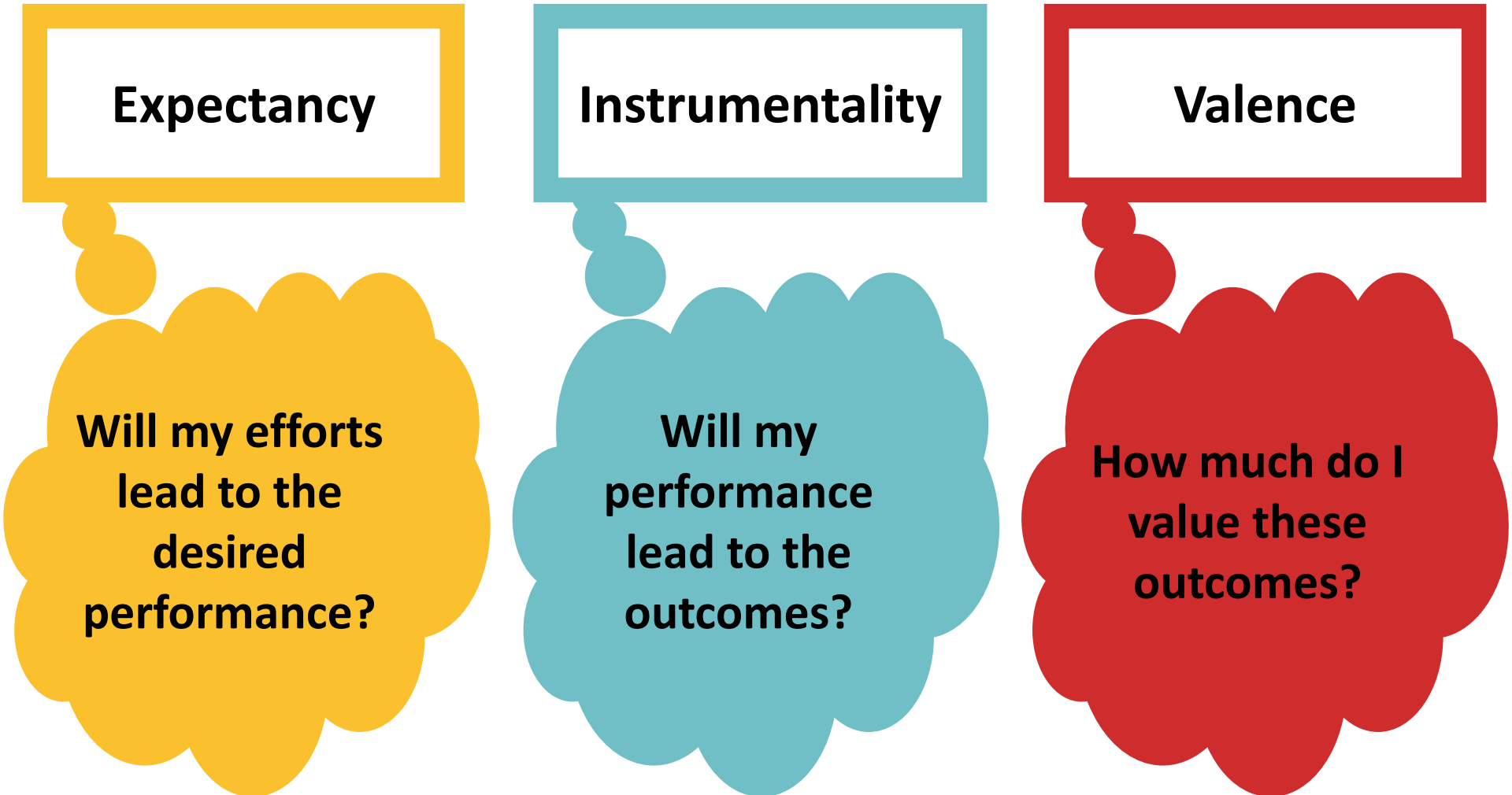
McClelland's Needs Theory

Need for affiliation = Motivated to develop relationships

McClelland's Needs Theory

Need for power = Motivated to influence others

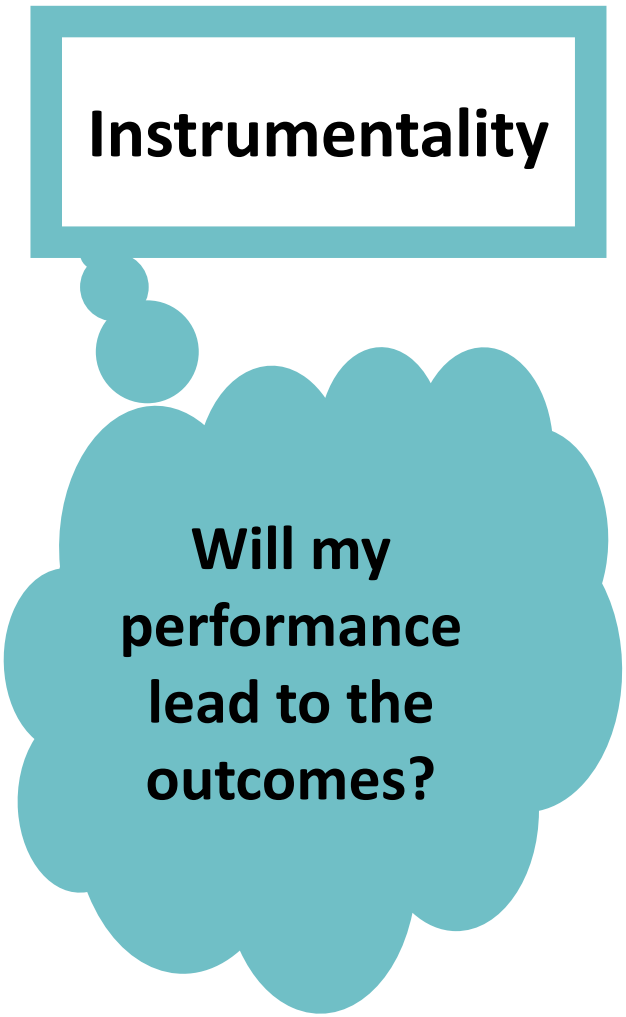
Vroom's Expectancy Theory



Vroom's Expectancy Theory

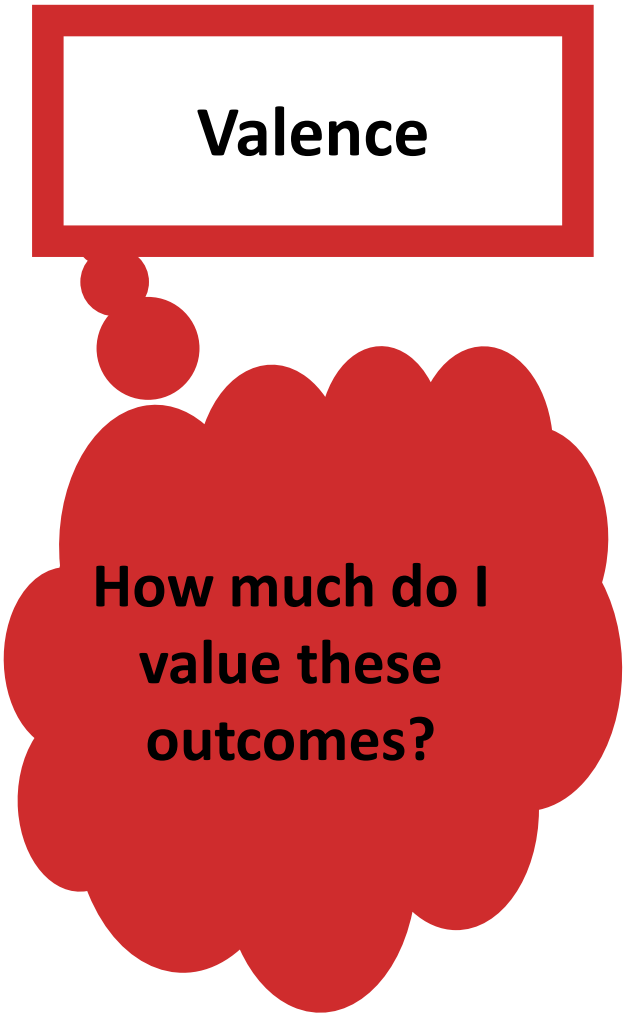
- Build employees' confidence
- Clarify performance expectations
- Discuss short-term and long-term goals

Vroom's Expectancy Theory



- Clearly link rewards with desired performance

Vroom's Expectancy Theory



- Know what each employee values
- Get creative in choosing outcomes

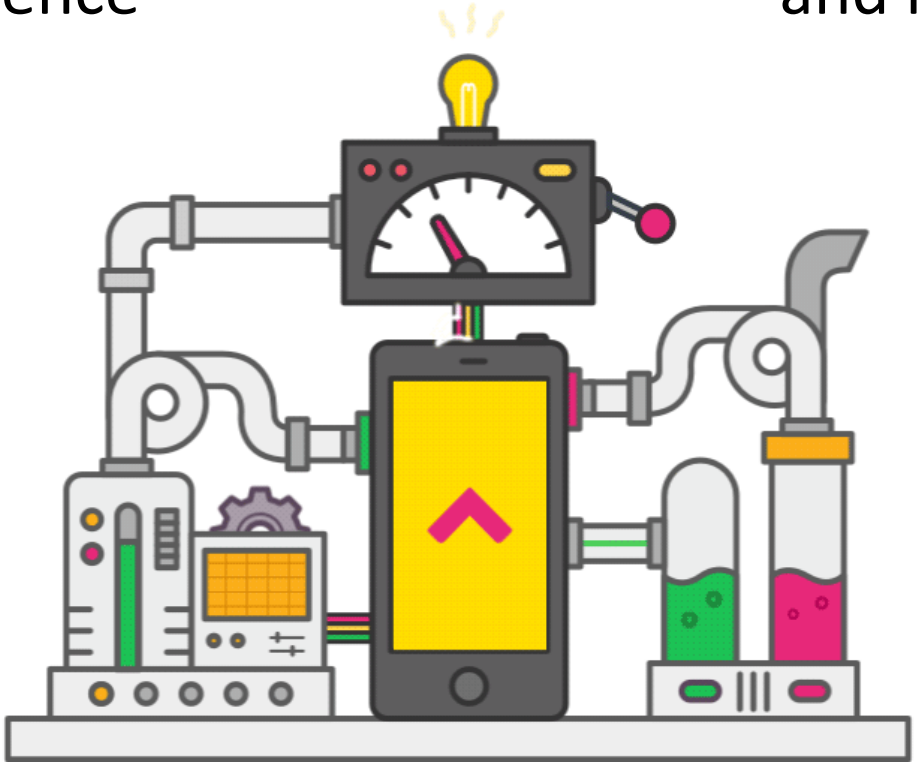
Adams' Equity Theory

Inputs:

Time, effort, education, and experience

Outcomes:

Money, promotions, and recognition



Adams' Equity Theory

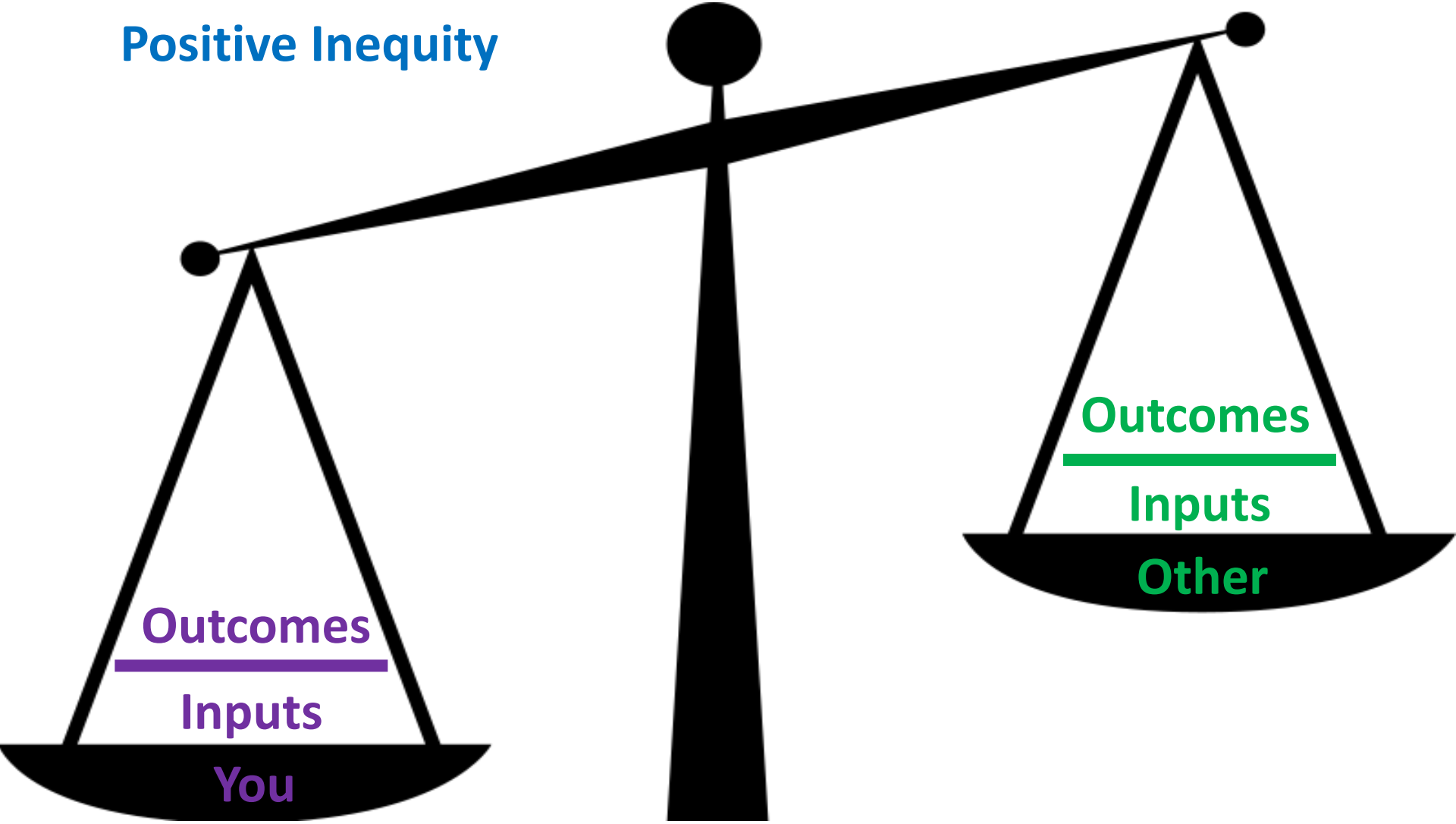
$$\frac{\text{Outcomes}}{\text{Inputs}}$$

You

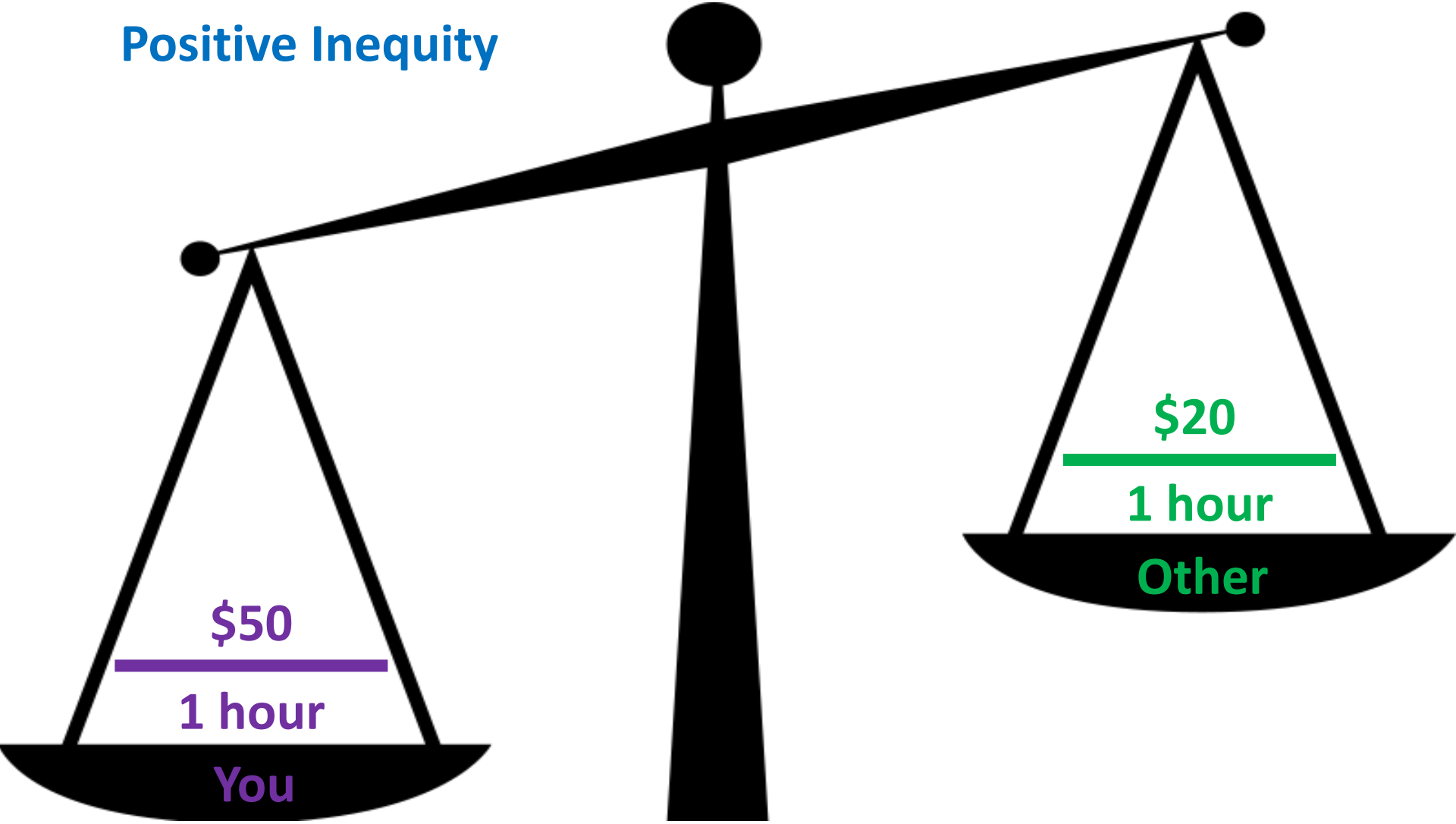
$$\frac{\text{Outcomes}}{\text{Inputs}}$$

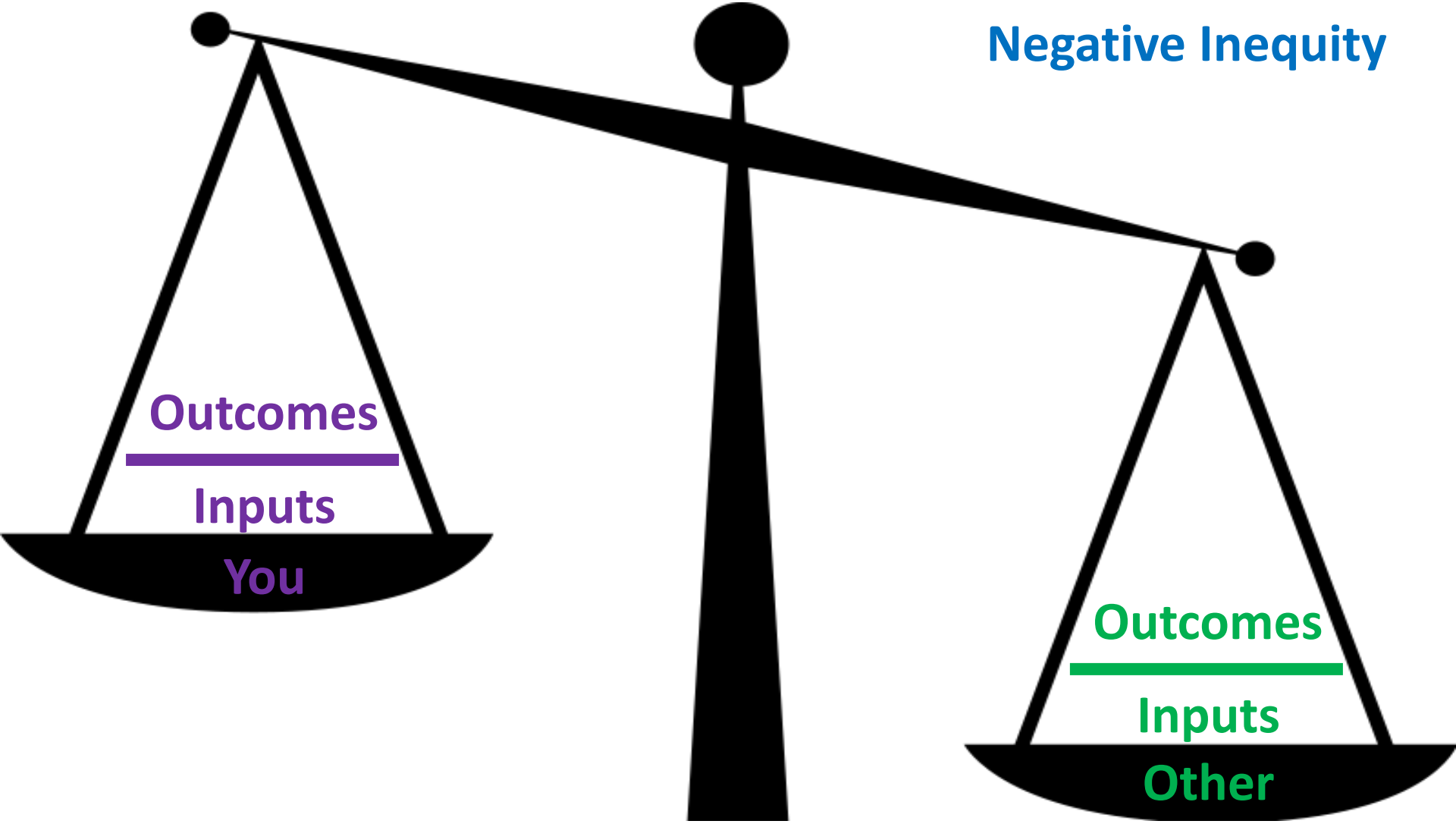
Other

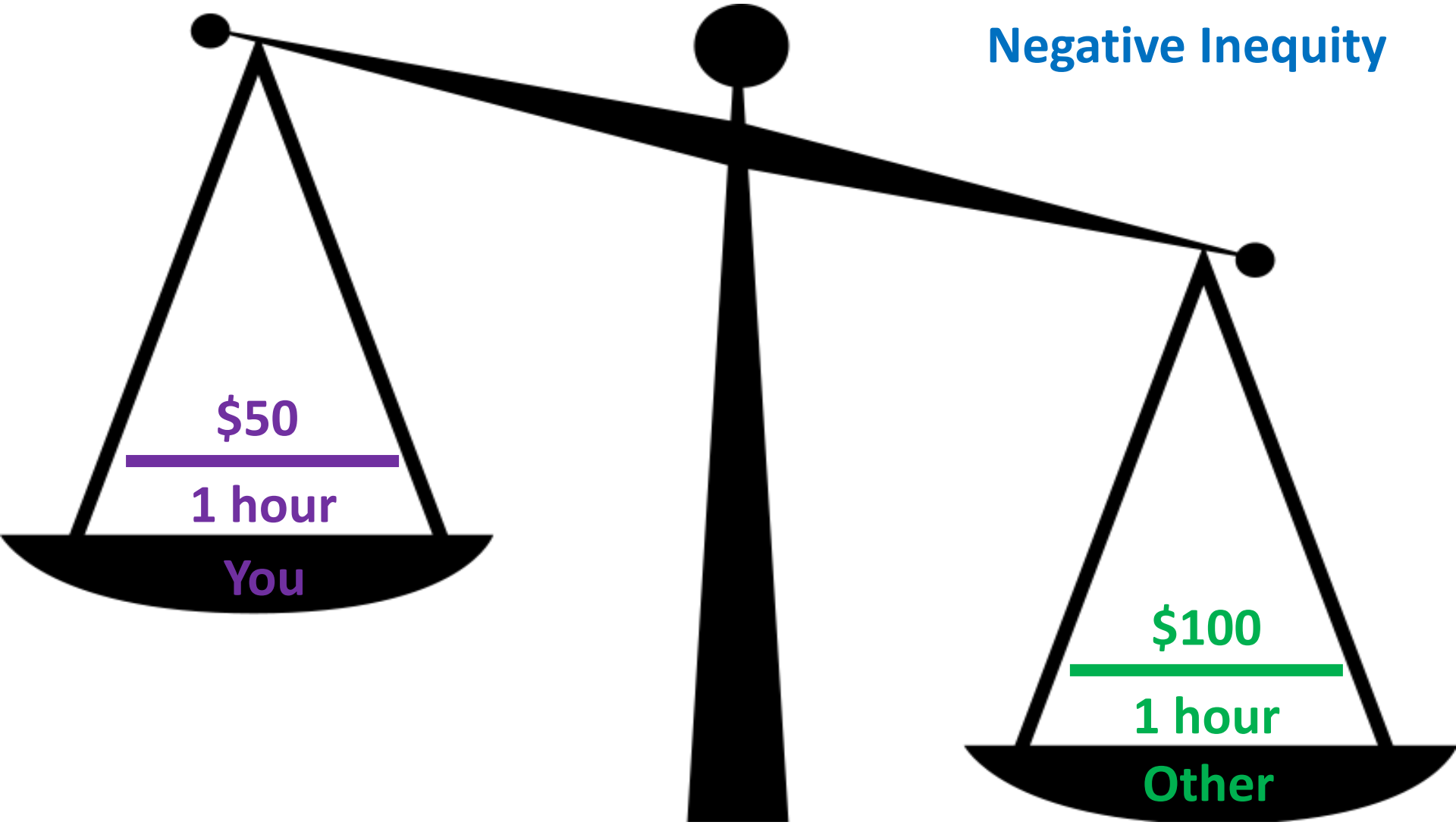
Positive Inequity



Positive Inequity




Negative Inequity
Outcomes
Inputs
You
Outcomes
Inputs
Other


Negative Inequity
$50
1 hour
You
$100
1 hour
Other

Adams' Equity Theory

1. Increase outcomes
2. Decrease inputs
3. Decrease the value of inputs
4. Increase the value of other's inputs
5. Change comparison other

How can we motivate from within the person?

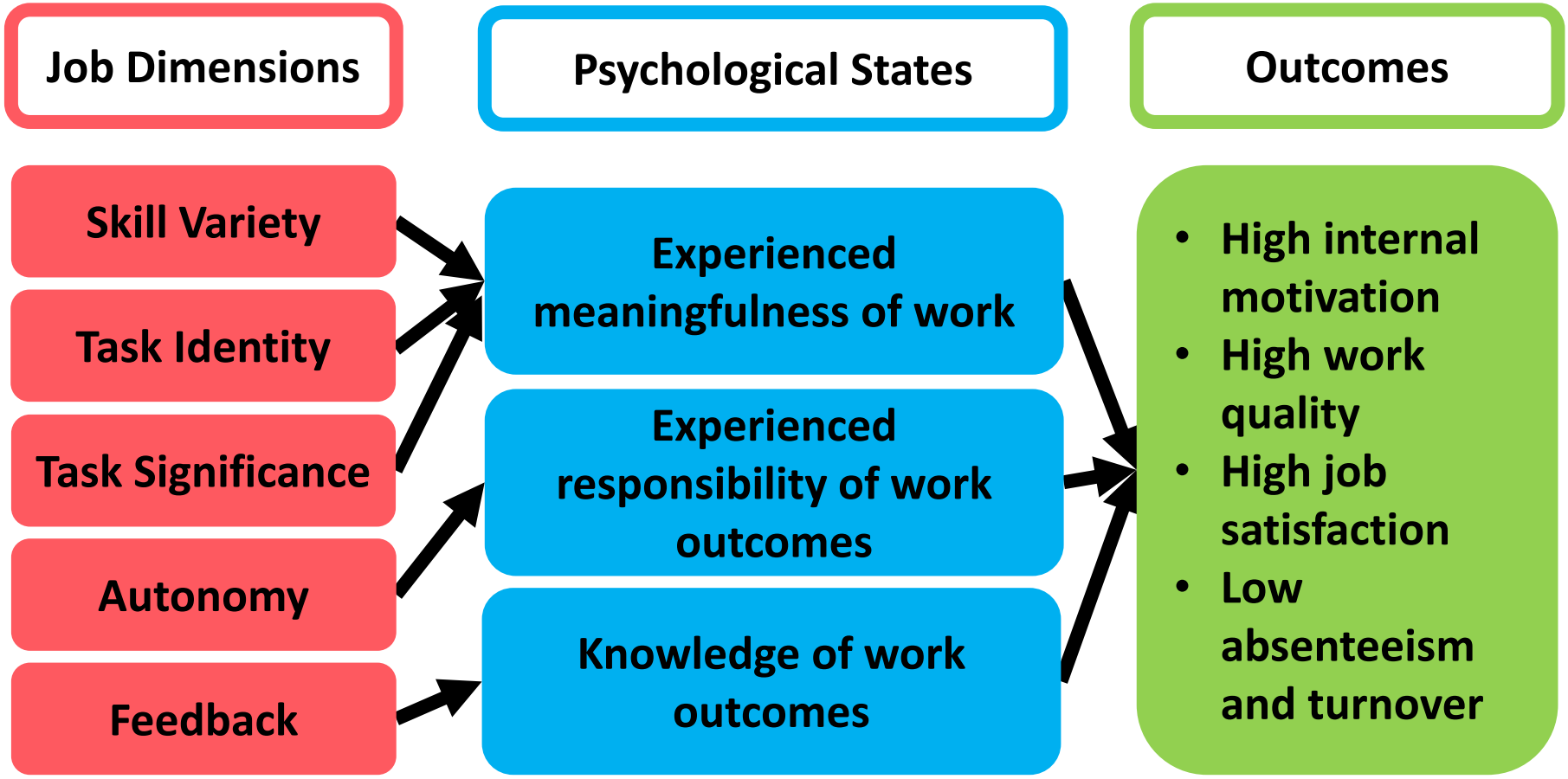
- Treat people as individuals
- Clarify performance expectations
- Link rewards with performance
- Enhance self-efficacy
- Celebrate high performance

How can we motivate from within the job?

How can we motivate from within the job?

- **Job enrichment:** Changing a job's requirements to enhance its value to the employee
  - Identify who is open to the process
  - Identify opportunities for change

How can we motivate from within the job?

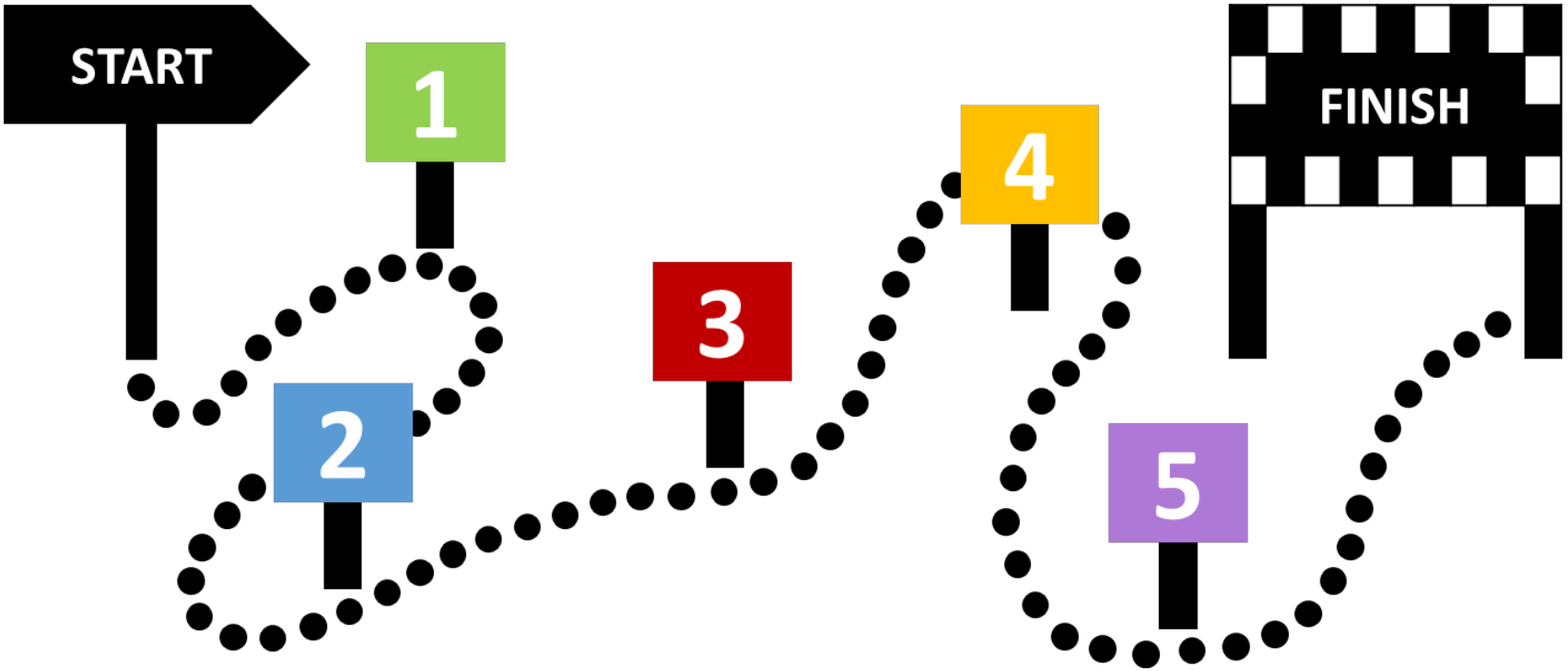


How can we motivate from within the job?

- **Skill variety:** The degree to which a variety of skills are used to complete a job

How can we motivate from within the job?

- **Task identity:** The degree to which tasks are completed from start to finish



How can we motivate from within the job?

- **Task significance:** The degree to which the job impacts others and the organization

How can we motivate from within the job?

- **Autonomy:** The degree of freedom to choose how tasks are completed

How can we motivate from within the job?

- **Feedback:** The degree to which the job provides information about the employee's performance

How can we motivate from within the job?

- Employees benefit because their jobs are more interesting, meaningful, and challenging.
- Managers and organizations benefit because their employees are motivated, satisfied, and productive.

How can we motivate from within the management role?

How can we motivate from within the management role?

Goal-Setting

Reinforcement

Support

How can we motivate from within the management role?

- **Include people in the goal-setting process as much as possible**

How can we motivate from within the management role?

1	**Specific**	**Who, what, when, where, how**
2	**Measurable**	**How much, how many**
3	**Attainable**	**Realistic and feasible**
4	**Relevant**	**Meaning and value**
5	**Time-Bound**	**By when**

How can we motivate from within the management role?

- Write goals down!
- Clearly communicate performance expectations and desired behaviors

How can we motivate from within the management role?

Positive reinforcement:

Add something valuable

Negative reinforcement:

Remove something unpleasant

How can we motivate from within the management role?

Very Good!
PROMOTED
Bonus

How can we motivate from within the management role?

- **Correct or punish undesirable behaviors**

Punishment:

Add something unpleasant or remove something pleasant

How can we motivate from within the management role?

- Be supportive
- Provide feedback
- Encourage
- Acquire resources
- Remove obstacles