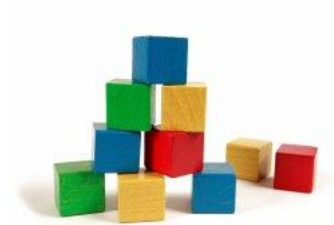




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# Principles of Management



[www.maciejczak.pl](http://www.maciejczak.pl)

## Basic reading

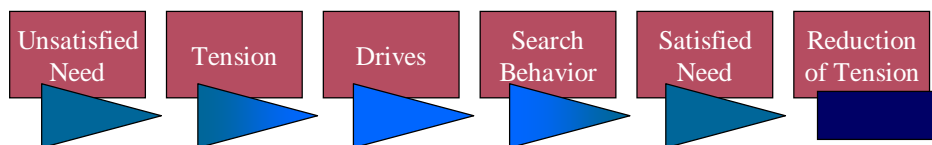
The presentation has been prepared based on the book



## What Is Motivation?

- Motivation
  - the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need
    - **effort** - a measure of intensity or drive
    - **goals** - effort should be directed toward, and consistent with, organizational goals
    - **needs** - motivation is a need-satisfying process
  - **need** - an internal state that makes certain outcomes appear attractive
    - unsatisfied needs create tensions that stimulate drives
    - drives lead to search behavior

## The Motivation Process



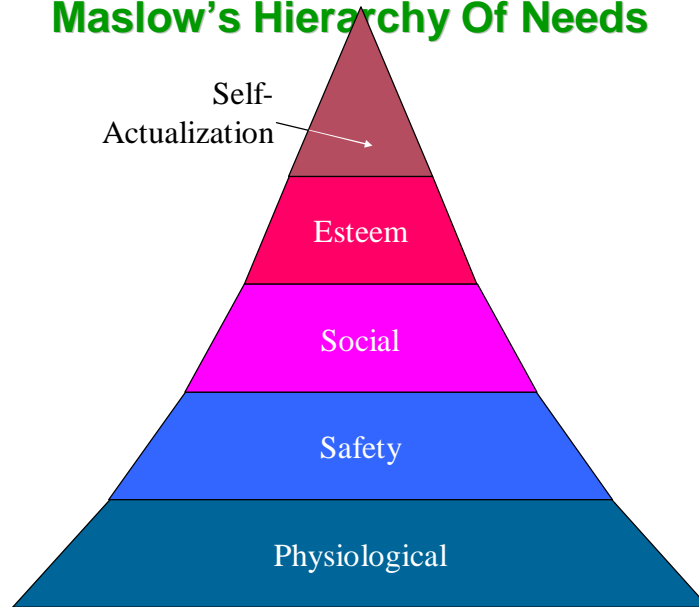
## Early Theories Of Motivation

- Maslow's Hierarchy of Needs Theory
  - **lower-order needs** - largely satisfied externally
    - **physiological** - food, drink, shelter, sexual satisfaction
    - **safety** - security and protection from physical and emotional harm
      - assurance that physiological needs will be satisfied
  - **Higher-order needs** - largely satisfied internally
    - **social** - affection, belongingness, acceptance
    - **esteem** - internal factors like self-respect, autonomy
      - external factors like status, recognition, attention
    - **self-actualization** - achieving one's potential

## Early Theories Of Motivation (cont.)

- Maslow's Hierarchy of Needs Theory (cont.)
  - each level in hierarchy must be satisfied before the next is activated
    - once a need is substantially satisfied it no longer motivates behavior
  - theory received wide recognition
  - little research support for the validity of the theory

## Maslow's Hierarchy Of Needs



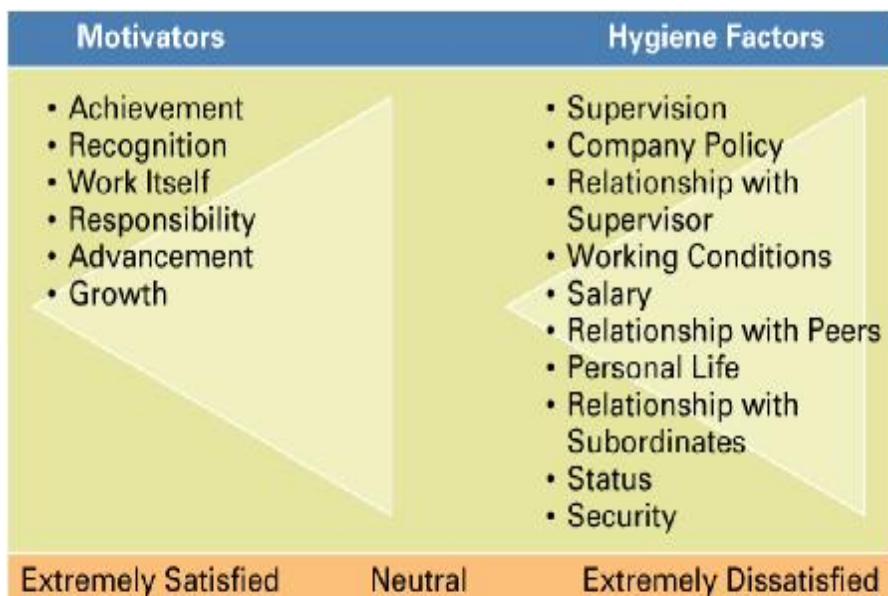
## Early Theories Of Motivation (cont.)

- McGregor's Theory X and Theory Y
  - **Theory X** - assumes that workers have little ambition, dislike work, want to avoid responsibility, and need to be closely controlled
    - assumed that lower-order needs dominated
  - **Theory Y** - assumes that workers can exercise self-direction, accept and actually seek out responsibility, and consider work to be a natural activity
    - assumed that higher-order needs dominated
  - no evidence that either set of assumptions is valid
  - no evidence that managing on the basis of Theory Y makes employees more motivated

## Early Theories Of Motivation (cont.)

- Herzberg's Motivation-Hygiene Theory
  - intrinsic characteristics consistently related to job satisfaction
    - *motivator* factors energize employees
  - extrinsic characteristics consistently related to job dissatisfaction
    - *hygiene* factors don't motivate employees
  - proposed dual continua for satisfaction and dissatisfaction
  - theory enjoyed wide popularity
    - influenced job design
  - theory was roundly criticized

## Herzberg's Motivation-Hygiene Theory



## Contrasting Views Of Satisfaction-Dissatisfaction

Traditional View



Herzberg's View



## Contemporary Theories Of Motivation

- Three-Needs Theory - McClelland
  - **need for achievement (nAch)** - drive to excel, to achieve in relation to a set of standards, and to strive to succeed
    - do not strive for trappings and rewards of success
    - prefer jobs that offer personal responsibility
    - want rapid and unambiguous feedback
    - set moderately challenging goals
      - avoid very easy or very difficult tasks
    - high achievers don't necessarily make good managers
      - focus on their own accomplishments
        - » good managers emphasize helping others to accomplish their goals

## Contemporary Theories Of Motivation (cont.)

- Three-Needs Theory (cont.)
  - **need for power** (nPow)
    - need to make others behave in a way that they would not have behaved otherwise
  - **need for affiliation** (nAff)
    - desire for friendly and close interpersonal relationships
  - best managers tend to be high in the need for power and low in the need for affiliation

## Contemporary Theories Of Motivation (cont.)

- Goal-Setting Theory
  - intention to work toward a goal is a major source of job motivation
  - specific goals increase performance
    - difficult goal, when accepted, results in higher performance than does an easy goal
    - specific hard goals produce a higher level of output than does the generalized goal of “do your best”
  - participation in goal setting is useful
    - reduces resistance to accepting difficult goals
    - increases goal acceptance

## Contemporary Theories Of Motivation (cont.)

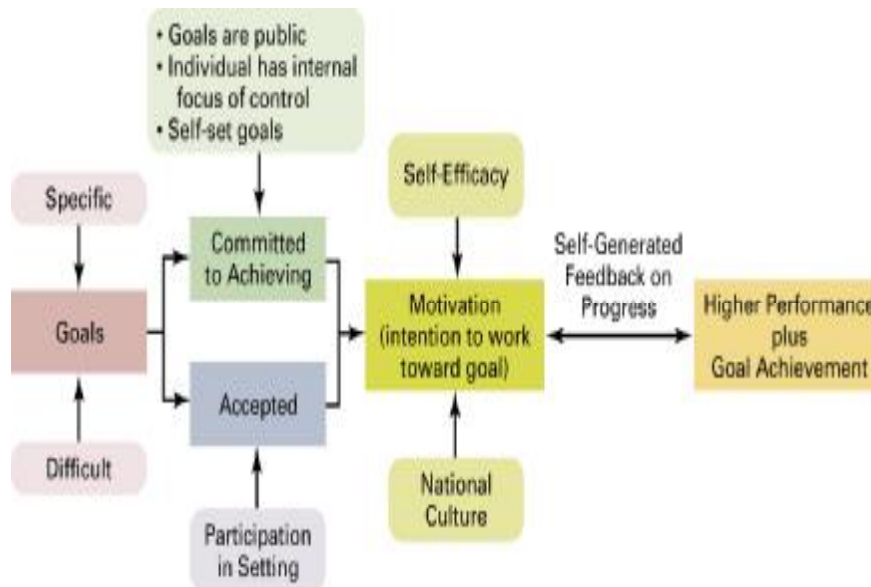
- Goal-Setting Theory (cont.)
  - feedback is useful
    - helps identify discrepancies between what has been accomplished and what needs to be done
    - self-generated feedback is a powerful motivator
  - contingencies in goal-setting theory
    - goal commitment - theory presupposes that individual is determined to accomplish the goal
      - most likely to occur when:
        - » goals are made public
        - » individual has an internal locus of control
        - » goals are self-set rather than assigned

## Contemporary Theories Of Motivation (cont.)

- Goal-Setting Theory (cont.)
  - contingencies (cont.)
    - **self-efficacy** - an individual's belief that s/he is capable of performing a task
      - higher self-efficacy, greater motivation to attain goals
    - national culture - theory is culture bound
      - main ideas align with North American cultures
      - goal setting may not lead to higher performance in other cultures



## Guidelines for Job Redesign



## Contemporary Theories Of Motivation (cont.)

- Reinforcement Theory
  - behavior is solely a function of its consequences
    - behavior is externally caused
  - **reinforcers** - consequences that, when given immediately following a behavior, affect the probability that the behavior will be repeated
    - managers can influence employees' behavior by reinforcing actions deemed desirable
    - emphasis in on positive reinforcement, not punishment

## Contemporary Theories Of Motivation (cont.)

- Designing Motivating Jobs
  - **Job Design** - the way tasks are combined to form complete jobs
    - historically, concentrated on making jobs more specialized
  - **Job Enlargement** - horizontal expansion of job
    - **job scope** - the number of different tasks required in a job and the frequency with which these tasks are repeated
    - provides few challenges, little meaning to workers' activities
    - only addresses the lack of variety in specialized jobs

## Contemporary Theories Of Motivation (cont.)

- Designing Motivating Jobs (cont.)
  - **Job Enrichment** - vertical expansion of job
    - **job depth** - degree of control employees have over their work
      - empowers employees to do tasks typically performed by their managers
    - research evidence has been inconclusive about the effect of job enrichment on performance

## Contemporary Theories Of Motivation (cont.)

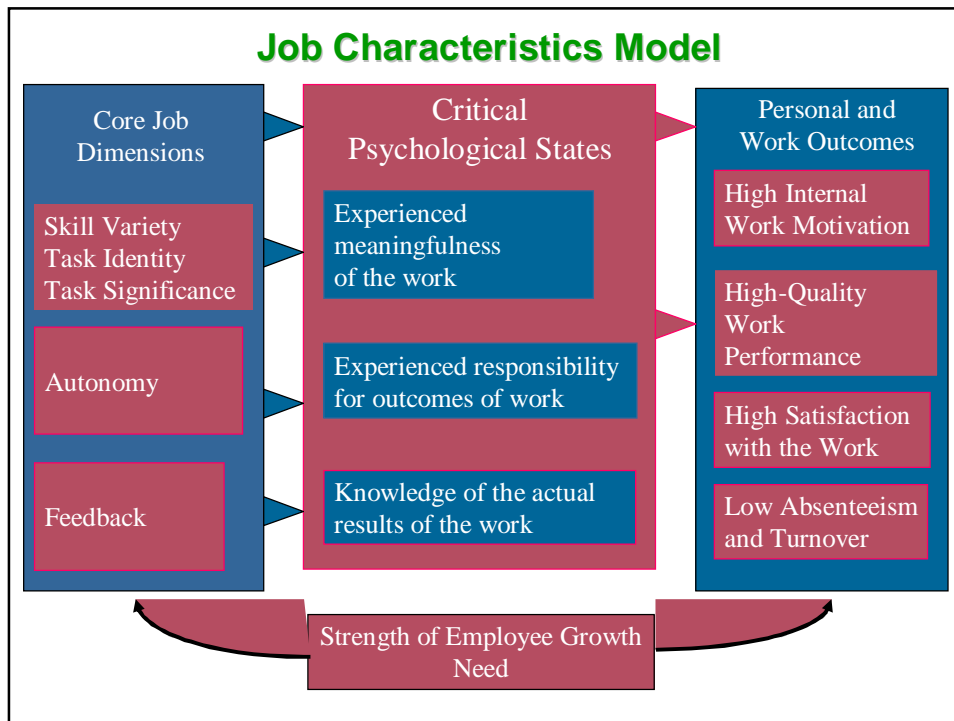
- Designing Motivating Jobs (cont.)
  - **Job Characteristics Model (JCM)** - conceptual framework for analyzing jobs
    - jobs described in terms of five core characteristics
      - **skill variety** - degree to which job requires a variety of activities
        - » more variety, greater need to use different skills
      - **task identity** - degree to which job requires completion of an identifiable piece of work
      - **task significance** - degree to which job has substantial impact on the lives of other people
      - these three characteristics create meaningful work

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## Contemporary Theories Of Motivation (cont.)

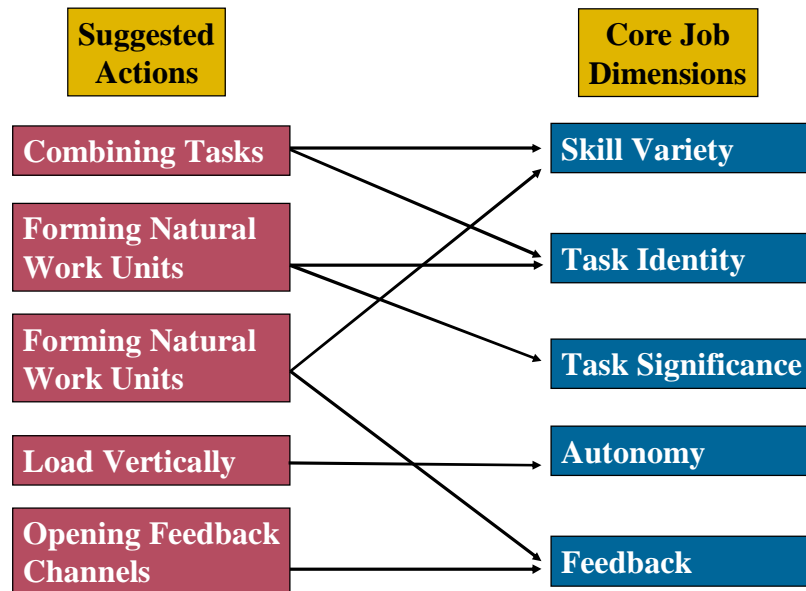
- Designing Motivating Jobs (cont.)
  - **JCM (cont.)**
    - core characteristics (cont.)
      - **autonomy** - degree to which job provides substantial freedom, independence, and discretion in performing the work
        - » give employee a feeling of personal responsibility
      - **feedback** - degree to which carrying out the job results in receiving clear information about the effectiveness with which it has been performed
        - » employee knows how effectively s/he is performing



## Contemporary Theories Of Motivation (cont.)

- Designing Motivating Jobs (cont.)
  - JCM (cont.)
    - links between core characteristics and outcomes are moderated by the strength of the individual's growth need
      - **growth need** - person's desire for self-esteem and self-actualization
    - model offers specific guidance for job design

## Guidelines For Job Redesign



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## Contemporary Theories Of Motivation (cont.)

- Equity Theory
  - proposes that employees perceive what they get from a job (outcomes) in relation to what they put into it (inputs)
  - input/outcome ratio compared with the ratios of relevant others
    - equity - ratio is equal to that of relevant others
    - inequity - ratio is unequal to that of relevant others
  - **referent** (relevant other) may be:
    - other - individuals with similar jobs
    - a system - includes organizational pay policies and administrative systems
    - self - past personal experiences and contacts

## Equity Theory

Perceived Ratio Comparison <sup>a</sup>	Employee's Assessment
$\frac{\text{Outcomes A}}{\text{Inputs A}} < \frac{\text{Outcomes B}}{\text{Inputs B}}$	Inequity (underrewarded)
$\frac{\text{Outcomes A}}{\text{Inputs A}} = \frac{\text{Outcomes B}}{\text{Inputs B}}$	Equity
$\frac{\text{Outcomes A}}{\text{Inputs A}} > \frac{\text{Outcomes B}}{\text{Inputs B}}$	Inequity (overrewarded)

<sup>a</sup>Person A is the employee, and person B is a relevant other or referent.

## Contemporary Theories Of Motivation (cont.)

- Equity Theory (cont.)
  - when inequities are perceived, employees act to correct the situation
    - distort either their own or others' inputs or outputs
    - behave in a way to induce others to change their inputs or outputs
    - behave in a way to change their own inputs or outputs
    - choose a different comparison person
    - quit their jobs
  - theory leaves some issues unclear

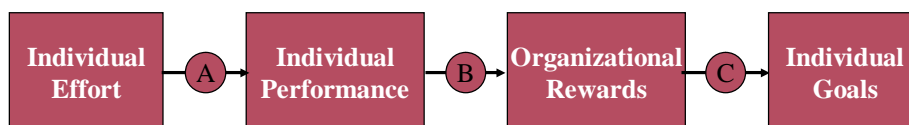
## Contemporary Theories Of Motivation (cont.)

- Expectancy Theory

- theory states that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual

- **Expectancy** (effort-performance linkage) - perceived probability that exerting a given amount of effort will lead to a certain level of performance
    - **Instrumentality** (performance-reward linkage) - strength of belief that performing at a particular level is instrumental in attaining an outcome
    - **Valence** - attractiveness or importance of the potential outcome

## Simplified Expectancy Model



Ⓐ = Effort-performance linkage

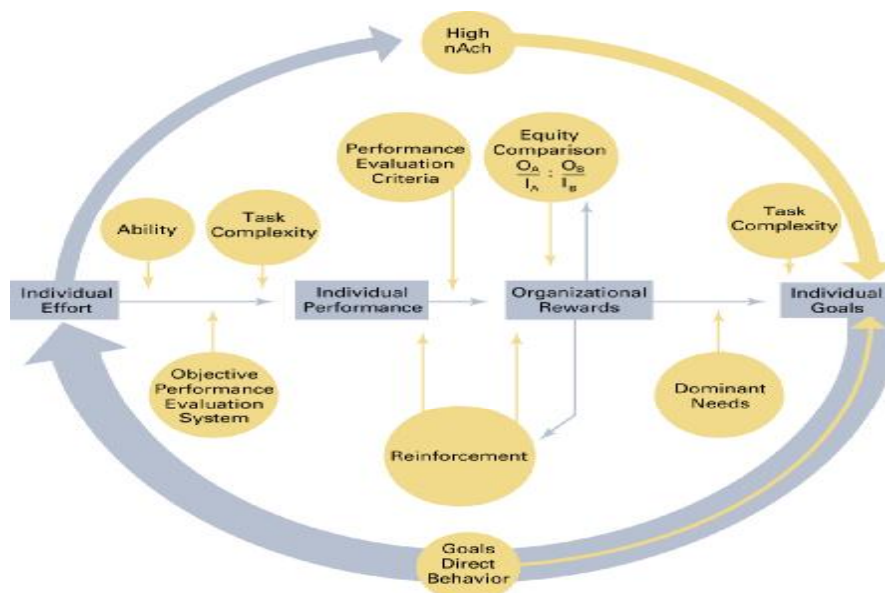
Ⓑ = Performance-reward linkage

Ⓒ = Attractiveness

## Contemporary Theories of Motivation (cont.)

- Expectancy Theory (cont.)
  - theory emphasizes rewards
    - organizational rewards must align with the individual's wants
  - no universal principle for explaining what motivates individuals
    - managers must understand why employees view certain outcomes as attractive or unattractive
  - most comprehensive and widely accepted explanation of employee motivation

## Integrating Contemporary Theories of Motivation





## Current Issues In Motivation

- Motivating a Diverse Workforce
  - flexibility is the key to motivating a diverse workforce
    - diverse array of rewards necessary to satisfy diverse personal needs and goals
  - **Flexible Working Schedule**
    - **compressed workweek** - employees work longer hours per day but fewer days per week

## Current Issues In Motivation (cont.)

- Motivating a Diverse Workforce (cont.)
  - **Flexible Working Schedule (cont.)**
    - **flexible work hours (flextime)** - employees required to work a specific number of hours a week but are free to vary those hours within certain limits
      - system entails common core hours when all employees are required to be on the job
      - starting, ending, and lunch-hour times are flexible
    - **job sharing** - two or more people split a full-time job
    - **telecommuting** - employees work at home and are linked to the workplace by computer and modem

## Current Issues In Motivation (cont.)

- Motivating a Diverse Workforce (cont.)
  - **Cultural Differences in Motivation**
    - motivation theories developed in the U.S. and validated with American workers
    - may be some cross-cultural consistencies
- Pay-for-Performance
  - instead of paying for time on the job, pay is adjusted to reflect some performance measure
  - compatible with expectancy theory
    - imparts strong performance-reward linkage
  - programs are gaining in popularity
    - research suggests that programs affect performance

## Current Issues In Motivation (cont.)

- Open-Book Management
  - involve employees in workplace decisions by opening up the financial statements
  - workers treated as business partners
  - get workers to think like an owner
  - may also provide bonuses based on profit improvements

## Current Issues In Motivation (cont.)

- Motivating the “New Workforce” (cont.)
  - **Motivating Contingent Workers** - part-time, contract, or temporary workers
    - less security and stability than permanent employees
      - receive fewer benefits
    - display little identification or commitment to their employers
    - hard to motivate contingent workers
      - opportunity to become a permanent employee
      - opportunity for training
    - repercussions of mixing permanent and contingent workers when pay differentials are significant

## Current Issues In Motivation (cont.)

- Motivating the “New Workforce” (cont.)
  - **Motivating Low-Skilled, Minimum-Wage Employees**
    - difficult challenge to keep performance levels high
    - employee recognition programs
      - highlight employees whose work performance has been good
      - encourage others to perform better
      - power of praise
    - in service industries, empower front-line employees to address customers’ problems
      - tie compensation to customer satisfaction

## From Theory To Practice

