Motivation: Needs, Job Design and Satisfaction
The Fundamentals of Employee Motivation

- A Job Performance Model of Motivation
- Need Theories of Motivation

Motivating Employees Through Job Design

- The Mechanistic Approach
- Motivational Approaches
- Biological and Perceptual-Motor Approaches
Outline (continued)

Job Satisfaction and Work-Family Relationships

• The Causes of Job Satisfaction
• The Consequences of Job Satisfaction
• Work-Family Relationships
Defining Motivation

Motivation
The processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal.

Key Elements
1. Intensity: how hard a person tries
2. Direction: toward beneficial goal
3. Persistence: how long a person tries
Motivation Defined

**Motivation:** Psychological processes that cause the arousal direction, and persistence of voluntary actions that are goal directed.

**Implications Associated with This Definition**

- **Behavior is purposive rather than random**
  - People exhibit both positive (work done on time) and negative (arrive late for work) behavior for a reason

- **Motivation arouses people to do something**
  - People are unlikely to change a behavior or do something different unless they are motivated to do so

- **Motivation causes people to focus on a desired end-result or goal**

- **Motivation fuels the persistence needed to exhibit sustained effort on a task**
A Job Performance Model of Motivation

Individual Inputs
- Ability, Job knowledge
- Dispositions & Traits
- Emotions, Moods, & Affect
- Beliefs & Values

Job Context
- Physical Environment
- Task Design
- Rewards & Reinforcement
- Supervisory Support & Coaching
- Social Norms
- Organizational Culture

Motivational Processes
- Arousal
- Attention & Direction
- Intensity & Persistence

Skills

Motivated Behaviors

Enable, Limit
A Job Performance Model of Motivation (cont.)

Individual Inputs

Motivational Processes

Skills

Motivated Behaviors

Focus: Direction, What we do
Intensity: Effort, how hard we try
Quality: Task strategies, the way we do it
Duration: Persistence, how long we stick to it

Performance

Enable, Limit

Job Context

Skills

Enable, Limit

Performance

Motivated Behaviors

Focus: Direction, What we do
Intensity: Effort, how hard we try
Quality: Task strategies, the way we do it
Duration: Persistence, how long we stick to it
Need Theories

Needs are physiological or psychological deficiencies that arouse behavior.

Maslow’s Need Theory

• Motivation is a function of five basic needs—physiological safety, love, esteem, and self-actualization.
Maslow’s Need Hierarchy Theory

- Physiological
- Safety
- Love
- Esteem
- Self-Actualization
Hierarchy of Needs Theory

There is a hierarchy of five needs—physiological, safety, social, esteem, and self-actualization; as each need is substantially satisfied, the next need becomes dominant.

Self-Actualization

The drive to become what one is capable of becoming.
Theory X and Theory Y
(Douglas McGregor)

Theory X
Assumes that employees dislike work, lack ambition, avoid responsibility, and must be directed and coerced to perform.

Theory Y
Assumes that employees like work, seek responsibility, are capable of making decisions, and exercise self-direction and self-control when committed to a goal.
Need Theories

McClelland’s Need Theory

- The needs for achievement, affiliation, and power affect behavior.

- **The Need for Achievement** Desire to accomplish something difficult
- **The Need for Affiliation** Desire to spend time in social relationships and activities
- **The Need for Power** Desire to influence, coach, teach, or encourage others to achieve
David McClelland’s Theory of Needs

Need for Achievement
The drive to excel, to achieve in relation to a set of standards, to strive to succeed.

Need for Affiliation
The desire for friendly and close personal relationships.

Need for Power
The need to make others behave in a way that they would not have behaved otherwise.
Motivating Employees Through Job Design

**Job Design** Changing the content and/or process of a specific job to increase job satisfaction and performance
Approaches to Job Design

1. **The Mechanistic Approach** focuses on identifying the most efficient way to perform a job. Employees are trained and rewarded to perform their jobs accordingly.

2. **Motivational Approaches** these techniques (job enlargement, job rotation, job enrichment, and job characteristics) attempt to improve employees’ affective and attitudinal reactions and behavioral outcomes.

3. **Biological and Perceptual-Motor Approaches**
   - Biological techniques focus on reducing employees’ physical strain, effort, fatigue, and health complaints. The Perceptual-Motor Approach emphasizes the reliability of work outcomes by examining error rates, accidents, and workers’ feedback about facilities and equipment.
Motivational Approaches

- **Job Enlargement** putting more variety into a job
- **Job Rotation** Moving employees from one specialized job to another
- **Job Enrichment** practical application of Herzberg’s motivator-hygience theory of job satisfaction
Two-Factor Theory (Frederick Herzberg)

Two-Factor (Motivation-Hygiene) Theory

Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.

Hygiene Factors

Factors—such as company policy and administration, supervision, and salary—that, when adequate in a job, placate workers. When factors are adequate, people will not be dissatisfied.
Herzberg’s Motivator-Hygiene Model

**Motivators**

*No Satisfaction*
Jobs that do not offer achievement, recognition, stimulating work, responsibility, and advancement.

*Satisfaction*
Jobs offering achievement, recognition, stimulating work, responsibility, and advancement.
Herzberg’s Motivator-Hygiene Model (cont.)

**Hygiene Factors**

**Dissatisfaction**
- Jobs with poor company policies, and administration, technical supervision
- Salary, interpersonal relationships with supervisors, and working conditions.

**No Dissatisfaction**
- Jobs with good company policies, and administration, technical supervision
- Salary, interpersonal relationships with supervisors, and working conditions.
**Intrinsic vs. Extrinsic Motivation**

**Intrinsic Motivation**
- being driven by positive feelings associated with doing well on a task or job

**Extrinsic Motivation**
- motivation caused by the desire to attain specific outcomes
ERG Theory (Clayton Alderfer)

ERG Theory

There are three groups of core needs: existence, relatedness, and growth.

Core Needs
Existence: provision of basic material requirements.
Relatedness: desire for relationships.
Growth: desire for personal development.

Concepts:
More than one need can be operative at the same time.
If a higher-level need cannot be fulfilled, the desire to satisfy a lower-level need increases.
Cognitive Evaluation Theory

Providing an extrinsic reward for behavior that had been previously only intrinsically rewarding tends to decrease the overall level of motivation.

The theory may only be relevant to jobs that are neither extremely dull nor extremely interesting.
Goal-Setting Theory (Edwin Locke)

Goal-Setting Theory

The theory that specific and difficult goals, with feedback, lead to higher performance.

Factors influencing the goals–performance relationship:

Goal commitment, adequate self-efficacy, task characteristics, and national culture.

Self-Efficacy

The individual’s belief that he or she is capable of performing a task.
Reinforcement Theory

The assumption that behavior is a function of its consequences.

Concepts:

Behavior is environmentally caused.

Behavior can be modified (reinforced) by providing (controlling) consequences.

Reinforced behavior tends to be repeated.
The Job Characteristics Model

Core job characteristics:
- Skill variety
- Task identity
- Task significance
- Autonomy
- Feedback from job

Critical psychological states:
- Experienced meaningfulness of the work
- Experienced responsibility for outcomes of the work
- Knowledge of the actual results of the work activities

Outcomes:
- High internal work motivation
- High growth satisfaction
- High general job satisfaction
- High work effectiveness

Moderators:
1. Knowledge and skill
2. Growth need strength
3. Context satisfactions
Skills and Best Practices: Applying the Job Characteristics Model

1. Diagnose the level of employee motivation and job satisfaction and consider redesigning jobs when motivation ranges from low to moderate.

2. Determine whether job redesign is appropriate in a given context.

3. Redesign jobs by including employees’ input.
How Satisfied are You with Your Job?

Job satisfaction is an effective or emotional response toward various facets of one’s job.

• What is your level of job satisfaction with recognition, compensation, and supervision?

• Is satisfaction across various aspects of your job equally important? Explain.
Causes of Job Satisfaction

- **Need Fulfillment**: Satisfaction is based on the extent to which a job satisfies a person’s needs.
- **Discrepancies**: Satisfaction is determined by the extent to which an individual receives what he or she expects from a job.
- **Value Attainment**: Satisfaction results from the extent to which a job allows fulfillment of one’s work values.
- **Equity**: Satisfaction is a function of how “fairly” an individual is treated at work.
- **Trait/Genetic Components**: Satisfaction is partly a function of personal traits and genetic factors.
## Correlates of Job Satisfaction

<table>
<thead>
<tr>
<th>Variables Related with Satisfaction</th>
<th>Direction of Relationship</th>
<th>Strength of Relationship</th>
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</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>Positive</td>
<td>Moderate</td>
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<tr>
<td>Organizational Citizenship behavior</td>
<td>Positive</td>
<td>Moderate</td>
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<tr>
<td>Organizational Commitment</td>
<td>Positive</td>
<td>Strong</td>
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<td>Absenteeism</td>
<td>Negative</td>
<td>Weak</td>
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<tr>
<td>Tardiness</td>
<td>Negative</td>
<td>Weak</td>
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<tr>
<td>Turnover</td>
<td>Negative</td>
<td>Moderate</td>
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<tr>
<td>Heart Disease</td>
<td>Negative</td>
<td>Moderate</td>
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<tr>
<td>Perceived Stress</td>
<td>Negative</td>
<td>Strong</td>
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<tr>
<td>Pro-Union Voting</td>
<td>Negative</td>
<td>Moderate</td>
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<tr>
<td>Job Performance</td>
<td>Positive</td>
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<tr>
<td>Life Satisfaction</td>
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<td>Moderate</td>
</tr>
<tr>
<td>Mental Health</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
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</table>
Job Design Theory

Job Characteristics Model

Identifies five job characteristics and their relationship to personal and work outcomes.

Characteristics:
1. Skill variety
2. Task identity
3. Task significance
4. Autonomy
5. Feedback
Job Design Theory (cont’d)

- Job Characteristics Model
  - Jobs with skill variety, task identity, task significance, autonomy, and for which feedback of results is given, directly affect three psychological states of employees:
    - Knowledge of results
    - Meaningfulness of work
    - Personal feelings of responsibility for results
  - Increases in these psychological states result in increased motivation, performance, and job satisfaction.
Job Design Theory (cont’d)

**Skill Variety**

The degree to which a job requires a variety of different activities.

**Task Identity**

The degree to which the job requires completion of a whole and identifiable piece of work.

**Task Significance**

The degree to which the job has a substantial impact on the lives or work of other people.
Autonomy

The degree to which the job provides substantial freedom and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.

Feedback

The degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his or her performance.
Hypotheses Regarding Work-Family Relationships

1. Compensation Effect
2. Segmentation Hypothesis
3. Spillover Model
4. Work-Family Conflict
People who work on jobs with high core dimensions are generally more motivated, satisfied, and productive. Job dimensions operate through the psychological states in influencing personal and work outcome variables rather than influencing them directly.
Job Design Theory (cont’d)

Social Information Processing (SIP) Model

The fact that people respond to their jobs as they perceive them rather than to the objective jobs themselves.

Concept:
Employee attitudes and behaviors are responses to social cues by others.
Motivation: Equity, Expectancy, and Goal Setting
Adam’s Equity Theory of Motivation

• The Individual-Organization Exchange Relationship
• Negative and Positive Inequity
• Expanding the Equity Concept
• Practical Lessons from Equity Theory

Expectancy Theory of Motivation

• Vroom’s Expectancy Theory
• Research on Expectancy Theory and Managerial Implications
Outline (continued)

Motivation Through Goal Setting

• Goals: Definition and Background
• How Does Goal Setting Work?
• Insights from Goal Setting Research
• Practical Applications of Goal Setting

Putting Motivational Theories to Work
Social Information Processing Model (SIP)

Concepts of the SIP Model

- Employees adopt attitudes and behaviors in response to the social cues provided by others (e.g., coworkers) with whom they have contact.
- Employees’ perception of the characteristics of their jobs is as important as the actual characteristics of their jobs.
Equity Theory

Individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities.

Referent Comparisons:
- Self-inside
- Self-outside
- Other-inside
- Other-outside
Equity Theory (cont’d)

Choices for dealing with inequity:
1. Change inputs (slack off)
2. Change outcomes (increase output)
3. Distort/change perceptions of self
4. Distort/change perceptions of others
5. Choose a different referent person
6. Leave the field (quit the job)
Equity Theory (cont’d)

Propositions relating to inequitable pay:

1. Overrewarded hourly employees produce more than equitably rewarded employees.
2. Overrewarded piece-work employees produce less, but do higher quality piece work.
3. Underrewarded hourly employees produce lower quality work.
4. Underrewarded employees produce larger quantities of lower-quality piece work than equitably rewarded employees.
Negative and Positive Inequity

A. An Equitable Situation

Self

\[ \frac{\text{Outcomes}}{\text{Inputs}} = \frac{\$2}{1 \text{ hour}} = \$2 \text{ per hour} \]

Other

\[ \frac{\text{Outcomes}}{\text{Inputs}} = \frac{\$4}{2 \text{ hours}} = \$2 \text{ per hour} \]
Negative and Positive Inequity (cont)

B. Negative Inequity

\[
\frac{\$2}{1 \text{ hour}} = \$2 \text{ per hour}
\]

\[
\frac{\$3}{1 \text{ hour}} = \$3 \text{ per hour}
\]
Negative and Positive Inequity (cont)

C. Positive Inequity

\[
\frac{\text{Outcomes}}{\text{Inputs}} = \frac{$3}{1\ \text{hour}} = $3 \text{ per hour}
\]

\[
\frac{\text{Outcomes}}{\text{Inputs}} = \frac{$2}{1\ \text{hours}} = $1 \text{ per hour}
\]
Equity Sensitivity is an individual’s tolerance for negative and positive equity.

- Benevolents
- Sensitives
- Entitleds
Organizational Justice

**Distributive Justice:** The perceived fairness of how resources and rewards are distributed.

**Procedural Justice:** The perceived fairness of the process and procedures used to make allocation decisions.

**Interactional Justice:** The perceived fairness of the decision maker’s behavior in the process of decision making.
Equity Theory (cont’d)

Distributive Justice
Perceived fairness of the amount and allocation of rewards among individuals.

Procedural Justice
The perceived fairness of the process to determine the distribution of rewards.
Measuring Perceived Fair Interpersonal Treatment

• How does your employer treat its employees?
• What aspects of Interpersonal Treatment are most and least fair?
• What advice would you offer your manager/supervisor based on the survey results?
Expectancy Theory of Motivation

- Expectancy Theory holds that people are motivated to behave in ways that produce valued outcomes.
Vroom’s Expectancy Theory Concepts

**Expectancy:** Belief that effort leads to a specific level of performance

**Instrumentality:** A performance $\rightarrow$ outcome perception.

**Valence:** The Value of a reward or outcome
Expectancy Theory

Expectancy Theory (Victor Vroom)

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
Expectancy Theory Relationships

- **Effort–Performance Relationship**
  - The probability that exerting a given amount of effort will lead to performance.

- **Performance–Reward Relationship**
  - The belief that performing at a particular level will lead to the attainment of a desired outcome.

- **Rewards–Personal Goals Relationship**
  - The degree to which organizational rewards satisfy an individual’s goals or needs and the attractiveness of potential rewards for the individual.
Porter and Lawler’s Expectancy Model

1. Value of Reward
2. Perceived effort - reward probability
3. Effort
4. Abilities and traits
5. Role perceptions
6. Performance (accomplishment)
7A. Intrinsic rewards
7B. Extrinsic rewards
8. Perceived equitable rewards
9. Satisfaction
Managerial Implications of Expectancy Theory

- Determine the outcomes employees value.
- Identify good performance so appropriate behaviors can be rewarded.
- Make sure employees can achieve targeted performance levels.
- Link desired outcomes to targeted levels of performance.
- Make sure changes in outcomes are large enough to motivate high effort.
- Monitor the reward system for inequities.
Organizational Implications of Expectancy Theory

- Reward people for desired performance, and do not keep pay decisions secret.
- Design challenging jobs.
- Tie some rewards to group accomplishments to build teamwork and encourage cooperation.
- Reward managers for creating, monitoring, and maintaining expectancies, instrumentalities, and outcomes that lead to high effort and goal attainment.
- Monitor employee motivation through interviews or anonymous questionnaires.
- Accommodate individual differences by building flexibility into the motivation program.
Goals

- **Goal**: what an individual is trying to accomplish
Goals

Tasks motivate the individual by...

- Directing one’s attention
- Regulating one’s effort
- Increasing one’s persistence
- Encouraging the development of goal-attainment strategies or action plans

Task performance
Insights from Goal-Setting Research

- **Difficult Goals Lead to Higher Performance.**
  - Easy goals produce low effort because the goal is too easy to achieve.
  - Impossible goals ultimately lead to lower performance because people begin to experience failure.

- **Specific Difficult Goals Lead to Higher Performance for Simple Rather Than Complex Tasks.**
  - Goal specificity pertains to the quantifiability of a goal.
  - Specific difficult goals impair performance on novel, complex tasks when employees do not have clear strategies for solving these types of problems.

- **Feedback Enhances The Effect of Specific, Difficult Goals.**
  - Goals and feedback should be used together.
Insights from Goal-Setting Research (continued)

- **Participative Goals, Assigned Goals, and Self-Set Goals Are Equally Effective.**
  - Managers should set goals by using a contingency approach. Different methods work in different situations.

- **Goal Commitment and Monetary Incentives Affect Goal-Setting Outcomes.**
  - Difficult goals lead to higher performance when employees are committed to their goals.
  - Difficult goals lead to lower performance when employees are not committed to their goals.
  - Goal based incentives can lead to negative outcomes for employees in complex, interdependent jobs requiring cooperation.
    * Employees may not help each other.
    * Quality may suffer as employees pursue quantity goals.
    * Commitment to difficult goals may suffer.
Guidelines for Writing “SMART” Goals

- **S**pecific
- **M**easurable
- **A**ttainable
- **R**esults oriented
- **T**ime bound
Locke’s Model of Goal Setting

Goals motivate the individual by...

- Directing one’s attention
- Regulating one’s effort
- Increasing one’s persistence
- Encouraging the development of goal-attainment strategies or action plans

Task performance

Comportamiento organizacional
What is MBO?

Management by Objectives (MBO)
A program that encompasses specific goals, participatively set, for an explicit time period, with feedback on goal progress.

Key Elements
1. Goal specificity
2. Participative decision making
3. An explicit time period
4. Performance feedback
### Linking MBO and Goal-Setting Theory

<table>
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<tr>
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<th>MBO</th>
<th>Goal-Setting Theory</th>
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</thead>
<tbody>
<tr>
<td>Goal Specificity</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Goal Difficulty</td>
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<td>Yes</td>
</tr>
<tr>
<td>Feedback</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Participation</td>
<td>Yes</td>
<td>No (qualified)</td>
</tr>
</tbody>
</table>
Why MBO’s Fail

- Unrealistic expectations about MBO results
- Lack of commitment by top management
- Failure to allocate reward properly
- Cultural incompatibilities
**Employee Recognition Programs**

- **Types of programs**
  - Personal attention
  - Expressing interest
  - Approval
  - Appreciation for a job well done

- **Benefits of programs**
  - Fulfill employees’ desire for recognition.
  - Encourages repetition of desired behaviors.
  - Enhance group/team cohesiveness and motivation.
  - Encourages employee suggestions for improving processes and cutting costs.
What is Employee Involvement?

Employee Involvement Program

A participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization’s success.

Participative Management

A process in which subordinates share a significant degree of decision-making power with their immediate superiors.
Examples of Employee Involvement Programs (cont’d)

Representative Participation

Workers participate in organizational decision making through a small group of representative employees.

Works Councils

Groups of nominated or elected employees who must be consulted when management makes decisions involving personnel.

Board Representative

A form of representative participation; employees sit on a company’s board of directors and represent the interests of the firm’s employees.
Examples of Employee Involvement Programs (cont’d)

Quality Circle

A work group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solutions, and take corrective actions.
Examples of Employee Involvement Programs (cont’d)

Employee Stock Ownership Plans (ESOPs)

Company-established benefit plans in which employees acquire stock as part of their benefits.
Linking EI Programs and Motivation Theories

- Theory Y Participative Management
- Employee Involvement Programs
- Two-Factor Theory Intrinsic Motivation
- ERG Theory Employee Needs
Job Design and Scheduling

Job Rotation
The periodic shifting of a worker from one task to another.

Job Enlargement
The horizontal expansion of jobs.

Job Enrichment
The vertical expansion of jobs.
Work Schedule Options

Flextime

Employees work during a common core time period each day but have discretion in forming their total workday from a flexible set of hours outside the core.

Job Sharing

The practice of having two or more people split a 40-hour-a-week job.
Work Schedule Options

Telecommuting

Employees do their work at home on a computer that is linked to their office.

Categories of telecommuting jobs:
• Routine information handling tasks
• Mobile activities
• Professional and other knowledge-related tasks
Telecommuting

**Advantages**
- Larger labor pool
- Higher productivity
- Less turnover
- Improved morale
- Reduced office-space costs

**Disadvantages**
- Less direct supervision of employees
- Difficult to coordinate teamwork
- Difficult to evaluate non-quantitative performance
Variable Pay Programs

A portion of an employee’s pay is based on some individual and/or organization measure of performance.

- Piece rate pay plans
- Profit sharing plans
- Gain sharing plans
Variable Pay Programs (cont’d)

**Piece-rate Pay Plans**
Workers are paid a fixed sum for each unit of production completed.

**Profit-Sharing Plans**
Organizationwide programs that distribute compensation based on some established formula designed around a company’s profitability.

**Gain Sharing**
An incentive plan in which improvements in group productivity determine the total amount of money that is allocated.
Skill-Based Pay Plans

Pay levels are based on how many skills employees have or how many jobs they can do.

Benefits of Skill-based Pay Plans:

1. Provides staffing flexibility.
2. Facilitates communication across the organization.
3. Lessens “protection of territory” behaviors.
4. Meets the needs of employees for advancement (without promotion).
5. Leads to performance improvements.
Skill-Based Pay Plans (cont’d)

Drawbacks of Skill-based Pay Plans:

1. Lack of additional learning opportunities that will increase employee pay.

2. Continuing to pay employees for skills that have become obsolete.

3. Paying for skills which are of no immediate use to the organization.

4. Paying for a skill, not for the level of employee performance for the particular skill.
Flexible Benefits

Employees tailor their benefit program to meet their personal need by picking and choosing from a menu of benefit options.

Core-Plus Plans: a core of essential benefits and a menu-like selection of other benefit options.

Modular Plans: predesigned benefits packages for specific groups of employees.

Flexible Spending Plans: allow employees to use their tax-free benefit dollars purchase benefits and pay service premiums.
Implications for Managers

Motivating Employees in Organizations

- Recognize individual differences.
- Use goals and feedback.
- Allow employees to participate in decisions that affect them.
- Link rewards to performance.
- Check the system for equity.