



Theories of Motivation

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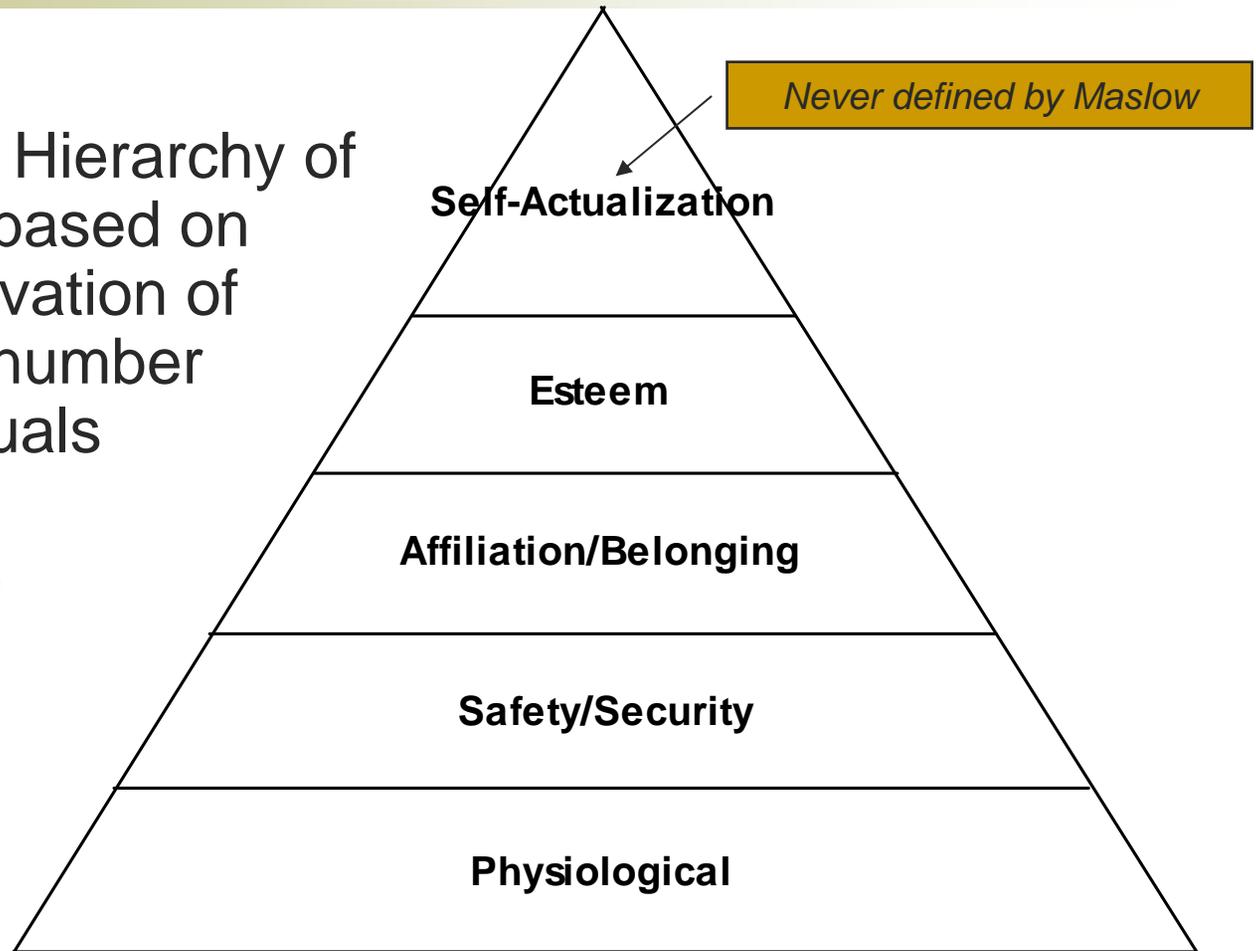
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Overview

- What is meant by “motivation”?
 - Managers can control the BEHAVIOR of their employees through observing and moderating their actions, not what they think.
- Theories can be grouped as:
 - “Needs Theory” (inside the person)
 - “Expectancy Theory” (balancing inputs and outputs [time vs. pay])

Maslow

- Maslow's Hierarchy of Needs – based on the observation of a limited number of individuals
- Satisfied corporate views of unmet needs



[Alderfer]

- Alderfer's ERG Theory (Existence, Relatedness, Growth)
 - Managers should be aware that employees may pursue lower-level needs first because of frustration over organizational policies
 - Cultural (relatedness) needs may outweigh other states of need.

McClelland

- McClelland's Learned Needs (Achievement, Affiliation, Power)
 - Achievement motivated people share 3 characteristics:
 - They prefer difficult tasks but seen as “doable” (not too hard for me)
 - They like tasks that highlight their individual efforts
 - They desire more feedback than do low achievers

[McClelland cont'd]

- Affiliation is the desire to maintain lasting relationships
 - People with a high need to affiliate prefer to spend more time maintaining social relationships
 - They tend to remain at lower levels of management because of fears of rejection by peers
 - Western cultural norms give a high value to achievement so other people may have less faith in their ability to “lead”

[McClelland cont'd]

- Power is the ability to influence others to achieve the “power broker” goals
 - They tend to be driven to “work”
 - They are concerned with discipline and self-respect
 - Positive power people focus on achieving group goals
 - Negative power people have a “win/lose” mentality
 - They are not dependent on other’s opinions (low affiliation)
 - High achievement desire in this group can lead to dysfunction in management style and techniques

[Herzberg]

- Herzberg's Two-Factor Theory (Motivator, Hygiene)
 - Applied to “job enrichment” (wanting to go to work for the job itself)
 - Studied 203 accountants and engineers
 - Believed that Motivators allow a person to apply themselves to achieve
 - Hygienes are “things” that must exist to keep workers from leaving
 - Job enrichment “loads” a position with opportunities for achievement, recognition and reward

[Skinner]

■ Skinner's Reinforcement Theory

- To increase behavior:
 - Positive (+) Reinforcement = add something good (dog sits, you give “cookie”)
 - Negative (-) Reinforcement = subtract something bad (dog scared of thunder, you lessen anxiety “pet dog”)
- To eliminate behavior:
 - Extinguishing = no reinforcement (dog barks at cat, the cat ignores dog and keeps eating dog's food [i.e. time out])
 - Punishment = suppresses behavior (dog fears/avoids you and gets right back on the couch when you leave) and it does not “teach” what is right

Expectancy Theory

■ Vroom

- If you think it can happen and you want it to happen, you will “work for it”!
 - Expectancy = effort will elicit performance
 - Instrumentality = outcome contingent of performance level
 - Valance = positive or negative value on an outcome
- Example:
 - Pay someone on time alone without concern for output and you tend to get low achievement
 - Reward completion of task before end of shift and you get increased output
 - Thus guarantee pay and allow early departure = “high valance”

[Expectancy Theory cont'd]

- Porter and Lawler
 - Extended Vroom's work
 - Wanted to further identify valence and expectancy
 - Linked effort with performance and job satisfaction
 - Created predictors of Effort, Performance, and Satisfaction (Intrinsic and Extrinsic)
 - Managers implement these concepts by setting goals, coaching employees, and supporting effort

Equity Theory

- They got more than I got for the same work! (this is unfair and I am “demotivated” to achieve)
 - Cartoon Reference © Dilbert, 2005

