

Motivation







Learning Goals

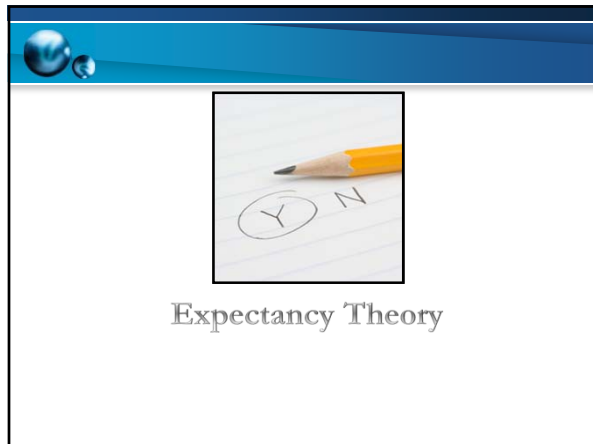
- Expectancy theory
- Goal setting theory
- Equity theory
- Psychological empowerment

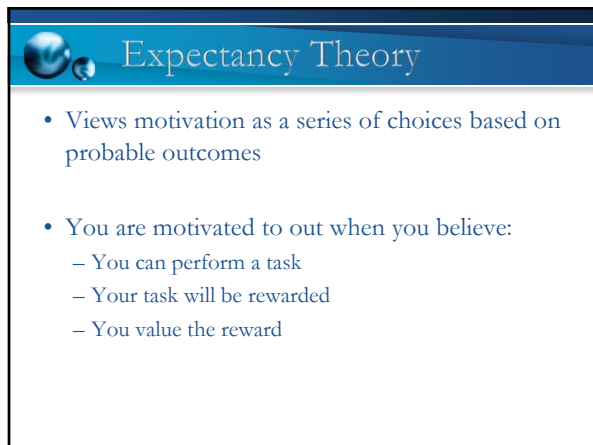
Work Motivation

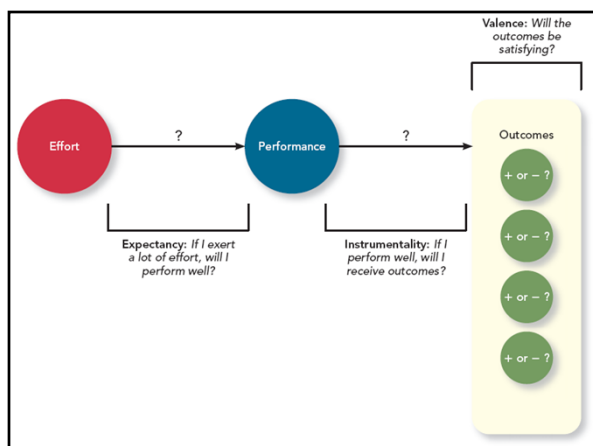
- energizing forces from inside & outside of individuals
- initiates work-related effort
- determines direction, intensity, and persistence.


MOTIVATION DETERMINES THE ...

DIRECTION of Effort:	INTENSITY of Effort:	PERSISTENCE of Effort:
<p>What are you going to do right now?</p> <p><input checked="" type="checkbox"/> The assignment your boss gave you yesterday</p> <p><input type="checkbox"/> Send e-mails to your friends</p> <p><input type="checkbox"/> Surf the Web for a while</p>	<p>How hard are you going to work on it?</p> <p>As hard as you can, or only at half-speed?</p> 	<p>How long are you going to work on it?</p> <p>For five hours or five minutes?</p> 













- Expectancy
 - How much do you believe your effort will result in successful task performance?
- Instrumentality
 - How much do you believe successful task performance will result in some outcome(s)?
- Valence
 - How much do you value the anticipated outcome(s)?
- Total “motivational force” to perform a given action can be described using the following formula:
 - $$\text{Motivational Force} = E \rightarrow P \times \sum[(P \rightarrow O) \times V]$$



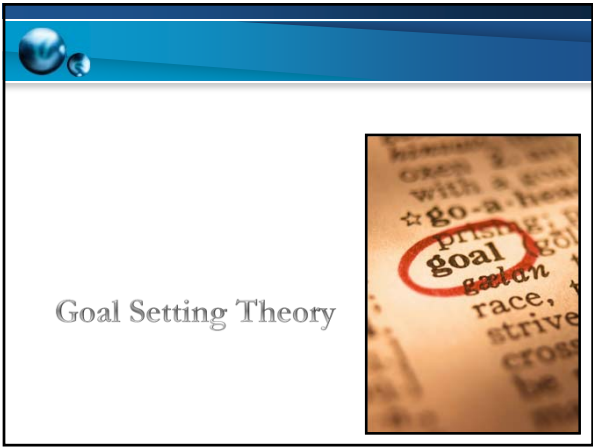


Extrinsic vs. Intrinsic Motivation




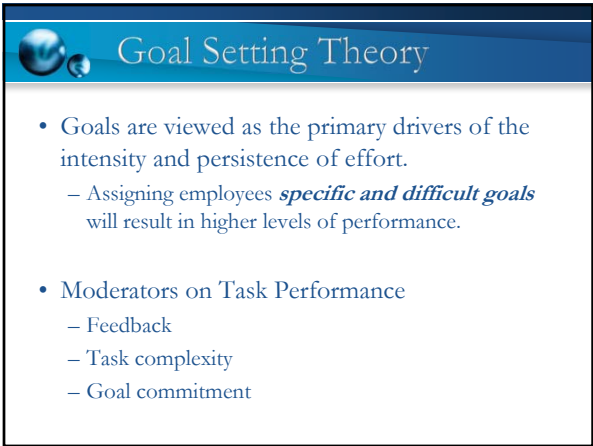
- Extrinsic motivation
 - Based on some reward or outcome that results from task performance.
- Intrinsic motivation
 - Based on experience or perceptions that result from simply performing the task.

Examples of Outcomes	
EXTRINSIC OUTCOMES	INTRINSIC OUTCOMES
Pay	Enjoyment
Bonuses	Interestingness
Promotions	Accomplishment
Benefits and perks	Knowledge gain
Spot awards	Skill development
Praise	Personal expression
Job security	(Lack of) Boredom
Support	(Lack of) Anxiety
Free time	(Lack of) Frustration
(Lack of) Disciplinary actions	
(Lack of) Demotions	
(Lack of) Terminations	



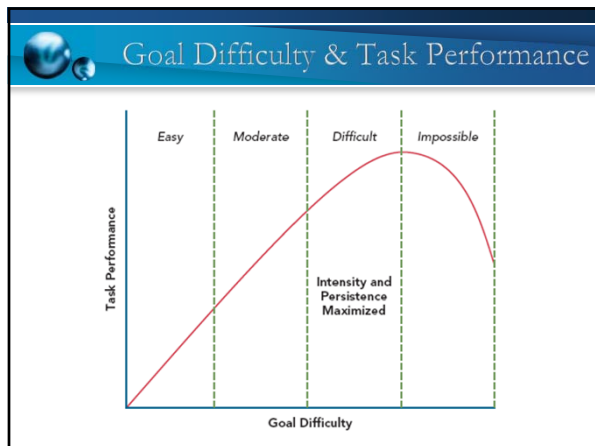
Goal Setting Theory

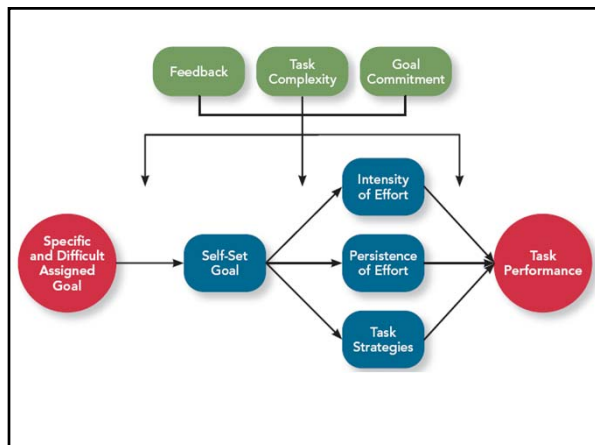


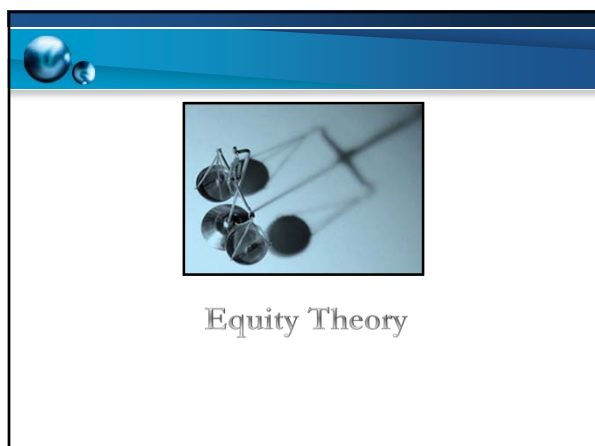


Goal Setting Theory

- Goals are viewed as the primary drivers of the intensity and persistence of effort.
 - Assigning employees *specific and difficult goals* will result in higher levels of performance.
- Moderators on Task Performance
 - Feedback
 - Task complexity
 - Goal commitment







Equity Theory

- Argues motivation is based on your perceptions of yourself relative to others.
 - Employees create a “mental ledger” of the outcomes (or rewards) they get from their job duties.
 - You compare your ratio of outcomes and inputs to the ratio of some comparison other
 - There are consequences to behavior when the comparison shows imbalances

“Cognitive Calculus”


$$\frac{\text{My Outcomes}}{\text{My inputs}} \text{ vs. } \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

- Compare your ratio of outcomes/inputs to others
- If your ratio is less than other's ratio...
 - Any imbalance in ratios triggers equity distress
- If your ratio is greater than other's ratio...
 -

COMPARISON RESULT:		WAYS TO RESTORE BALANCE:
Equity <div> <div> <div>Your Outcomes</div> <div>Your Inputs</div> </div> <div>=</div> <div> <div>Other's Outcomes</div> <div>Other's Inputs</div> </div> </div> <p>No actions needed.</p>		
Underreward Inequity <div> <div> <div>Your Outcomes</div> <div>Your Inputs</div> </div> <div><</div> <div> <div>Other's Outcomes</div> <div>Other's Inputs</div> </div> </div> <p>Grow your outcomes by talking to your boss or by stealing from the company.</p> <p>Shrink your inputs by lowering the intensity or persistence of effort.</p>		
Overreward Inequity <div> <div> <div>Your Outcomes</div> <div>Your Inputs</div> </div> <div>></div> <div> <div>Other's Outcomes</div> <div>Other's Inputs</div> </div> </div> <p>Shrink your outcomes (yeah, right!... let's see what we can do about those inputs...)</p> <p>Grow your inputs through more high quality work or through some "cognitive distortion."</p>		




Psychological Empowerment



Psychological Empowerment

- Reflects an energy rooted in the belief that work tasks contribute to some larger purpose.
 - **Meaningfulness**
 - value of a work goal or purpose.
 - **Self-determination**
 - sense of choice in the initiation and continuation of work tasks.
 - **Competence**
 - person's belief in his or her capability to perform.
 - **Impact**
 - sense that a person's actions "make a difference".



Comparing Types of Motivation

- Strongest performance effect is self-efficacy / competence.
- Difficult goals are the second most powerful motivating force.
- The motivational force created by high levels of valence, instrumentality, and expectancy is the next most powerful motivational variable.
- Perceptions of equity have a somewhat weaker effect on task performance.
