

Organizational Behavior

Meeting-5



Basic Motivation Concepts

Definition of Motivation

The processes that produce an individual's *intensity, direction* and *persistence* of effort toward attaining a goal

Key Elements:

1. **Intensity:** *How hard is a person's effort*
2. **Direction:** *A goal that benefits the organization*
3. **Persistence:** *How long one can work*

“Motivated individuals persevere in carrying out a task for quite a long time to reach the goal”

I. THE BEGINNING THEORY OF MOTIVATION (BASIC)

Initial Concept of Motivation

- A. Maslow's Hierarchy of Needs Theory**
- B. McGregor's Theory X and Theory Y**
- C. Herzberg's Two-Factor Theory**
- D. McClelland's Theory of Needs**

A. Hierarchy of Needs Theory (Maslow)

In human beings there are five hierarchies of needs namely: *physical needs, security needs, social needs, Esteem/ appreciation needs, and self-actualization needs.*

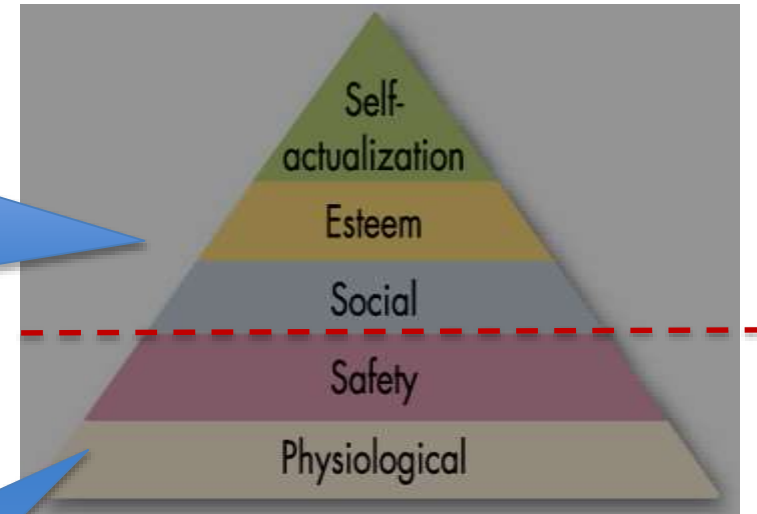
If one of the level need is satisfied (ex: Physiological need), then the next one will become dominant (Safety need).



- 1) **Physiological need:** Hunger, thirst, shelter, sex, etc.
- 2) **Safety need:** Safety and protection from physical and emotional danger
- 3) **Social need:** Love and be loved (Affection), belonging, acceptance, and friendship
- 4) **Esteem need:** Internal factors, *for example: a sense of self-concept/ pride, independence, and achievement.* External factors, *for example: status, recognition, and attention*
- 5) **Self actualization need:** encouragement to become “what”, growth, self-potential achievement, and self-fulfillment

A. Theory of Hierarchy of Needs (Maslow)

High Level Needs: Needs that are met *internally*, namely social needs, appreciation and self-actualization.



Low-Level Needs: Needs that are met *externally*, namely physical and security needs

B. Theory-X and Theory-Y (Douglas McGregor)

Theory X

The assumption that employees:
*dislike work, lazy, dislike
responsibility, and must be pushed
to perform*



Theory Y

The Assumption that employees:
*like work, creative, seek
responsibility, and can exercise self
direction (self-control)*



C. Two Factors Theory (Frederick Herzberg)

Two Factors Theory (Motivation-Hygiene)

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

Hygiene factor

Factors such as: *company administration and policies, supervision and salary*, which when it is suitable in a job will it please workers.

If it is not appropriate, employees will be **dissatisfactions**, but if it is appropriate, dissatisfactions will disappear (**no-dissatisfaction**)



C. Two Factors Theory (Frederick Herzberg)

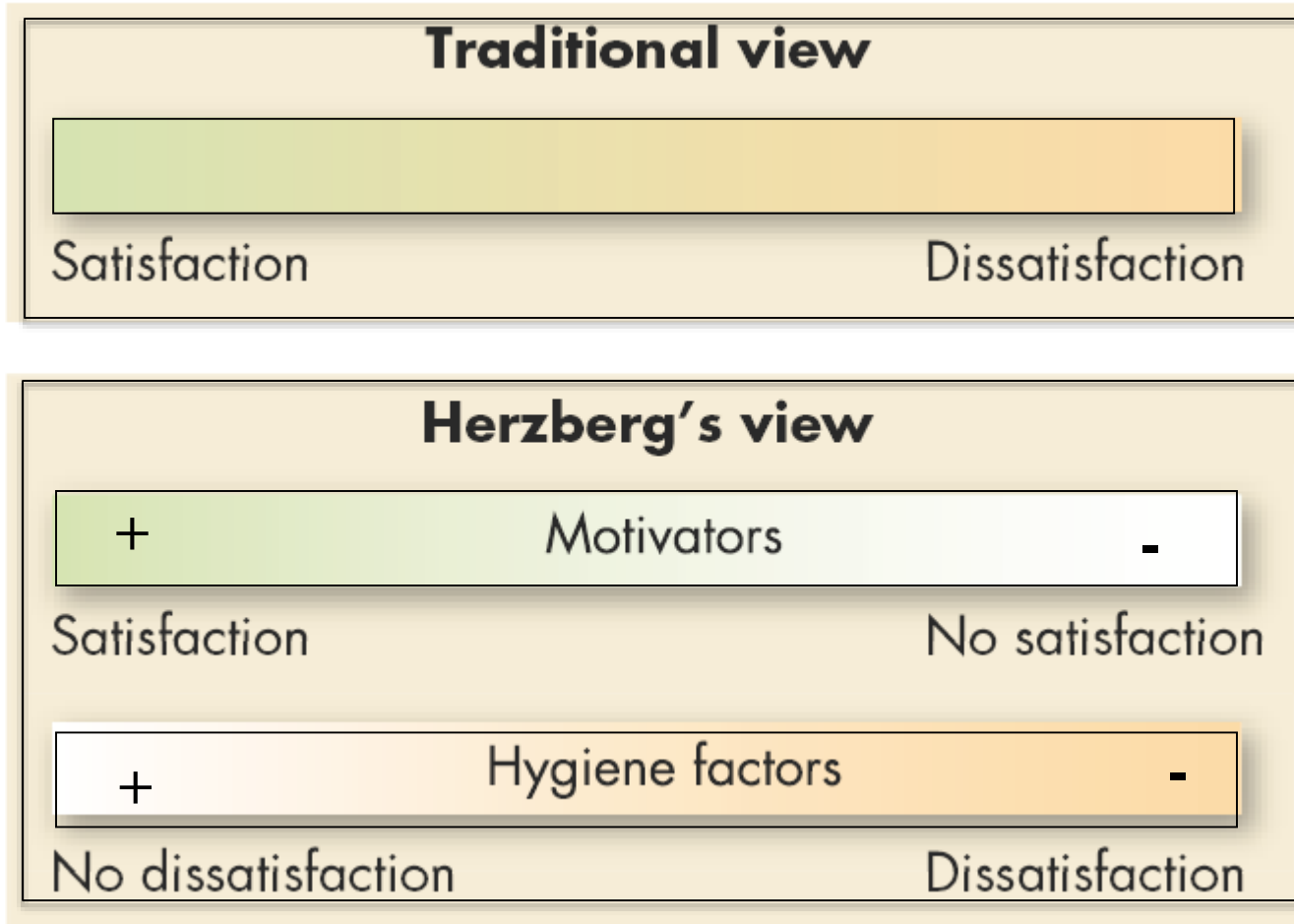
Motivator Factor:

Factors such: *as a challenging work / achievement, appreciation / recognition, work itself, self-development, and growth.*

If it is not appropriate, people are "not satisfied" (***no satisfaction***), but if it is appropriate, the employees will be "satisfied" (***satisfaction***)



A Contrasting View of Satisfaction and Dissatisfaction



Comparison of Satisfiers and Dissatisfiers

Factors characterizing events on the job that *led to extreme job dissatisfaction*



Company policy and administration

Supervision

Relationship with supervisor

Work conditions

Salary

Relationship with peers

Personal life

Relationship with subordinates

Status

Security

HYGIENE FACTORS

Achievement
 Recognition
 Work itself
 Responsibility
 Advancement
 Growth

MOTIVATOR FACTORS

Factors characterizing events on the job that *led to extreme job satisfaction*



All factors contributing to job dissatisfaction

All factors contributing to job satisfaction

69 Hygiene 19

31 Motivators 81

80% 60 40 20 0 20 40 60 80%

Ratio and percentage

50% 40 30 20 10 0 10 20 30 40 50%

Percentage frequency

D. Theory of Needs (David McClelland)

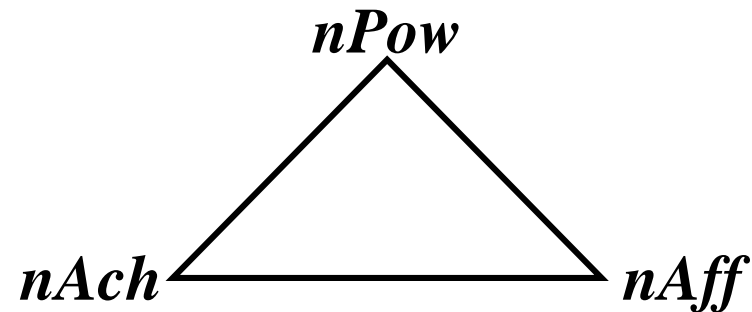


Need for power

*The need to make other
behave in our way*

Seek for achievement

*The drive to excel, to achieve a
set of standards, to try hard to
succeed*



Need for affiliation

*The desire for friendly
and close interpersonal
relationships*

+ Theory ERG (Clayton Alderfer)

There are three groups of core needs namely:
Existence (E), Relationship (R), and Growth (G)

Core Requirements:

- ✓ **Existence:** meeting basic needs.
- ✓ **Relationship:** The desire to establish interpersonal relationships
- ✓ **Growth:** Desire for self-development

Concept:

- ✓ More than one requirement can operate at the same time.
- ✓ If the needs at a higher level *cannot be fulfilled*, the desire to satisfy *the lower needs will increase*.

II. CONTEMPORARY THEORY OF MOTIVATION

Contemporary Motivation Concepts

- A. Self-Determination Theory**
- B. Goal-Setting Theory**
 - *Management by Objectives (MBO)*
- C. Reinforcement Theory**
- D. Equity Theory**
- E. Expectancy Theory**

A. Self-Determination Theory

Motivation theory that examines *the benefits of intrinsic motivation* and *weaknesses of extrinsic motivation*

- People like to be able *to control their behavior*, and like *to do things based on their own desires* without being burdened by obligations

Cognitive evaluation theory

Cognitive evaluation theory : Another form of self-determination theory which *states that extrinsic rewards for behaviors that were previously intrinsically satisfying, can reduce the level of motivation if **it is perceived as an element of control***

Intrinsic: responsibility, competence

Extrinsic: salary, promotion

B. Goal-Setting Theory (Edwin Locke)

The theory that states that *specific and difficult goals, with feedback* will lead to *higher performance*

✓ Factors affecting performance-goals:

Commitment to goals, adequate self effectiveness, task characteristics and national culture

✓ Self Effectiveness

Individual belief that they are able to do a task.



C. Reinforcement Theory

That behavior is a function of its consequences

Concept:

- ✓ Behavior is *caused* by the environment.
- ✓ Behavior is *controlled* by strengthener
- ✓ Strengthening allows the behavior to be *repeated*

D. Equity Theory (Stacy Adams)

Individuals compare their *work input and output* with others and then respond *to eliminate injustice*.

Benchmark Reference:

- 1. Self- Inside**
- 2. Self - Outside**
- 3. Other - Inside**
- 4. Other - Outside**

- There four Equity Situation:
 - ✓ **Self-Inside**
 - The person's experience in *a different job in the same organization*
 - ✓ **Self-Outside**
 - The person's experience in *a different job in a different organization*
 - ✓ **Other-Inside**
 - Another individual or group *within the organization*
 - ✓ **Other-Outside**
 - Another individual or group *outside of the organization*

- Employees *compare* the results obtained with the input received, and also compare with colleagues:
 - ✓ If it is considered **fair**, then the employee is **satisfied**
 - ✓ If it is considered **unfair**, then **disappointment** appears
 - ✓ Feelings of **undervaluation** will encourage **anger**
 - ✓ Feelings of **excessive appreciation** will lead to **guilt**

- Factors that are often used as a comparison:
 - ✓ Gender
 - ✓ Length/ tenure of working
 - ✓ Position in the organization
 - ✓ Level of education

- **Justice is a subjective** concept, because basically humans will feel justice, *when what they experience is in accordance with what they expect*

If injustice arises then the employee will:

- ✓ **Changing In put:** e.g. reducing effort
- ✓ **Changing output:** for example: producing in high quantity, but reducing quality
- ✓ **Changing Comparison,** for example: maybe my salary is not as good as X, but better than Y
- ✓ **Distorting the perception of self:** e.g. I feel like working normally, but now I know that I have worked too hard compared to others.
- ✓ **Distorting perceptions about other people:** for example X's work is not as important as mine.
- ✓ **Change the situation:** for example *quit work*

E. Expectancy theory (Victor Vroom)

The tendency to act in a certain way *depends on the expectation that the action will produce a certain output* and *the attractiveness of that output* for the individual

This theory holds that the strength of a tendency *to act in a certain way* depends on *the strength of an expectation that the action will bring results*, and on *the attractiveness of those results* to the individual

- Employees will be motivated to work better, if they believe that their actions will produce *positive assessments*. and if this positive assessment will *satisfy the employee's personal goals*

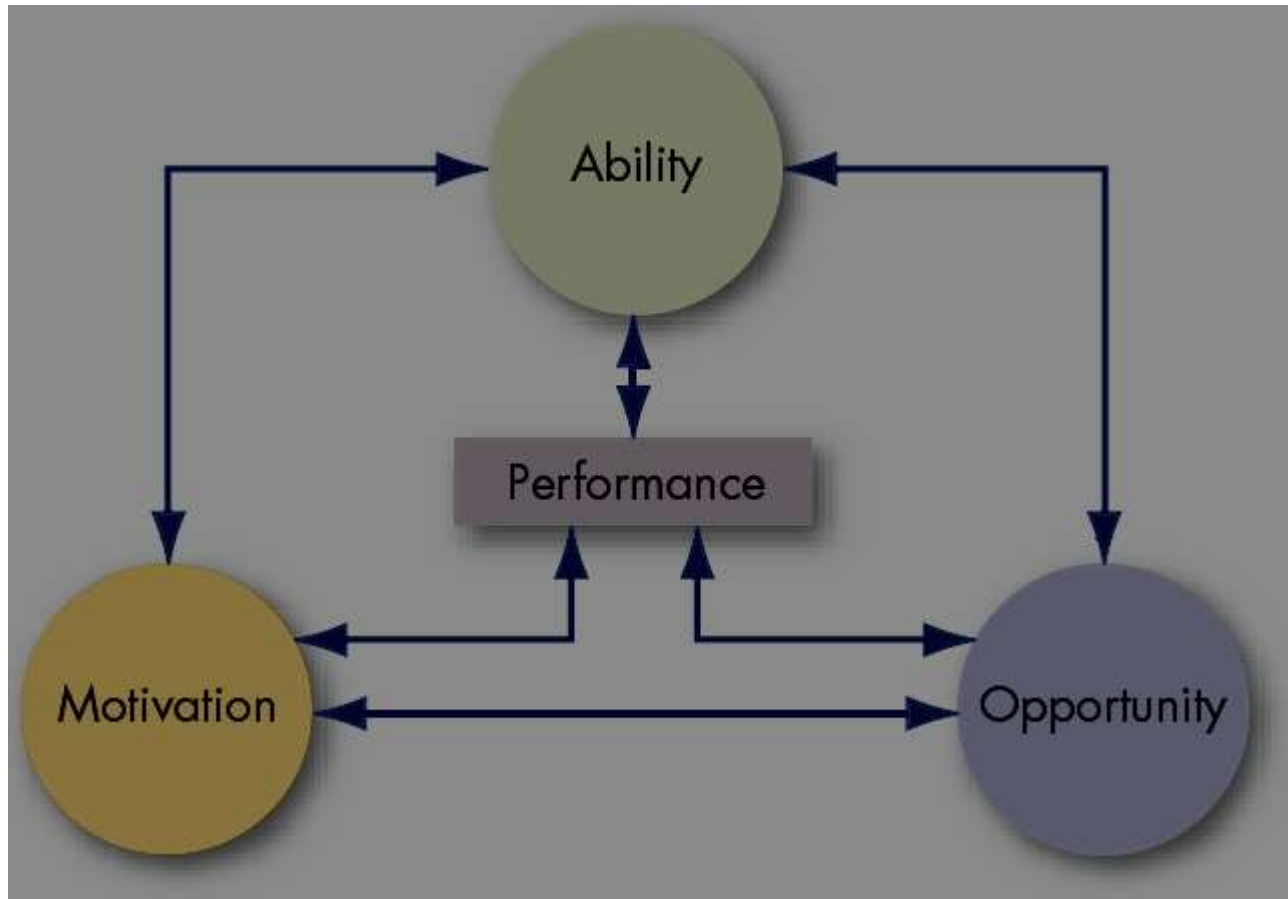
There are 3 relationships in the theory of hope

- 1) Relationship effort - performance
- 2) Relationship performance - awards
- 3) Relationship of appreciation - personal goals



1. If I give maximum effort, will it be **recognized**?
2. If I give the best performance, will I **get an award** from the organization?
3. If I am given an award, will **it satisfy me**?

Performance Dimensions



$$P = f(A \times M \times O)$$

