Motivation

1.1 Motivational Theories

1.2 Motivation

Notes:
**Definition of Motivation**: Motivation is the psychological process through which unsatisfied needs or wants lead to drives that are aimed at goals or incentives. The purpose of an individual's behavior is to satisfy needs or wants.

A need is anything a person requires or desires.

A want is the conscious recognition of a need.

### 1.3 Theories of Motivation

![Theories of Motivation](image)

*Click each button to continue*

**Notes:**
Two Theories of Motivation: The concept of motivation has been researched extensively over many years. Through the research, motivation has been grouped into two theories: content and process theories of motivation.

Content Theories: Content Theories of motivation are also referred to as needs theories and they explain the specific factors that motivate people. This approach focuses on the assumption that individuals are motivated by the desire to satisfy their inner needs. Content theories answer the question “what drives behavior” and therefore help managers understand what motivates their employees.

Process Theories: Process theories of motivation are also referred to as cognitive theories and they focus on the cognitive processes underlying an individual’s level of motivation. For the manager, they provide a description and analysis of how behavior is energized, directed, sustained and stopped.

Impact of employee motivation: Employee motivation has a direct impact on a health services organization's performance. By understanding what motivates employees, managers can assist the employee and organization reach its fullest potential.
**Theories of Motivation**

**Cognitive Theories:**
Focus on cognitive processes underlying an individual's level of motivation.

Provide a description and analysis of how behavior is:
- energized
- directed
- sustained
- stopped

Click each button to continue.

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**Understanding Employee Motivation**

**Theories of Motivation**

Understanding Employee Motivation

Click each button to continue.
2. Content Theories

2.1 Content Theories of Motivation

Notes:

Content Theories of Motivation: There are 4 Content Theories of motivation that will be reviewed:

They are:

1. Maslow's Hierarchy of Needs:
2. Alderfer's ERG Theory:
3. Herzberg's Two-Factor Theory
4. McClelland's 3-Need Theory
2.2 Maslow’s Hierarchy of Needs

Notes:

Maslow's Hierarchy of Needs: Maslow was considered the Father of Humanistic Psychology. He was one of the most popular and widely cited motivation theorist. Maslow created a 5 tier hierarchy of human needs which will be discussed on the next slide.

Maslow's Hierarchy of Needs: Depicted here is Maslow's Hierarchy of Needs that he proposed over 60 years ago. According to Maslow, humans have five levels of needs and are driven to fulfill these needs. They begin with Physiological or Basic needs, these needs include water, food, and air. The next level is safety and security. This level includes a need for health, employment, and safety. The next level is love and belonging. This level includes the need to be loved and belong and be approved of by others. The fourth level is Self-esteem. Maslow identified two versions of this need; external (a lower need) and internal (a higher need). The External need included respect of others, and social and professional status. The internal need include self respect.
Finally, the fifth need is self-actualization. This is the highest level and relates to the individual desire to become all that he can be.

Individuals need to satisfied the lower level needs at least to an acceptable state in order to be able to move to higher levels.

### 2.3 Herzberg’s Two-Factor Theory

Herzberg developed his Two-factor Theory also know as the Motivation-Hygiene Theory from a study where he examined two sets of needs (1) avoidance of unpleasantness and (2) personal growth.

Herzberg studied job satisfaction of workers and determined that some items increased job satisfaction while others lead to job dissatisfaction. This finding lead to a proposal that job satisfaction and job dissatisfaction existed on different continuums.

From his research, Herzberg identified 5 factors that were strong determinants of job satisfaction, He referred to those determinants as Motivators, they were: achievement, recognition, the work itself, responsibility and advancement.

Also from the research, Herzberg identified factors that were strong determinants of job dissatisfaction which he termed Hygiene factors and included: company and administrative policies, supervision, salary, interpersonal relations, and working conditions.
Herzberg's research findings are significant to managers because the factors involved in producing job satisfaction are separate and distinct from the factors that lead to job dissatisfaction. For example, salary, it does not produce job satisfaction however it can produce job dissatisfaction.

Herzberg proposed that hygiene factors support and maintain structure of the job (job context) whereas motivators assist employee self-esteem and motivation (job content). For managers it was important understand that in order to increase employees job satisfaction it was necessary focus on the motivators,

### 2.4 Comparison of Content Motivational Theories

#### Notes:

**Comparison of Content Motivational Theories:** A review of the 4 Motivational Theorists show many similarities

**Maslow's Hierarchy of Needs Theory:** Maslow's Hierarchy of Needs Theory has had a great influence on the other content motivational theories over the last 60 years.
Multiple similarities: each theory describes an individual's various needs in similarities, breaking those needs down to basic or hygiene needs and then higher level needs.

Consider page 121 picture shows all well

2.5 McClelland’s 3-Needs Theory

![McClelland's 3-Needs Theory](image)

Notes:

McClelland's 3-Needs Theory: The last Content Theory of Motivational is McClelland's 3-Need Theory

McClelland identified 3 types of motivational needs: achievement, power, and affiliation.

- **Achievement** is described as the need to excel or succeed. In general, high achievers tend to seek moderately challenging tasks, take personal responsibility for their performance, and require feedback to confirm their successes.

- **Power** is described as the need to influence others. This can be expresses as personalized power or socialized power and can be positive or negative. High personalized power need is expressed a “I win you lose” attitudes. Socialized power need is associated with effective leadership.
Affiliation is described as the need to be liked and approved by others. High affiliation individuals want to please and engage with others, prefer friends over experts and do not make good managers.

Most individuals have a combination of needs - with some exhibiting a stronger tendency toward one particular motivational need

Major portion of research: the major portion of his research focused on the achievement motivational need - n-Ach

Most individuals do not possess strong n-Ach - those who do - generally of moderate risk takers

McClelland conducted his now Famous ring-toss game experiment - where individuals were to self-select how close they stood to the ring toss - high achievements stood far enough away to make challenging but not impossible

High n-Ach are results-driven and achieve organizational goals - but can be insensitive and demanding

2.6 Alderfer's ERG Theory

Alderfer's ERG Theory

Theory Addressed some Maslow Theory Criticism
1- Can seek needs at higher levels before lower
2- Accounts for cultural differences
3- Frustration-regression principle
Notes:

**Alderfer's ERG Theory**: Alderfer's ERG Theory hierarchy identified categories of needs as: existence, relatedness, and growth

- Existence referred to basic need, such as water, food
- Relatedness referred to the need for interpersonal relationships
- Growth referred to the individual's need for creativity and productivity.

**Theory addressed**: His theory addressed some of the criticism of Maslow's Hierarchy of needs; in that it allows for: an individual to seek satisfaction of high-level needs before lower-level need are satisfied. It accounts for differences in need preferences between cultures and people. It proposes the "frustration-regress principle. This principle explains that when a barrier prevents an individual from obtaining a higher-level need, a person may regress to a lower level and vice versa to obtain satisfaction."
3. Process Theories

3.1 Title for second set of PP

Motivation: Process Theories

3.2 Theories of Motivation

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Understanding Employee Motivation

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This presentation will focus on the Process Theories of Motivation

The Process theories assist us in predicting employee's behavior so we may influence behavior.
3.4 Five Process Theories of Motivation

Notes:

**Five Process Theories of Motivation:** There are five process theories of motivation that will be described and examined.

**Five Process Theories:** The five process theories are:
1. Expectancy Theory
2. Equity Theory
3. Satisfaction-Performance Theory
4. Goal-Setting Theory
5. Reinforcement Theory
3.5 Vroom’s Expectancy Theory

Notes:

**Expectancy Theory:** Vroom’s Expectancy Theory explains that the force that drives a person to perform is dependent upon three factors: valence, instrumentality and expectancy.

**Valence:** Valence is the strength of an individual's want or need or dislike, for a particular outcome.

**Instrumentality:** Instrumentality is an individual's perception that his or her performance is related to other outcomes, either positively or negatively. It is an outcome to outcome association. In other words an individual will perform in a certain manner because he or she believes that behavior will be rewarded with something that has value to the individual.

**Expectancy:** Expectancy is an individual's perception that is or her effort will positively influence his or her performance. This is an action-outcome association. It can be defined as a belief concerning the likelihood that a particular act (effort) will be followed by a particular outcome (performance).

**Managers:** The theory assists managers in that it helps promote understanding of employee behavior.
3.6 Adam’s Equity Theory

Notes:

Equity Theory

Adams' Equity Theory: Adams' Equity Theory states that a person evaluates his or her outcomes and inputs by comparing them with those of others. Based on social exchange theories

A person evaluates: A person evaluates outcomes and inputs by comparing them with others

Major Inputs: There are two major inputs of theory:
  - Inputs
  - Outcomes

Inputs: Inputs are defined as those things a person contributes to an exchange - for example education, experience, efforts

Outcomes: Outcomes are those things that result from exchange, such as salary, promotions, recognition

Equity exists: Equity exists when the ratio of a person's outcomes to inputs is equal to the ratio of others' outcomes and inputs
3.7 Satisfaction-Performance Theory

Notes:

The Satisfaction-Performance theory model reflects the relationship of employee performance to job satisfaction.

The researchers believe that performance leads to satisfaction rather than satisfaction leads to improved performance.

The researchers state that job satisfaction is generated when an employee receives rewards for his or her performance. These rewards can be intrinsic (for example: sense of accomplishment) or extrinsic (e.g. a bonus).

An employee's degree of satisfaction will be proportionate to the amount of rewards, he or she believes he or she is receiving.
3.8 Goal-Setting Theory

Notes:
Researchers found participants that were given specific, challenging goals outperformed those who were given vague goals.

In establishing effective goals, the researchers suggest 3 steps

The first step is setting the goal - the goal should be specific and measureable

In the second step it is important for the manager to ensure that subordinates will accept and remain committed to the goals

Finally for the third step the manager must ensure that employees have adequate resources, (for example financials, equipment, and time) to reach their goals

Managers need to provide employees with and action plan of agreed-upon goals and rewards so there is no ambiguity in the process.

In addition, feedback is essential
Employees must have access to information as to the status in the goal attainment.
3.9 Reinforcement Theory

Reinforcement Theory is based primarily on the work of B.F. Skinner, who found that an individual's behavior could be redirected through the use of reinforcement.

Reinforcement theory suggests that an employee's behavior will be repeated if it is associated with positive rewards and will not be repeated if it is associated with negative consequences.

There are Four types of reinforcement:
- Positive
- Negative
- Punishment
- Extinction

Positive reinforcement when a desirable outcome is associated with behavior.

Negative reinforcement occurs when an unpleasant effect is eliminated or avoided, which like positive reinforcement encourages repeated positive behavior.

Punishment comes in two forms, negative consequences or something desirable is removed from the employees.
Extinction is defined as the removal of an established reinforcement that was previously used to reinforce an employee's behavior.

**4. Attribution Theory**

**4.1 Attribution Theories**

An attribution is a causal explanation for an event or behavior.

Attributions associated with motivational states are divided into four sections, each of which describes a desirable or undesirable motivational state and the capacity of specific attributions and attribution styles to bring about these states.

Three are two undesirable states: learned helplessness and aggression and two desirable motivations states, empowerment and resilience.

Learned helplessness describes a situation in which individuals come to believe that effort is futile because failure is inevitable. It may occur after repeated punishments and failures, where people often become passive and unmotivated.
Aggression refers to a state of heightened motivation, the problem is that this motivation is focused on an undesirable behavior or goal

Empowerment is a desirable motivational state. Empowerment refers to a heightened state of motivation cause by optimistic effort-reward expectation. Empowered individuals expect their efforts toward their goals to succeed and are therefore motivate to exert high levels of effort.

Resilience is also a desirable motivational state. Resilience is a factor that helps individuals accept reality and gives them the ability to improvise and adapt to change. By promoting accurate perceptions resilience helps individuals avoid the attribution errors that can hurt motivation levels.

Organizational leaders can promote accurate and motivating attributions among their employees by providing honest and accurate assessment of the causes of employee performance.

4.2 End of Presentation