

Reading Review – Chapter 12

- I. What is Motivation
 - a. Psychological processes that arouse and direct goal-directed behavior.
 - b. Extrinsic: Payoff from Others (eg: Money)
 - c. Intrinsic: Motivation comes from the task itself, eg completing it.
 - d. Must motivate people to
 - i. Join and stay with the organization
 - ii. Show up for work.
 - iii. Perform better.
 - iv. Do extra tasks beyond the call of duty
- II. Need-Based Perspectives
 - a. Maslow's Hierarchy of Needs
 - i. Psychological (physical, air, temperature, food)
 - ii. Safety (physical, emotional)
 - iii. Belongingness (love, friendship, acceptance)
 - iv. Esteem (recognition, respect, status)
 - v. Self Actualization (Be all that you can be)
 - vi. *Application*: Meet bottom needs first, then work up the hierarchy
 - b. Herzberg's Two Factory Theory
 - i. Hygiene: Dissatisfaction. Salary, conditions, relationships, physical factors.
 - ii. Motivating: Satisfaction. Challenges, recognition, the work itself
 - iii. *Application*: First eliminate dissatisfaction, then spur motivation.
 - c. McClelland's Acquired Needs Theory
 - i. Three needs motivate workplace behavior.
 - ii. Achievement (excel, do better)
 - iii. Affiliation (friendly, warm relationships)
 - iv. Power (control over others)
 - v. *Application*: Find where a particular employee's need is highest; meet it.
- III. Process Perspectives
 - a. Expectancy Theory
 - i. Expectancy: Can I perform at that level? Effort-to-performance expectancy.
 - ii. Instrumentality: Will it have the desired outcome? Performance-to-reward
 - iii. Valence: How much do I want that outcome?
 - iv. *Application*: Employees must be high on all three elements to be "motivated".
 - b. Equity Theory
 - i. How fairly am I being treated with respect to others?
 - ii. Inputs: What am I putting into the job?
 - iii. Outputs: What rewards am I getting?
 - iv. Comparison: How does my Input/Output ratio compare to other employees?
 - v. What if it doesn't? Reduce inputs, lobby for better outputs, distort the severity of the inequity, use a different person for comparison, leave the company.
 - vi. *Application*
 1. The employee judges equity, not the manager.
 2. Let employees participate in forming reward systems.
 3. Have an appeals process to right wrongs.
 - c. Goal-Setting Theory
 - i. Specific, challenging, achievable goals.
 - ii. Set goals jointly with employees.
 - iii. Have a target date for each goal.
 - iv. All goals should be measurable.
- IV. Types of Reinforcement
 - a. Positive Reinforcement. Positive consequences (money, recognition). Strengthen behavior

- b. Negative Reinforcement: Remove unpleasant consequences (stop nagging). Maintain existing behavior.
 - c. Extinction: Withhold rewards. Weakens efforts to perform behavior.
 - d. Punishment. Give negative consequences.
 - e. Reinforcement
 - i. Reward quickly. Be clear about what behavior earns rewards.
 - ii. Use different rewards for different people.
 - iii. Reward desired (not expected) behavior.
 - f. Punishment
 - i. Punish undesirable behavior (rare cases, not ordinary)
 - ii. Punish quickly. Be clear about what behavior warrants punishment.
 - iii. Give punishment in private.
 - iv. Combine with rewards for good behavior at the same time.
- V. Job Design
- a. Fit people to jobs
 - i. Job simplification. Reduce the number of tasks for a worker.
 - ii. Leads to dissatisfaction and poor mental health.
 - b. Fit jobs to people
 - i. Job enlargement. Greater number of tasks for more variety.
 - ii. Job enrichment. More responsibility, achievement, stimulating work.
 - c. Job Characteristics Model
 - i. Five core characteristics...
 1. Skill Variety
 2. Task Identity: to what extent is a worker needed to perform the task?
 3. Task Significance: How many people are affected?
 4. Autonomy: To what extent does the worker control the task?
 5. Feedback: To what extent is feedback received?
 - ii. ...affect three critical psychological states.
 1. Experienced meaningfulness of work.
 2. Responsibility for results
 3. Knowledge of work results and how it affects others.
 - iii. Leads to high motivation, high performance, satisfaction
 - iv. Application
 1. Diagnose work environment for problems
 2. Decide if job design is appropriate
 3. Decide how to redesign the job
- VI. Compensation and Rewards
- a. Good incentive plan characteristics
 - i. Must be linked to performance
 - ii. Must satisfy individual needs
 - iii. Managers and employees must agree on the rewards involved
 - iv. Must be equitable, believable, achievable.
 - b. Popular Incentive Plans
 - i. Pay per performance (piece rate, sales commissions)
 - ii. Bonuses, profit sharing, stock options
 - iii. Gainsharing (Scalon Plan, portion of cost savings distributed to those who brought it about)
 - iv. Pay for knowledge / skill-based pay
 - c. Non-Monetary Rewards
 - i. Needs: Balance between life and career, Expand skills, Matter
 - ii. Be nice!
 - iii. Work-life benefits. Make it easy to balance life and work. Alternative scheduling.
 - iv. Surroundings (No more cubicles!)
 - v. Skill-building, education
 - vi. Sabbaticals