Chapter Seven

Motivation Through Needs, Job Design, and Satisfaction

Motivation Defined

Motivation: Psychological processes that cause the arousal direction, and persistence of voluntary actions that are goal directed.

Implications Associated with This Definition

- Behavior is purposive rather than random
  - People exhibit both positive (work done on time) and negative (arrive late for work) behavior for a reason

- Motivation arouses people to do something
  - People are unlikely to change a behavior or do something different unless they are motivated to do so

- Motivation causes people to focus on a desired end-result or goal

- Motivation fuels the persistence needed to exhibit sustained effort on a task
A Job Performance Model of Motivation

**Individual Inputs**
- Ability, Job knowledge
- Dispositions & Traits
- Emotions, Moods, & Affect
- Beliefs & Values

**Motivational Processes**
- Arousal
- Attention
- Intensity
- Direction
- Persistence

**Motivated Behaviors**
- Enable, Limit

**Job Context**
- Physical Environment
- Task Design
- Rewards & Reinforcement
- Supervisory Support & Coaching
- Social Norms
- Organizational Culture

**Skills**
- Focus: Direction, What we do
- Intensity: Effort, how hard we try
- Quality: Task strategies, the way we do it
- Duration: Persistence, how long we stick to it

**Performance**
Historical Roots of Motivation Theory

Each theory is based on a different perspective or set of assumptions.

- Need theories are based on the premise that people are motivated by unmet or unsatisfied needs. We want what we don’t have.

- Reinforcement theories are based on the idea that behavior is controlled by its consequences, not by internal states such as instincts, needs, emotions or attitudes.

Historical Roots of Motivation Theory (continued)

- Cognitive theories are based on the assumption that behavior is a function of beliefs, expectations, values, and other mental cognitions.

- Job characteristics models of motivation are based on the notion that motivation is influenced by the type of tasks a person completes at work.

- Motivation is proposed to be a function of an individual’s feelings and emotions according to theories of feelings/emotions.
Maslow’s Need Hierarchy

- Physiological
  - Most basic need.
  - Consists of the need to be safe.
- Safety
  - Consists of the need to be loved.
- Love
  - The desire to love and be loved.
- Esteem
  - Need for reputation, prestige, and recognition from others.
- Self-Actualization
  - Desire for self-fulfillment.

Alderfer’s ERG Model

- GROWTH
- RELATEDNESS
- EXISTENCE
- FRUSTRATION-REGRESSION
- Self-actualization
- Esteem
- Love
- Safety
- Physiological
McClelland’s Need Theory

Need For Achievement: Desire to excel and accomplish something difficult.

Achievement-motivated people prefer
* tasks of moderate ability
* situations in which their performance is due to their own efforts
* more feedback on their success and failures than do low achievers

Need For Affiliation: Desire to spend time in social relationships and activities.

Need For Power: Desire to influence, coach, teach, or encourage others to achieve.

Approaches to Job Design

Job Design: Changing the content and/or process of a specific job to increase job satisfaction and performance.

- **Scientific Management:**
  - attempts to determine the most efficient way to perform jobs.
  - both positive and negative consequences result from using this technique.

- **Job Enlargement:**
  - puts more variety into a job.
  - should be used as part of a broader approach that uses multiple job design techniques.
Approaches to Job Design (continued)

- **Job Rotation:**
  - moves employees from one specialized job to another.
  - benefits of job rotation have not been adequately researched.

- **Job Enrichment:**
  - is based on Herzberg’s Motivation-Hygiene Model.
  - builds achievement, recognition, stimulating work, responsibility, and advancement into a job.
  - uses principles of vertical loading to enrich a job.

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**Herzberg’s Motivator-Hygiene Model**

<table>
<thead>
<tr>
<th>No Satisfaction</th>
<th>Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs that do not offer achievement, recognition, stimulating work, responsibility, and advancement.</td>
<td>Jobs offering achievement, recognition, stimulating work, responsibility, and advancement.</td>
</tr>
</tbody>
</table>
Herzberg’s Motivator-Hygiene Model (continued)

Hygiene Factors

Dissatisfaction  No Dissatisfaction
Jobs with poor  Jobs with good
company policies,
and administration,
technical supervision
salary, interpersonal
relationships with
supervisors, and
working conditions.

Principles of Vertically Loading a Job

<table>
<thead>
<tr>
<th>Principle</th>
<th>Motivators Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Removing some controls while retaining accountability</td>
<td>Responsibility and personal achievement</td>
</tr>
<tr>
<td>B Increasing the accountability of individuals for their own work</td>
<td>Responsibility and recognition</td>
</tr>
<tr>
<td>C Giving a person a complete natural unit of work (module, division, area, and so on)</td>
<td>Responsibility, achievement, and recognition</td>
</tr>
<tr>
<td>D Granting additional authority to an employee in his activity; job freedom</td>
<td>Responsibility, achievement, and recognition</td>
</tr>
</tbody>
</table>

Principles of Vertically Loading a Job (continued)

<table>
<thead>
<tr>
<th>Principle</th>
<th>Motivators Involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>E Making periodic reports directly available to the worker himself rather than to the supervisor</td>
<td>Internal recognition</td>
</tr>
<tr>
<td>F Introducing new and more difficult tasks not previously handled</td>
<td>Growth and learning</td>
</tr>
<tr>
<td>G Assigning individuals specific or specialized tasks, enabling them to become experts</td>
<td>Responsibility, growth, and advancement</td>
</tr>
</tbody>
</table>


The Job Characteristics Model

Core job characteristics
- *Skill variety
- *Task identity
- *Task significance
- *Autonomy
- *Feedback from job

Critical psychological states
- *Experienced meaningfulness of the work
- *Experienced responsibility for outcomes of the work
- *Knowledge of the actual results of the work activities

Outcomes
- *High internal work motivation
- *High growth satisfaction
- *High general job satisfaction
- *High work effectiveness

Moderators
1. Knowledge and skill
2. Growth need strength
3. Context satisfactions
Motivating Potential of a Job

\[
MPS = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}
\]

Causes of Job Satisfaction

Job Satisfaction: An affective or emotional response to various facets of one’s job.

- **Need Fulfillment:** Satisfaction is based on the extent to which a job satisfies a person’s needs.
- **Discrepancies:** Satisfaction is determined by the extent to which an individual receives what he or she expects from a job.
- **Value Attainment:** Satisfaction results from the extent to which a job allows fulfillment of one’s work values.
- **Equity:** Satisfaction is a function of how “fairly” an individual is treated at work.
- **Trait/Genetic Components:** Satisfaction is partly a function of personal traits and genetic factors.
### Correlates of Job Satisfaction

<table>
<thead>
<tr>
<th>Variables Related with Satisfaction</th>
<th>Direction of Relationship</th>
<th>Strength of Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Job Involvement</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Organizational citizenship behavior</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>Positive</td>
<td>Strong</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>Negative</td>
<td>Weak</td>
</tr>
<tr>
<td>Tardiness</td>
<td>Negative</td>
<td>Weak</td>
</tr>
<tr>
<td>Turnover</td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td>Heart Disease</td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td>Perceived stress</td>
<td>Negative</td>
<td>Strong</td>
</tr>
<tr>
<td>Pro-union voting</td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td>Job performance</td>
<td>Positive</td>
<td>Weak</td>
</tr>
<tr>
<td>Life satisfaction</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Mental health</td>
<td>Positive</td>
<td>Moderate</td>
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