Motivation Through Needs, Job Design & Intrinsic Rewards

- What Does Motivation Involve?
- Need Theories of Motivation
- Motivating Employees Through Job Design
- Leading Others Toward Intrinsic Motivation

**Motivation**

psychological processes that arouse and direct goal-directed behavior
Maslow’s Need Hierarchy Theory

- Physiological
- Safety
- Love
- Esteem
- Self-actualization

Alderfer’s ERG Model

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

- **The Need for Achievement**: Desire to accomplish something difficult.
- **The Need for Affiliation**: Desire to spend time in social relationships and activities.
- **The Need for Power**: Desire to influence, coach, teach, or encourage others to achieve.

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.
Motivating Employees Through Job Design

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

Approaches to Job Design

- **Mechanistic**
  - Very little cooperation between management and workers
  - Employees underachieving by engaging in output restriction: “systematic soldiering”

- **Scientific Management** using research and experimentation to find the most efficient way to perform a job
Motivational Approaches

- **Job Enlargement** putting more variety into a job
- **Job Rotation** moving employees from one specialized job to another
- **Job Enrichment** practical application of Herzberg's motivator-hygiene theory of job satisfaction

Motivator vs. Hygiene Factors

- **Motivators** job characteristics associated with job satisfaction
- **Hygiene Factors** job characteristics associated with job dissatisfaction
### Herzberg’s Motivator-Hygiene Model

#### Motivator Factors

<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>
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#### Hygiene Factors

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<th>Dissatisfaction</th>
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<td>Jobs with poor company policies, and administration, technical supervision, salary, interpersonal relationships with supervisors, and working conditions</td>
<td>Jobs with good company policies, and administration, technical supervision, salary, interpersonal relationships with supervisors, and working conditions</td>
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### Principles of Vertically Loading a Job

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<th>Motivators Involved</th>
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<td>A. Removing some controls while retaining accountability</td>
<td>Responsibility and personal achievement</td>
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<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 reform</td>
<td>Responsibility, achievement, and recognition</td>
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<tr>
<td>E. Making periodic reports directly available to the worker himself rather than the supervisor</td>
<td>Internal recognition</td>
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<tr>
<td>F. Introducing new and more difficult tasks not previously handled</td>
<td>Growth and learning</td>
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<tr>
<td>G. Assigning individuals specific or specialized tasks, enabling them to become experts</td>
<td>Responsibility, growth, and advancement</td>
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The Job Characteristics Model

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

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

Outcomes
- High intrinsic work motivation
- High growth satisfaction
- High general job satisfaction
- High work effectiveness

Moderators
1. Knowledge and skill
2. Growth need strength
3. Context satisfaction

Steps for Applying the Job Characteristics Model

1) Diagnose the work environment to determine if a performance problem is due to low motivation and demotivating job characteristics
2) Determine whether job redesign is appropriate for a given group of employees
3) Determine how to best redesign the job
### Steps for Applying the Job Characteristics Model

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<th>Perceptual-Motor Approach</th>
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**Perceptual-Motor Approach**

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### Intrinsic vs. Extrinsic Motivation

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**Extrinsic Motivation**

- Motivation caused by the desire to attain specific outcomes.