



# CHAPTER 9

# MOTIVATION

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# Outline

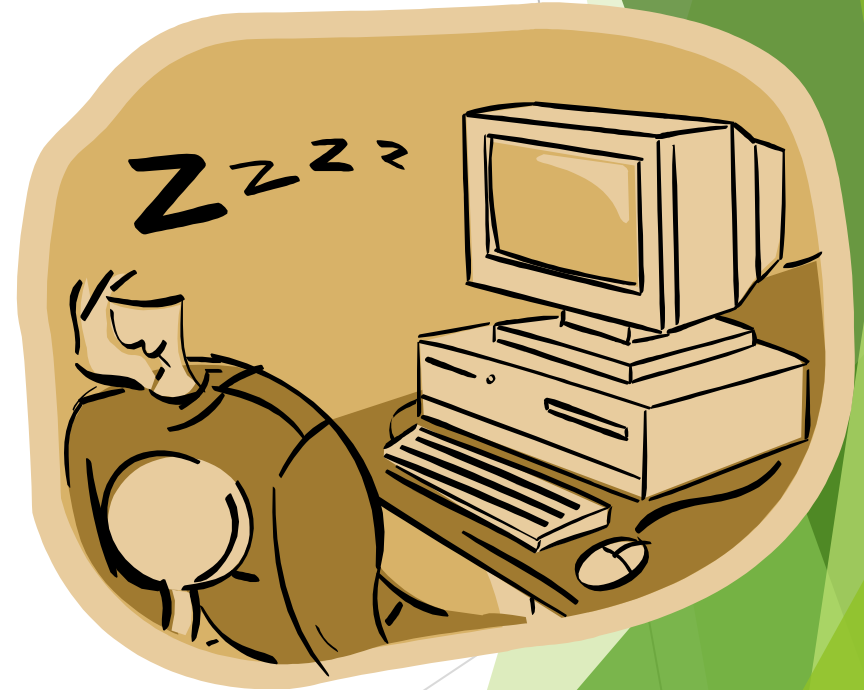
- ▶ Individual Differences
- ▶ Need theories
- ▶ Component theories of motivation

# What is Motivation?

- ▶ Work Behaviors that imply motivation
  - ▶ High Performance Level
  - ▶ Exemplary Attendance
  - ▶ Organizational Citizenship Behavior
  - ▶ Self Improvement Efforts

# Where does motivation come from?

- ▶ Predisposed to motivation?
- ▶ 3 individual traits
  1. Self-esteem
  2. Intrinsic motivation tendency
  3. Need for achievement



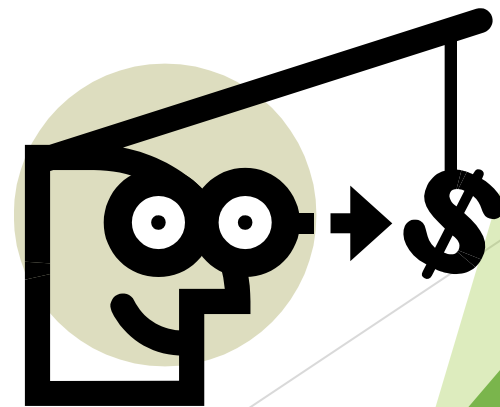
# Self-esteem

*Extent to which a person views himself as valuable and worthy*

- ▶ **Consistency Theory**
  - ▶ Positive correlation between self-esteem & performance
  - ▶ High self-esteem desire to perform better
  - ▶ Employees with low esteem level underestimate themselves and perform worse.
  - ▶ Higher self-esteem = motivated, perform better, & rate their own performance as higher
  - ▶ Chronic (overall feelings about self)
  - ▶ Situational (domain)
  - ▶ Socially influenced (other influenced)
- ▶ **Increase self-esteem = increase performance**

# Intrinsic Motivation

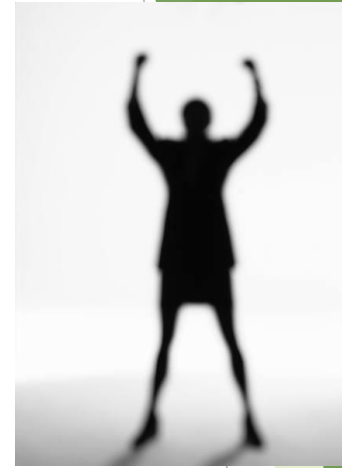
- ▶ Seek to perform well
  - ▶ Enjoy the task
  - ▶ Enjoy the challenge
  - ▶ Enjoy successfully completing the task
- ▶ Versus extrinsically motivated



# Need for Achievement

Employees differ on:

- ▶ Need for achievement- motivated by challenging jobs
- ▶ Need for affiliation- motivated by jobs in which they can work with and help other people
- ▶ Need for power- motivated by a desire to influence others



# MOTIVATION THEORY

- ▶ Needs, values, wants (related to 3 theories)
  1. Maslow's needs hierarchy
  2. ERG theory
  3. Two-factor theory

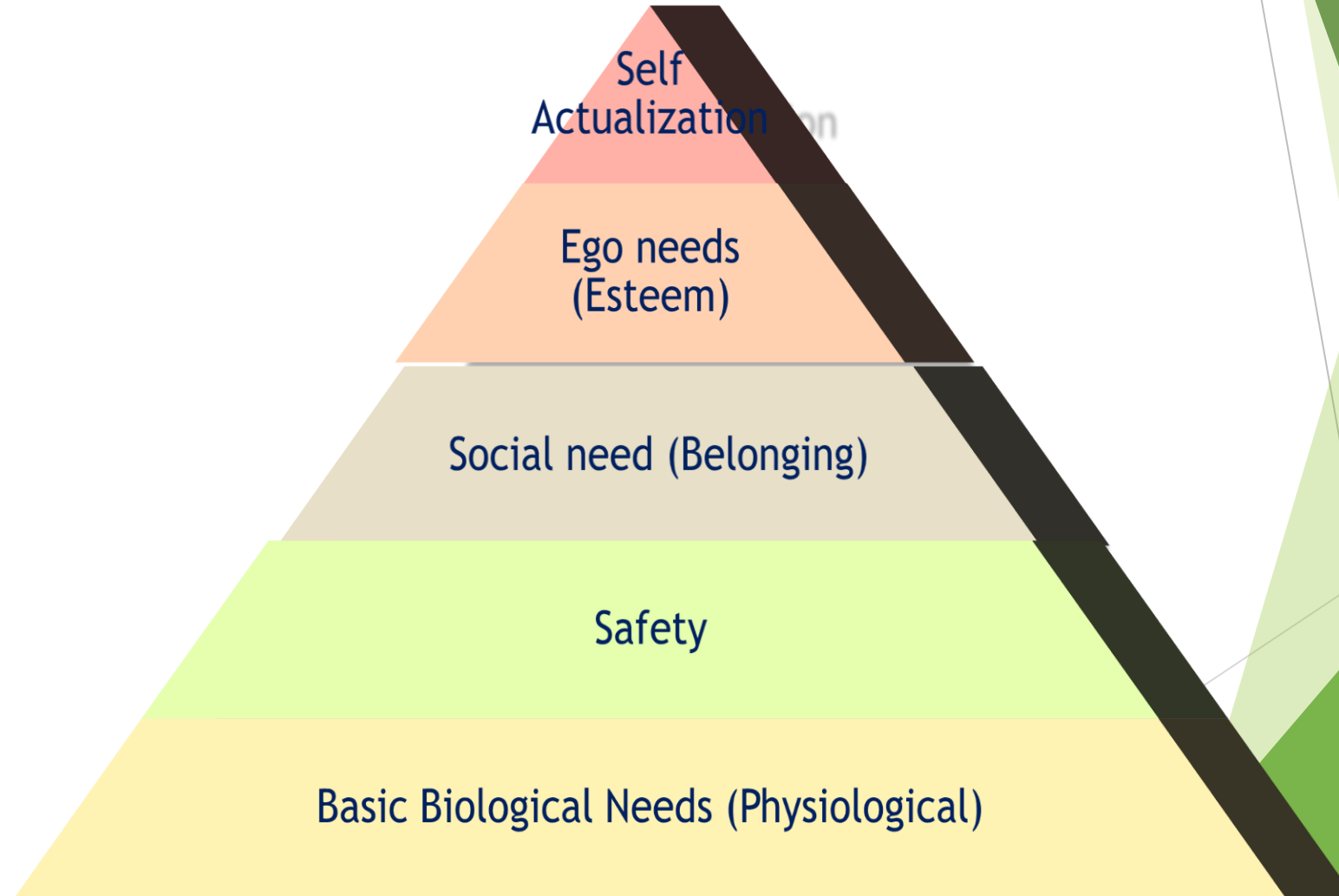
# Maslow's Needs Hierarchy

- ▶ Maslow's Hierarchy of Needs

- ▶ 5 ordered levels

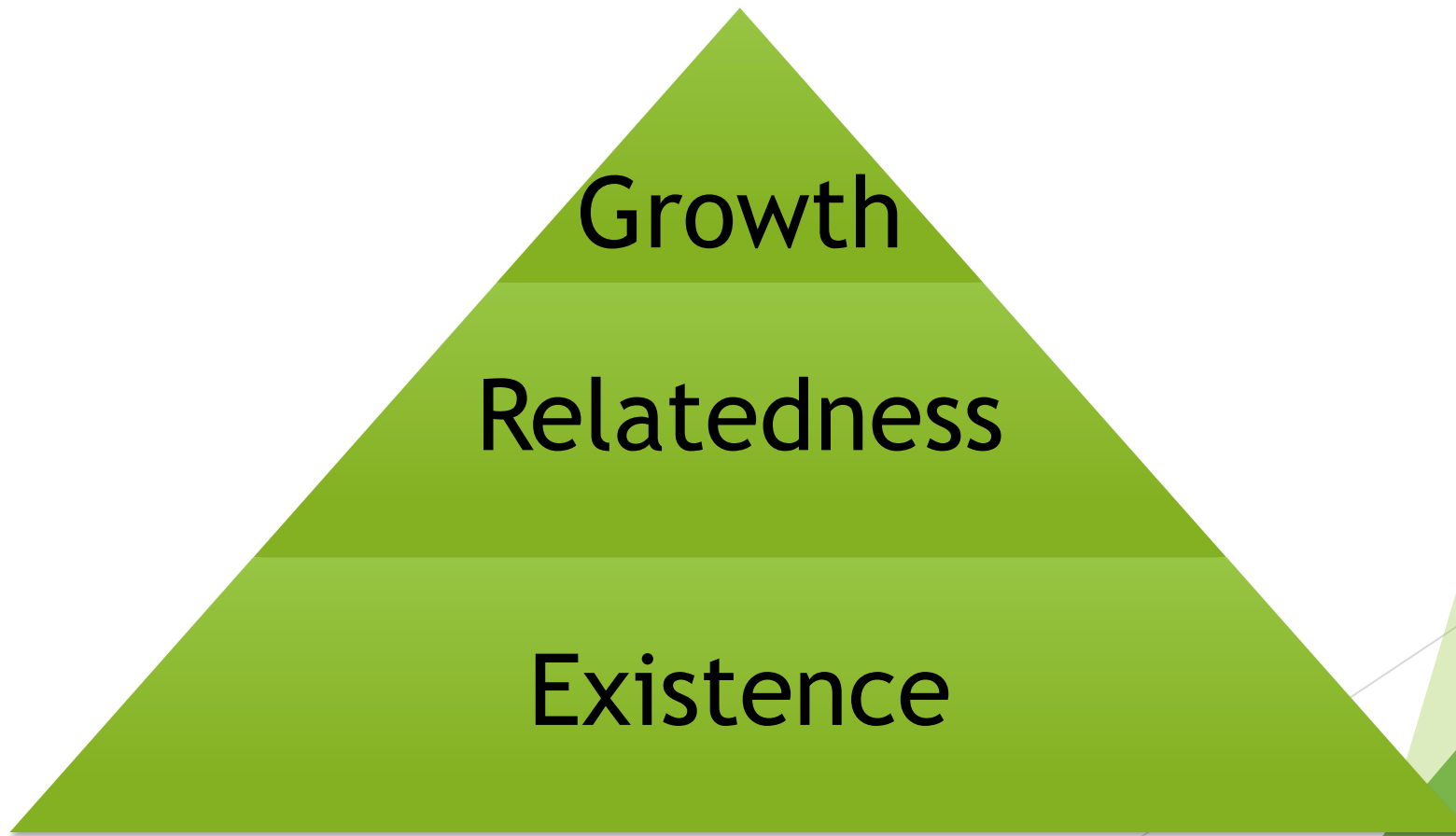
- ▶ Research:

- ▶ Order has not been supported



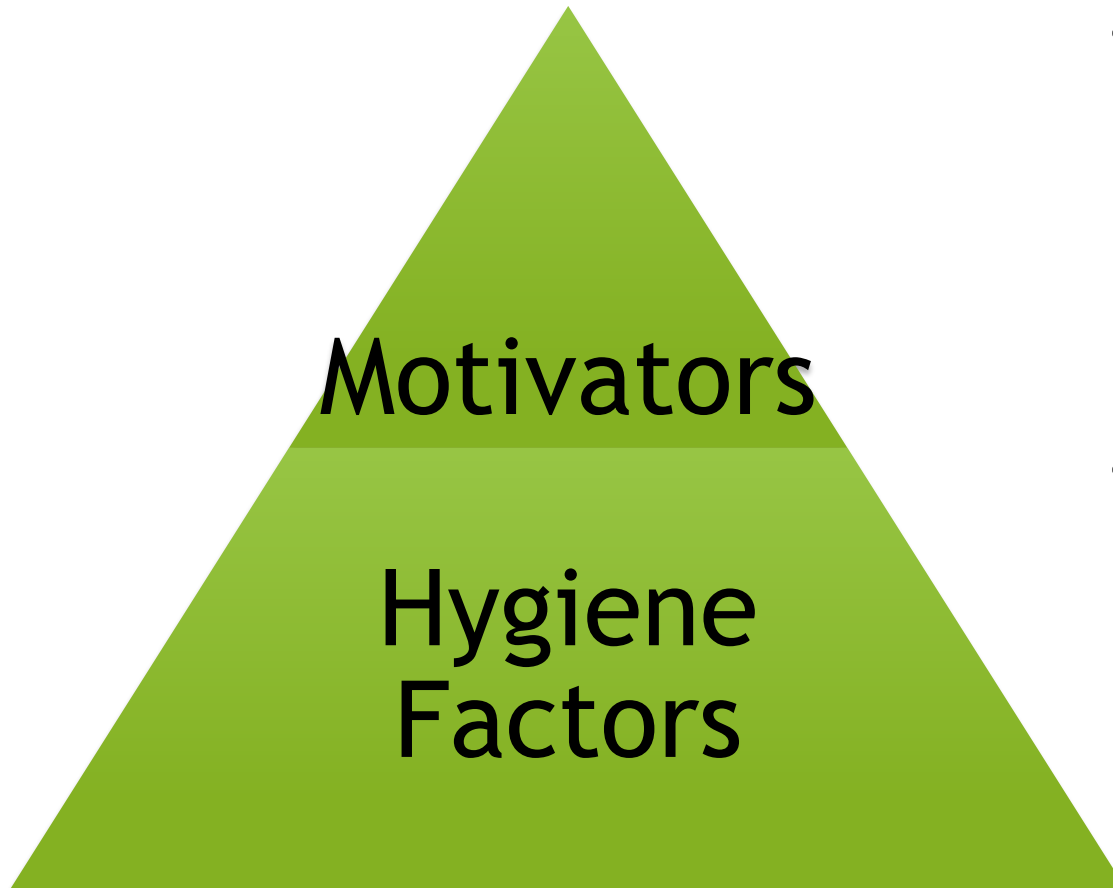
# ERG Theory

- ▶ Needs theory with three levels



# Two-factor Theory

- ▶ Needs theory with two levels



- Motivators
  - Responsibility
  - Growth
  - Challenge
  - Job control
- Hygiene factors
  - Pay
  - Benefits
  - Coworkers
  - Security

# Are employees rewarded for achieving goals?

- ▶ Essential strategy for motivating employees
  - ▶ Provide an incentive
- ▶ 6 factors to consider:
  - ▶ Timing of the incentive (immediate)
  - ▶ Contingency of the consequences (reasons )
  - ▶ Type of incentive used (Premack Principle)
    - ▶ Financial, Prize, Recognition, Travel
  - ▶ Use of individual-based (pay for performance, merit pay) versus group-based incentives (profit sharing, gainsharing, stock options)

# Reinforcement Theory

- ▶ Behavior is based on Past Reinforcement Experiences
- ▶ Law of Effect:
  - ▶ Behaviors reinforced, are more likely to occur
  - ▶ Behaviors punished, are likely to not occur
  - ▶ Basically, behavior is contingent on Effect
- ▶ Positive Reinforcement
  - ▶ Encourage behaviors by giving something “good”
  - ▶ Incentive systems, pay, bonuses, etc
- ▶ Negative Reinforcement
  - ▶ Encourage behaviors, by taking away something “bad” that currently exists

# Equity Theory

► Input/output ratio comparison (Role of Justice)

- Underpayment
  - Work less hard
  - Become more selfish
  - Lower job satisfaction
- Overpayment
  - No guilt feelings
  - Work harder
  - Become more team oriented