CHAPTER 15

Motivating Organizational Members

Pamela S. Lewis
Stephen H. Goodman
Patricia M. Fandt

Slides Prepared by
Zulmar Seguel

Motivation

• Forces

• Process

Motivation and Performance

\[
\text{Motivation} \rightarrow \text{Performance} \\
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Education Knowledge

Mental Skills
Motoric Skills
Perceptual Skills

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Motivation Approaches

- Need-Based Models
- Process Models

Need-Based Models

Maslow’s Hierarchy of Needs

Herzberg’s Two-Factor Model

Acquired-Needs Model

Maslow’s Hierarchy of Needs

- Self-actualization
- Esteem
- Affiliation
- Security
- Physiological
Need-Based Models

- Maslow’s Hierarchy of Needs
- Herzberg’s Two-Factor Model
- Acquired-Needs Model

Two-Factor Model

- Hygiene-Factors
  - Salary
  - Supervision
  - Company policies
  - Work conditions

- Motivator-Factors
  - Recognition
  - Advancement
  - Growth
  - Responsibilities

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Acquired-Needs Model

- Need for Achievement
- Need for Power
- Need for Affiliation

Process-Based Models

- Expectancy Model
- Equity Model
- Goal Setting
- Reinforcement Theory

Expectancy Model

- Effort
- Performance
- Instrumentality
- Outcomes: Rewards
- Valence
Process-Based Models of Motivation

- Expectancy Model
- Equity Model
- Goal Setting
- Reinforcement Theory

Equity Model

- Expectancy Model
- Equity Model
- Goal Setting
- Reinforcement Theory

Process-Based Models of Motivation
**Goal Setting**

- **S**pecific
- **M**easurable
- **A**chievable
- **R**esults oriented
- **T**ime related

**Process-Based Models**

- Expectancy Model
- Equity Model
- Goal Setting
  - **Reinforcement Theory**

**Reinforcement Theory & Strategies**

- Behavior
  - Support for achievement goal
  - Model for achievement goal
  - Punishment
  - Positive reinforcement
  - Negative reinforcement
  - Reinforcement

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**Reinforcement Theory**

- Interval and Ratio
- Fixed and Variable
- Fixed Interval and Fixed Ratio
- Variable Interval and Variable Ratio

**Behavior Modification**

- Change or modify
- Reward high performance behavior

**Contemporary Approaches**

- Participative management
- Money
- Employee ownership
- Rewarding team performance
Prescription for Greater Motivation

- Tell people what you expect them to do.
- Make the work valuable.
- Make the work doable.
- Give feedback.
- Reward successful performance.