

# Organizational Psychology

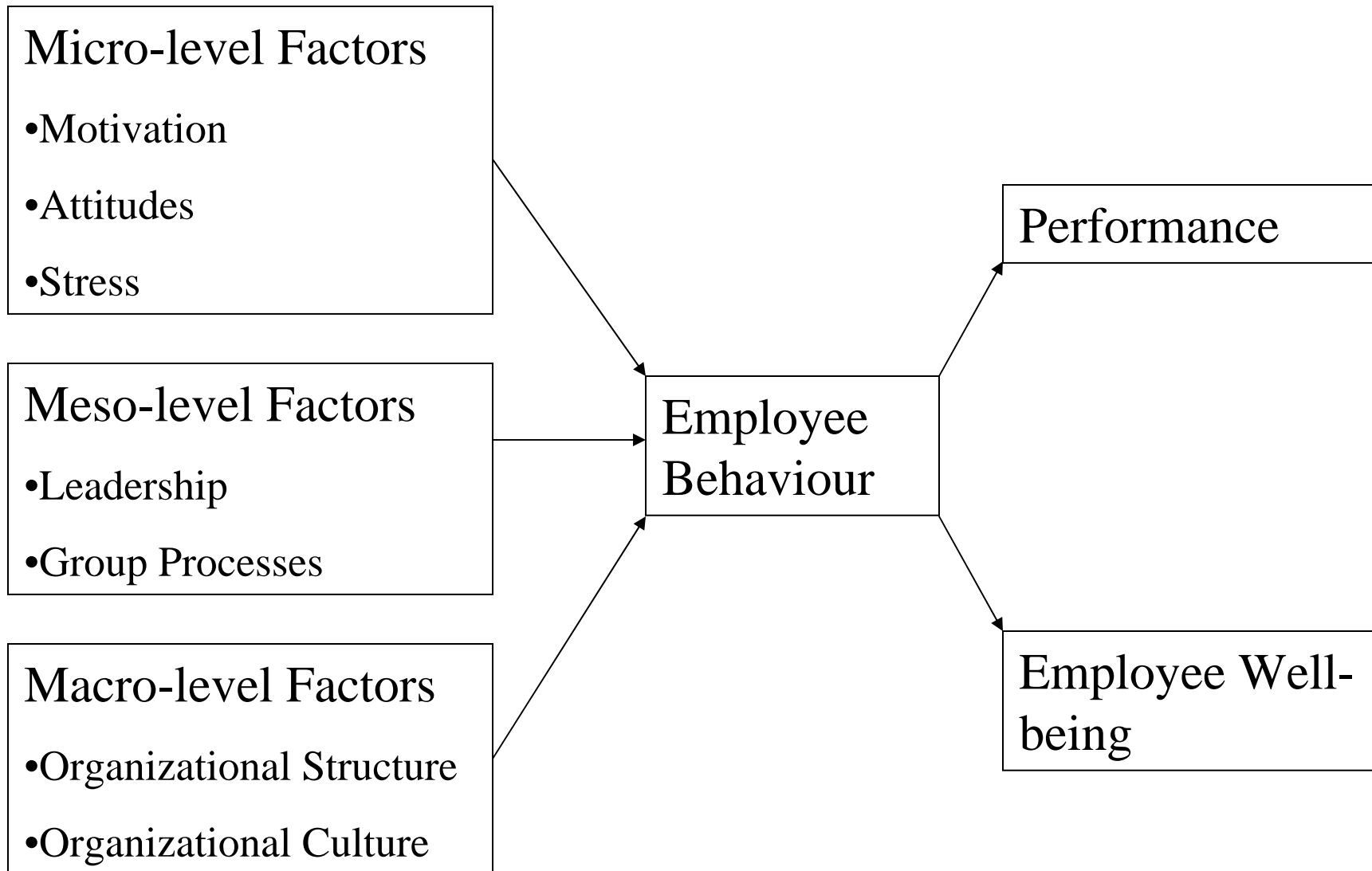
**Theme: Effective Management of People**

# Organizational Psychology

## **Major Objectives**

Understand, predict, and control (manage)  
behaviour in the workplace

# Organizational Psychology



# Motivation

# Overview

- What is motivation?
- What should we look for in a theory of motivation?
- What are the dominant theories?
  - Assumptions
  - Propositions
  - Empirical support
  - Applications

# Definition

*“Work motivation is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.”*

Pinder (1998)

# Criteria for Good Theory

- Parsimony
- Precision
- Testability
- Utility
- Generativity

# Motivation Theory

## Questions to be Answered

- What energizes behaviour?
- What determines the direction of behaviour?
- What determines the duration of the behaviour?
- How can motivation be effectively managed?

# Motivation Theory

## **Theoretical Perspectives**

- Need-Motive-Value Theories
- Behavioural Theories
- Cognitive Choice Theories
- Self-regulation Theories

**Note.** Theories within these categories each take a different perspective on motivation. Each has its strengths and its weaknesses. Together they provide a more complete picture.

# Need-Motive-Value Theories

- Maslow's Need Hierarchy Theory
- Alderfer's ERG Theory
- Herzberg's Two-Factor (Hygiene-Motivator) Theory
- McClelland's Theory of Social Motives
- Hackman & Oldam's Job Characteristics Theory

# Need-Motive-Value Theories

## **Common Assumptions**

- Motivation originates from “within”
- We seek out situations that can satisfy our needs
- To “motivate” others, we must provide opportunities to satisfy their needs

# Need-Motive-Value Theories

## **Differences**

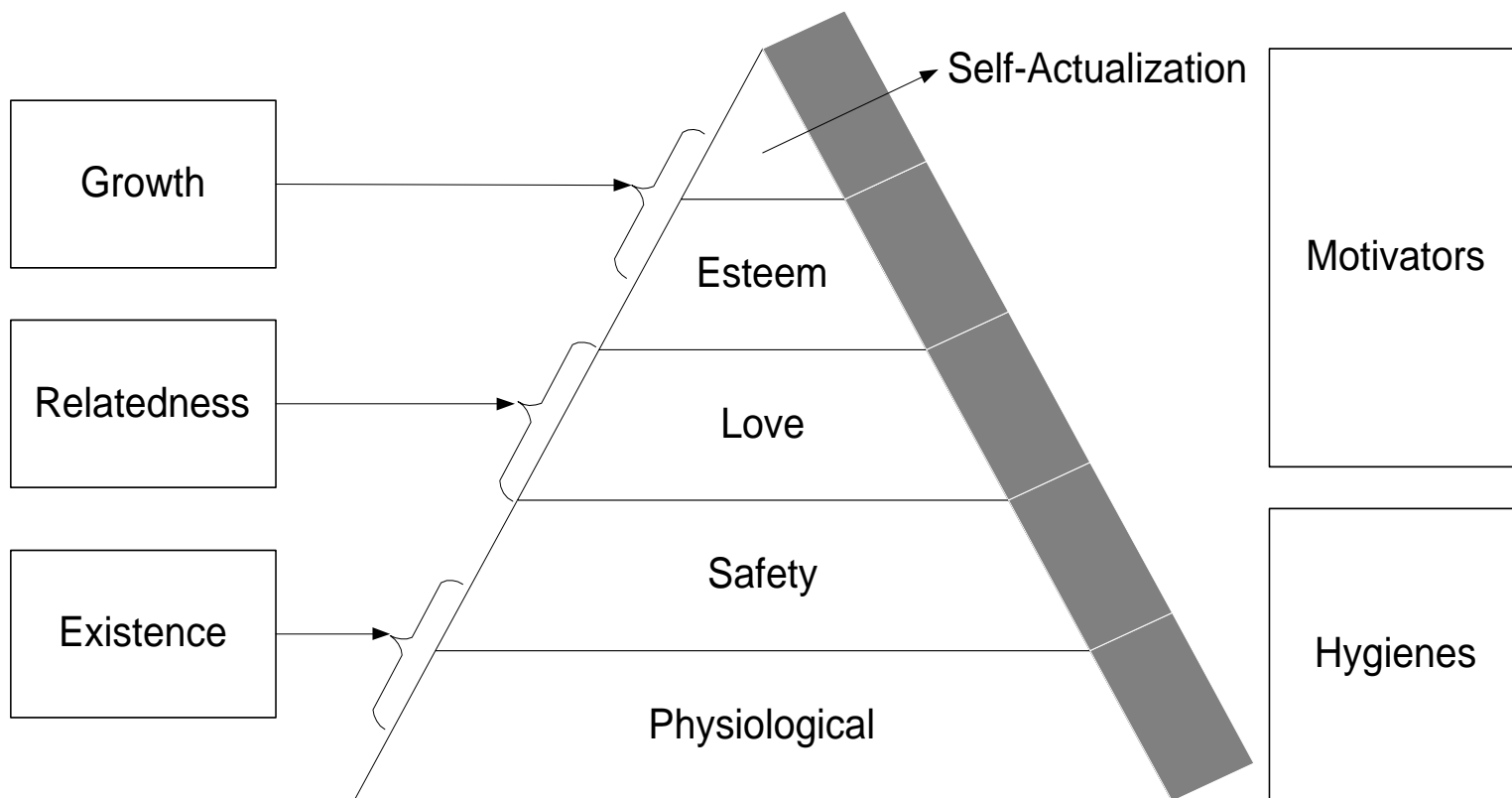
- Number and nature of basic needs
- Origin of needs
- Sequencing and timing of activation
- Consequences of fulfillment
- Consequences of frustration

# Overview of Need Theories

Alderfer's  
ERG Theory

Maslow's  
Hierarchy

Hertzberg's  
Two-Factor Theory



# McClelland's Theory of Social Motives

- Based on earlier work by Henry Murray
- Identifies three important social motives at work
  - Need for Achievement
  - Need for Power (personal and socialized)
  - Need for Affiliation
- Origin – acquired through learning (strengthened through fulfillment)

# Implications of Need Theories

Employees will be motivated to satisfy their needs

Therefore ...

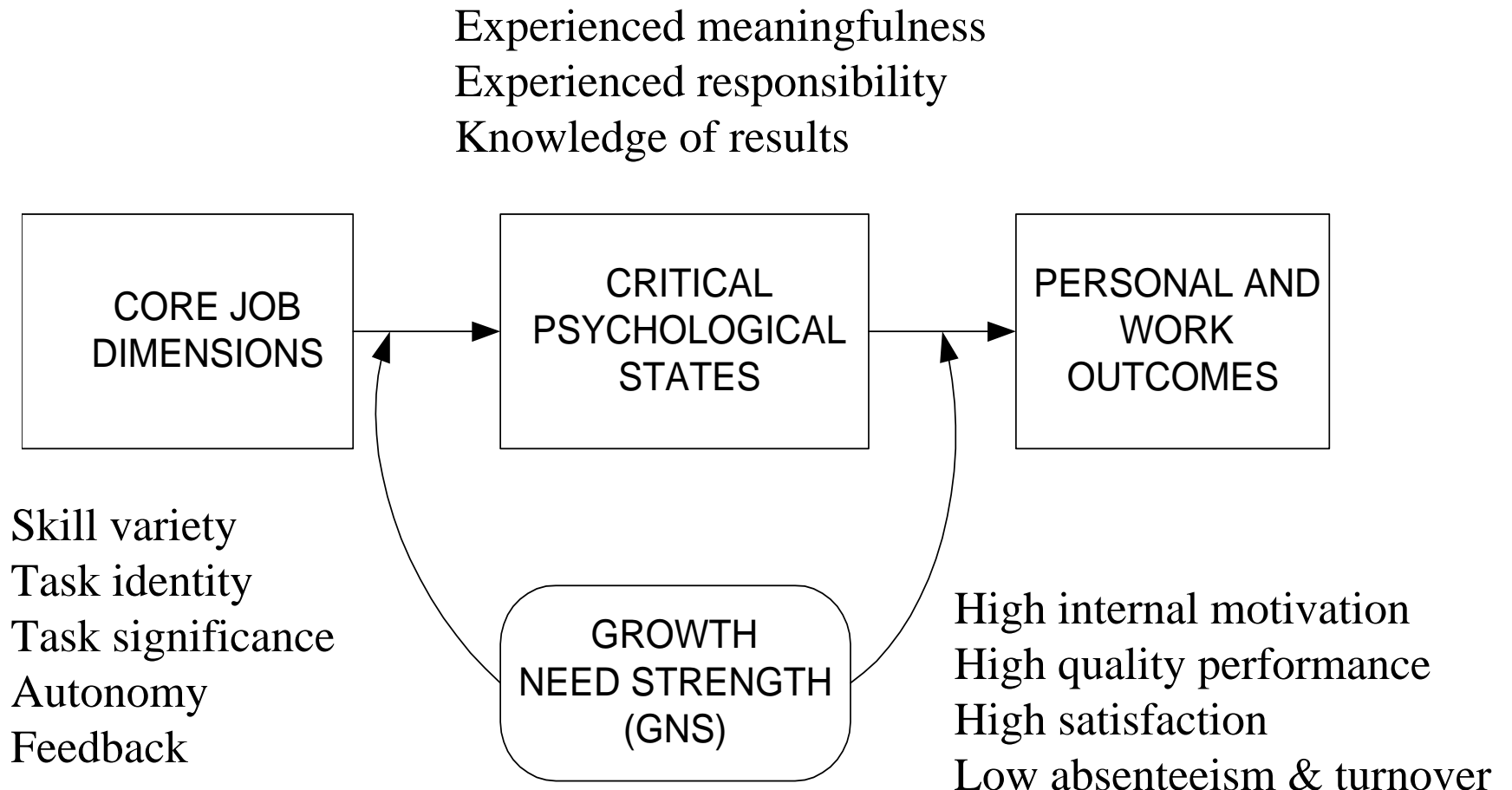
If needs are assumed to differ:

Match employees to situations (e.g., select leaders with high nPower)

If needs are assumed to be common:

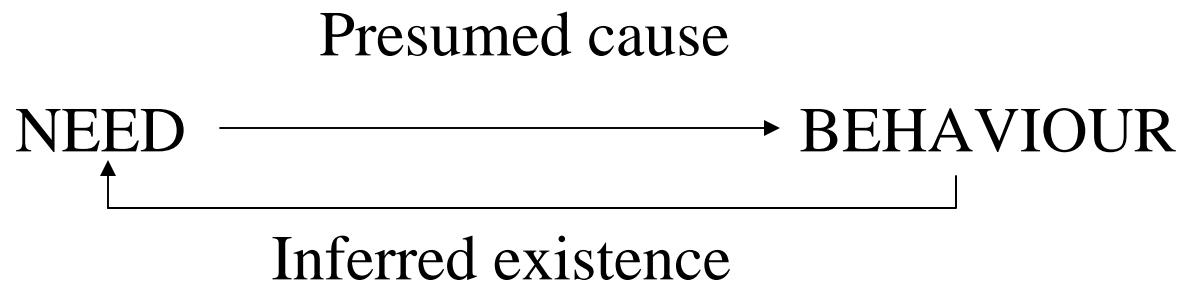
Design jobs to satisfy basic needs (e.g., job enrichment)

# Job Characteristics Model



# Common Criticisms

- Lack of clarity in defining the “need” construct (reflected in disagreements among need theorists)
- Lack of empirical support (testability?)
- Descriptive rather than explanatory (Tautological)



- Does not explain the direction of behavior

# “Radical” Behaviourism

**Major Proponent:** B.F. Skinner

## **Principle of Reinforcement**

Behaviour is a function of its consequences

## **Implications** (operant conditioning)

To increase the frequency of a response, use:

- Contingent positive reinforcement
- Contingent negative reinforcement

To decrease the frequency of a response, use:

- Extinction
- punishment

# “Radical” Behaviourism

## Some Key Concepts

- Contingency
  - Consequences must be depend on the behaviour
- Discriminative Stimuli
  - Cues that signal when the contingency is in effect
- Scheduling
  - Fixed or variable scheduling based on response frequency (ratio) or time (interval)
- Shaping
  - Reinforcement of successive approximations to the desired behaviour

# Organizational Behaviour Modification \*

## Steps

1. Identify specific target behaviour(s)
2. Monitor target behaviour to establish a baseline
3. Identify controlling conditions
4. Change conditions and/or consequences
5. Monitor results

\* aka Behaviour Management

# Common Criticisms

- Accurate but incomplete
  - Does not explain what energizes behaviour
  - Does not account for individual differences (e.g., responsiveness to reinforcers)
  - Does not take the role of cognition into account
- Focuses on the use of *extrinsic* consequences
  - Use of extrinsic rewards (e.g., pay can reduce *intrinsic* motivation)
- Use of operant conditioning techniques to change behaviour is unethical

# Cognitive Choice Theories

- Expectancy Theory (e.g., Vroom, 1964)
- Equity Theory (e.g., Adams, 1965)

## **Common Assumptions**

- People make conscious choices about how to behave
- To understand motivated behaviour, we must understand how these choices are made

# Expectancy Theory

## **Basic Assumptions**

1. Cognition (thought) plays an important role in determining behaviour
2. People often make conscious decisions about how to behave
3. Choices are made to attain pleasure and avoid pain

# Vroom's VIE Theory

Motivation is determined by three factors

- Expectancy
  - Perceived likelihood that one has the ability to do something
- Instrumentality
  - Perceived likelihood that the behaviour will produce various outcomes
- Valence
  - The value placed on the outcomes

# Vroom's VIE Theory

## **Basic Proposition**

*Motivation is greatest when a person believes (s)he has the ability to do something that has a high probability of leading to a desirable outcome.*

$$F = E \times (\sum I \times V)$$

# Expectancy Theory

## Relation to “Radical” Behaviourism

- Similarity
  - Behaviour is a function of its consequences
- Key Difference
  - Perceived contingencies are more important than actual contingencies

# Expectancy Theory

## **Empirical Support**

- Mixed
- Stronger support in predicting “within person” choices than “between person” differences

## **Limitations**

- Assumes a greater degree of “rationality” than actually occurs (e.g., maximizing vs. satisficing)

## **Implications**

- To motivate others, we should manage perceptions of V, I and E

# Equity Theory

**Source:** Adams (1965)

## **Basic Assumptions**

- People are motivated to maintain equity in exchange relationships
- Equity is assessed by making social comparisons
  - Equity  $O_s/I_s = O_c/I_c$
  - Underpayment Inequity  $O_s/I_s < O_c/I_c$
  - Overpayment Inequity  $O_s/I_s > O_c/I_c$

# Equity Theory

## **Reactions to Inequity**

- 1) Tension (anger or guilt) – strength varies a function of degree of inequity
- 2) Attempt to reduce inequity

# Equity Theory

## Strategies for Reducing Inequity

Alter one's own O or I

Alter the O or I of the comparison

Leave the relationship

Change comparison

Distort perception of O or I

Behavioural

Psychological

# Research Strategy

## EQUITY CONDITION

Underpayment    Overpayment

METHOD OF  
PAYMENT

Hourly Wage

Quantity	Quantity
Quality	Quality
Quantity	Quantity
Quality	Quality

Piece-rate

# Equity Theory

## **Summary of Research Findings**

- Findings in underpayment conditions are generally consistent with prediction
- Findings in overpayment conditions tend to be inconsistent

# Equity Theory

## Common Criticisms

- Research largely limited to short-term laboratory studies (although there are some exceptions)
- Ability to *predict* reactions to inequity is limited by ambiguities concerning:
  - Relevant inputs and outcomes
  - Comparison other
  - Behavioural choice processes
- Overemphasis on equity norm (vs. equality, need)

# Equity Theory

## Recent Developments

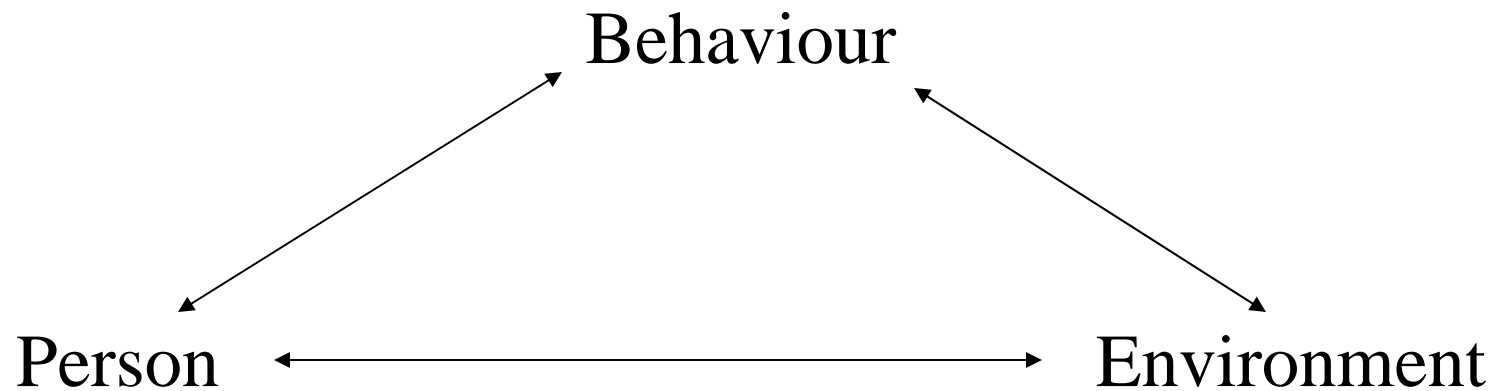
- Individual differences in sensitivity to equity norms (Huseman et al., 1987)
  - Benevolents
  - Sensitives
  - Entitleds
- Expansion of the concept of justice (three forms)
  - Distributive
  - Procedural
  - Interactional } combine to produce “fair process effect”

# Self-Regulation Theories

- Social Cognitive Theories
- Control Theories
- Goal-Setting Theory

# Social Cognitive Theories

Example: Bandura (1986)



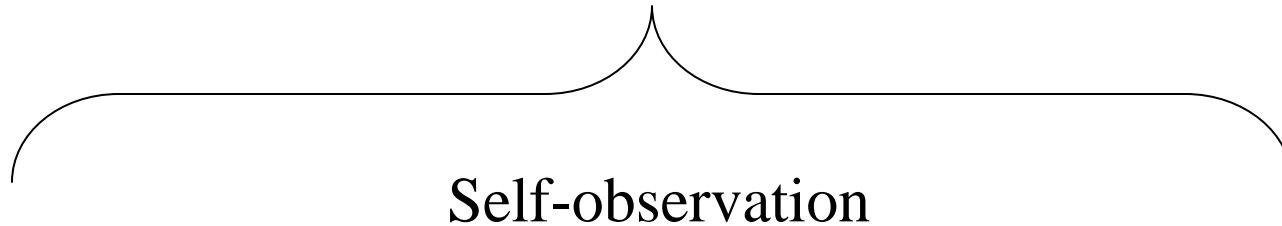
# Social Cognitive Theories

## Self-regulation Process

Self-efficacy → Effort → Outcome (performance – goal)

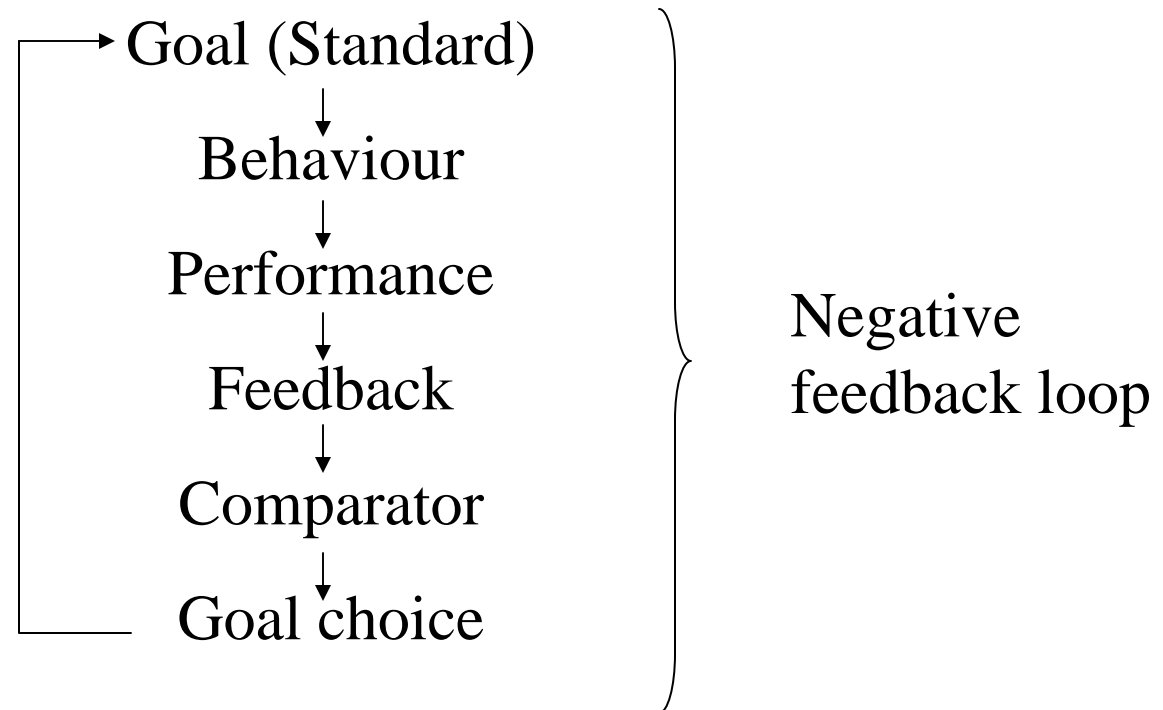


Self-evaluation & self-reaction



# Control Theories

**Example: Carver & Scheier (1981, 1998)**



**Note.** Motivation results from a need to reduce discrepancies

# Goal Setting Theory

## **Origins**

- Scientific Management (Taylor)
- Management by Objectives (Drucker)
- Cognitive Psychology (e.g., role of intention)

# Goal Setting Theory

## **Early Laboratory Studies**

- Original series of studies conducted by Ed Locke and associates
- Basic Findings
  - People assigned difficult and specific goals outperform those assigned easy, no, or ambiguous goals

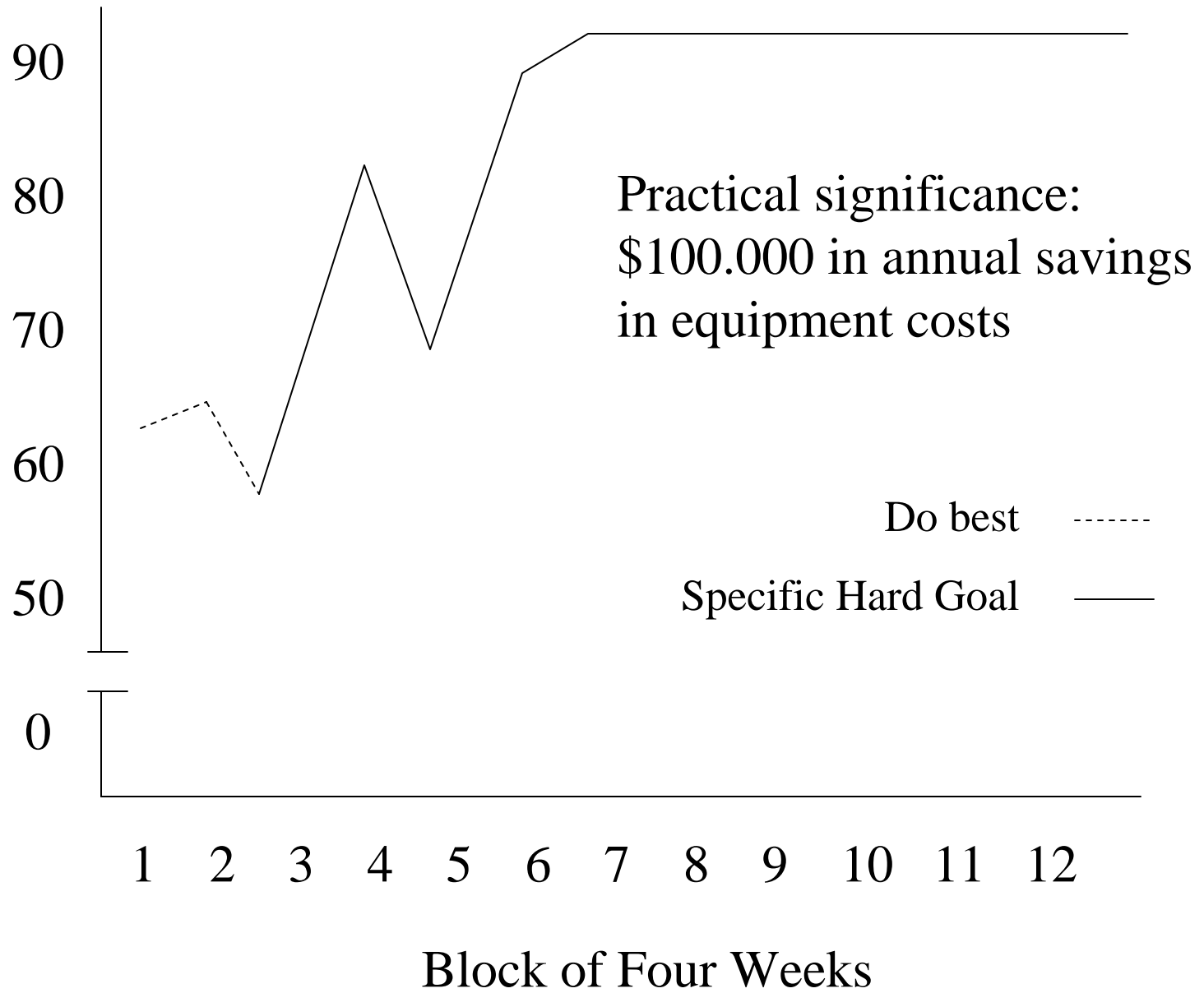
# Goal Setting Theory

## Field Studies

- Generally replicated findings in the laboratory
- Example

### Latham & Baldes (1975)

- Tested effects of assigned goals with unionized truck drivers in the logging industry
- Union conditions: no punishment or monetary incentives
- Goal: load trucks at 90% of legal limit
- Performance monitored and posted



# Goal Setting Theory

## **Boundary Conditions**

1. Acceptance of (or commitment to) the goal (i.e., internalization)

Can be increased by:

- Setting difficult but realistic goals
- Allowing participation in goal setting

2. Feedback

3. Incentives (i.e., extrinsic or intrinsic rewards)

# Goal Setting Theory

## **Mechanisms** (how goal setting works)

1. Directs action
2. Leads to strategy development
3. Increases motivation (energizes action)
4. Increases persistence

# Goal Setting Theory

## **Guidelines for Application**

- Set SMART goals

Specific

Measurable

Achievable

Realistic

Time-bound

# Goal Setting Theory

## Common Criticisms

- Goal-setting is more of a technique than a theory of motivation
- Goal-setting can lead to:
  - undesirable competition
  - overemphasis on some aspects of performance and neglect of others (e.g., quantity over quality)

# Motivation Theories: Summary

## **Need-Motive-Value Theories**

- Identify needs that energize behaviour (common human qualities and individual differences)

## **Behaviour Theory**

- Focuses on environmental effects on behaviour – helps to explain direction

## **Cognitive Choice Theories / Self-regulation Theories**

- Emphasize the role of thought and volition, and the interaction of person and environment