

MST 514– Introduction to Organisation Behaviour

Lecture 10

August, 2015



Topics to be covered today

1. Contemporary Theories of Motivation

Contemporary Theories of Motivation

1. Self-Determination Theory
2. Goal-Setting Theory
 - Management by Objectives (MBO)
3. Self-Efficacy Theory
 - Also known as Social Cognitive Theory or Social Learning Theory
4. Reinforcement Theory
5. Equity Theory
6. Expectancy Theory

1. Self-Determination Theory

People prefer to feel they have control over their actions, so anything that makes a previously enjoyed task feel more like an obligation than a freely chosen activity will undermine motivation.

It is concerned with the beneficial effects of intrinsic motivation and the harmful effects of extrinsic motivation.

- Major Implications for Work Rewards

- Intrinsic and extrinsic rewards are not independent
- Extrinsic rewards may decrease intrinsic rewards: Task becomes more what they have to do rather they want to do.
- Goal setting is more effective in improving motivation
- Verbal rewards increase intrinsic motivation; tangible rewards reduce it

2. Locke's Goal-Setting Theory

- **Basic Premise:**

- That *specific* and *difficult* goals, with *self-generated feedback*, lead to higher performance

- **Difficult Goals:**

- Focus and direct attention

- Energize the person to work harder

- Difficulty increases persistence

- Force people to be more effective and efficient

- **Relationship between goals and performance depends on:**

- Goal commitment (the more public the better!)

- Task characteristics (simple, well-learned)

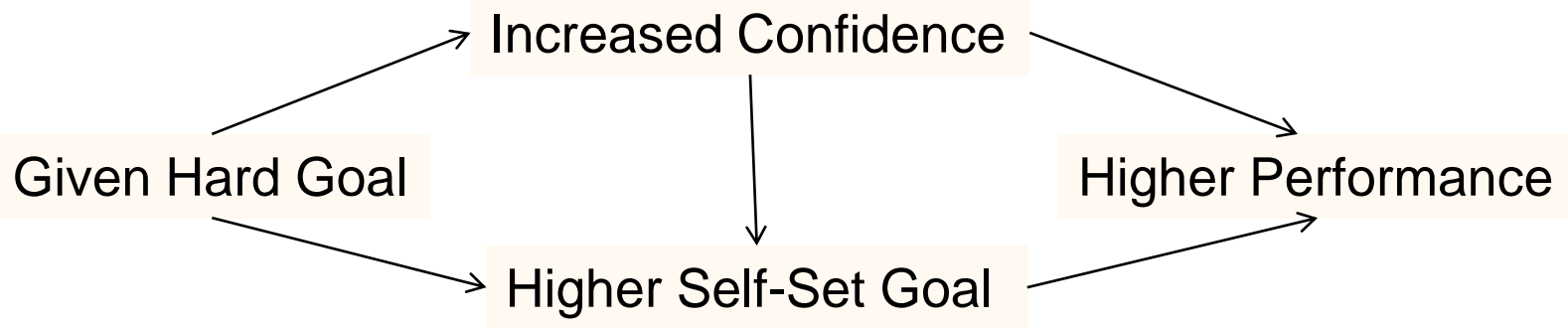
- Culture

Implementation of Goal-Setting: Management by Objectives

- MBO is a systematic way to utilize goal-setting.
- Goals must be:
 - Tangible
 - Verifiable
 - Measurable
- Corporate goals are broken down into smaller, more specific goals at each level of organization.
- Four common ingredients to MBO programs:
 - Goal specificity
 - Participative decision making
 - Explicit time period
 - Performance feedback

3. Bandura's Self-Efficacy Theory

- Self-efficacy is an individual's belief that he or she is capable of performing a task.
 - Higher efficacy is related to:
 - Greater confidence
 - Greater persistence in the face of difficulties
 - Better response to negative feedback (work harder)
 - Self-efficacy complements goal-setting theory



Increasing Self-Efficacy

- **Enactive mastery**
 - Most important source of efficacy
 - Gaining relevant experience with task or job
 - “Practice makes perfect”
- **Vicarious modeling**
 - Increasing confidence by watching others perform the task
 - Most effective when observer sees the model to be similar to him- or herself
- **Verbal persuasion**
 - Motivation through verbal conviction
 - Pygmalion and Galatea effects – self-fulfilling prophecies
- **Arousal**
 - Getting “psyched up” – emotionally aroused – to complete task
 - Can hurt performance if emotion is not a component of the task

4. Reinforcement Theory

- Similar to goal-setting theory, but focused on a behavioral approach rather than a cognitive one.
 - Behavior is environmentally caused
 - Thought (internal cognitive event) is not important
 - Feelings, attitudes, and expectations are ignored
 - Behavior is controlled by its consequences – re-inforcers
 - Is not a motivational theory but a means of analysis of behavior
 - Reinforcement strongly influences behavior but is not likely to be the sole cause
 - Based on operant conditioning

5. Adams' Equity Theory

- Employees compare their ratios of outcomes-to-inputs of relevant others.
 - When ratios are equal: state of equity exists – there is no tension as the situation is considered fair
 - When ratios are unequal: tension exists due to unfairness
 - Under rewarded states cause anger
 - Over rewarded states cause guilt
 - Tension motivates people to act to bring their situation into equity

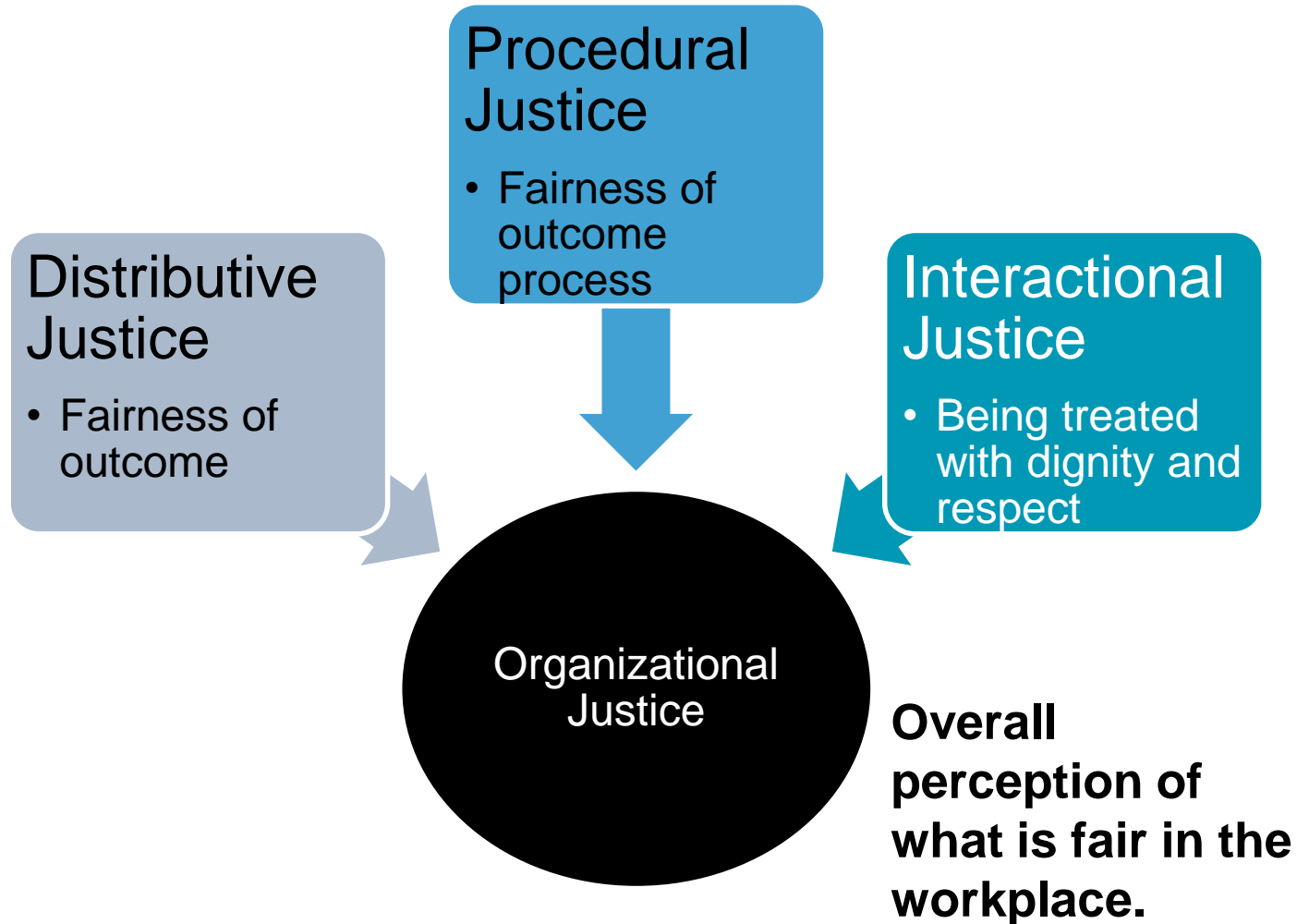
Equity Theory's "Relevant Others"

- There can be four referent comparisons:
 - Self–Inside
 - The person's experience in a different job in the same organization
 - Self–Outside
 - The person's experience in a different job in a different organization
 - Other–Inside
 - Another individual or group within the organization
 - Other–Outside
 - Another individual or group outside of the organization

Reactions to Inequity

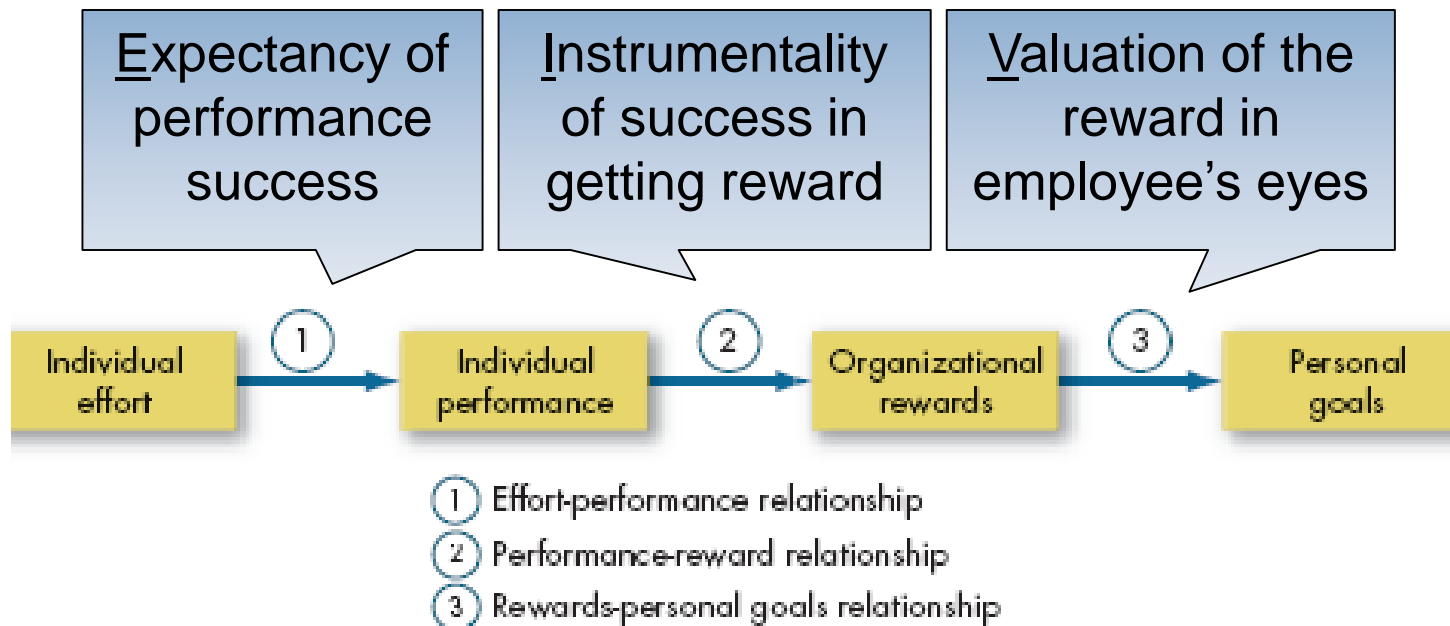
- Employee behaviors to create equity:
 - Change inputs (slack off)
 - Change outcomes (increase output)
 - Distort/change perceptions of self
 - Distort/change perceptions of others
 - Choose a different referent person
 - Leave the field (quit the job)
- Propositions relating to inequitable pay:
 - Paid by time:
 - Over rewarded employees produce more
 - Under rewarded employees produce less with low quality
 - Paid by quality:
 - Over rewarded employees give higher quality
 - Under rewarded employees make more of low quality

Justice and Equity Theory



6. Vroom's Expectancy Theory

The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of the outcome to the individual.



Thank you

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