

Chapter Review

6

Motivation- Later Theorists

Objectives...

- 1 explain the process theory of motivation
- 2 recall the expectancy theory of motivation
- 3 recall the equity theory of motivation
- 4 recall the goal theory of motivation
- 5 discuss theory Z and its application to Western organizations
- 6 discuss how attribution theory may help managers to motivate their employees

Key Terms

Attribution theory	The way in which individuals make sense of other people's behaviour through attributing characteristics to them by judging their behaviour and intentions on past knowledge and in comparison with other people they know.
Equity theory	A theory of motivation which focuses on people's feelings of how fairly they have been treated in comparison with the treatment received by others.
Expectancy theory	a process theory which argues that individual motivation depends on the valence of outcomes, the expectancy that effort will lead to good performance, and the instrumentality of performance in producing valued outcomes.
Goal theory	A theory of motivation that is based on the premise that people's goals or intentions play an important part in determining behaviour. Goals guide people's responses and actions and direct work behaviour and performance, leading to certain consequences or feedback.
Reinforcement	The encouragement of particular behaviours through the application of positive and/or negative rewards
Theory z	The management style (characteristic of many Japanese companies) that combines various aspects of scientific management and behaviouralism; the characteristics include long-term employment, development of company-specific skills, participative and collective decision-making and a broad concern for the welfare of workers

24. In this and the previous chapter we have considered the problem of how we motivate or persuade others (employees etc) to do what we want them to do. Motivation theories are important to managers and others seeking to be effective leaders. Whilst there is no all-encompassing explanation, the aforementioned theories (alongside those outlined in the previous chapter) are helpful in understanding motivation. Expectancy theory attempts to explain behaviour in terms of an individual's goals and choices and the expectation of achieving the objectives. In short, this theory suggests that employee motivation depends upon whether the employee wants the reward on offer for doing a good job and whether they believe more effort will lead to that reward. Therefore, in order to motivate people we must show them something desirable, indicate how straightforward it is to obtain it, and then support their self-belief that they can complete the task and achieve the reward. Equity Theory is a process theory of motivation which argues that the perception of unfairness in an organizational setting leads to tension, which drives the individual to act to resolve that unfairness. The theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and that this distress leads to efforts to restore equity within the relationship. People are motivated by what they consider a fair/equitable return for their efforts. Inequity is uncomfortable and tends to generate behaviour aimed at restoring equity, such as altering inputs (e.g. effort) or outcomes or cognitively distorting them, leaving the organization, attempting to distort the other person's perceptions of inputs or outcomes, or changing the person used as a point of comparison. Goal setting is a powerful way of motivating people. Goal-setting theory states that goals can be a major motivational source at work. Goals, when accepted, lead to higher performance levels. We also discussed attribution theory, noting the importance of perception to many theories of motivation. We considered reinforcement theory and finished with a brief review of theory Z. For Ouchi, Theory Z focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee. According to Ouchi, Theory Z management tends to endorse stable employment, high productivity, and high employee morale and satisfaction.

