

Motivation- Later Theorists

In this recording we summarise the content of chapter 6 Motivation- Later Theorists.

Studying this chapter should help you explain the process theory of motivation; recall the expectancy theory of motivation; recall the equity theory of motivation; recall the goal theory of motivation; discuss theory Z and its application to Western organizations; discuss how attribution theory may help managers to motivate their employees; .

Introducing the chapter, the authors start with 1. The motivation theories discussed in the previous chapter have been labelled 'content theories' of motivation, because they focus on the needs, drives or triggers of human behaviour in the workplace. This chapter examines some of the ideas proposed by those whose focus is mainly on the process of motivation rather than its content. Not surprisingly, these theories tend to be called 'process theories' of motivation. Process theories of motivation focus upon what people are thinking when they decide whether or not to place effort into a particular activity. One of the most well known of these is so-called Expectancy Theory, which is the first to be outlined. This is followed by a brief consideration of other later theories of motivation, including Equity, Goal, Attribution and Reinforcement Theory, and an analysis of Japanese motivational practices given the name of 'Theory Z'..

The key concepts discussed within this chapter are:

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; .

Other terms discussed include:

Actor-observer effect; Perception; Self-serving bias; .

Summarising and concluding, the author(s) make the following comments - 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..

We have now reached the end of the chapter 'Motivation- Later Theorists'.

There are a number of references for this chapter where further reading opportunities are identified for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter