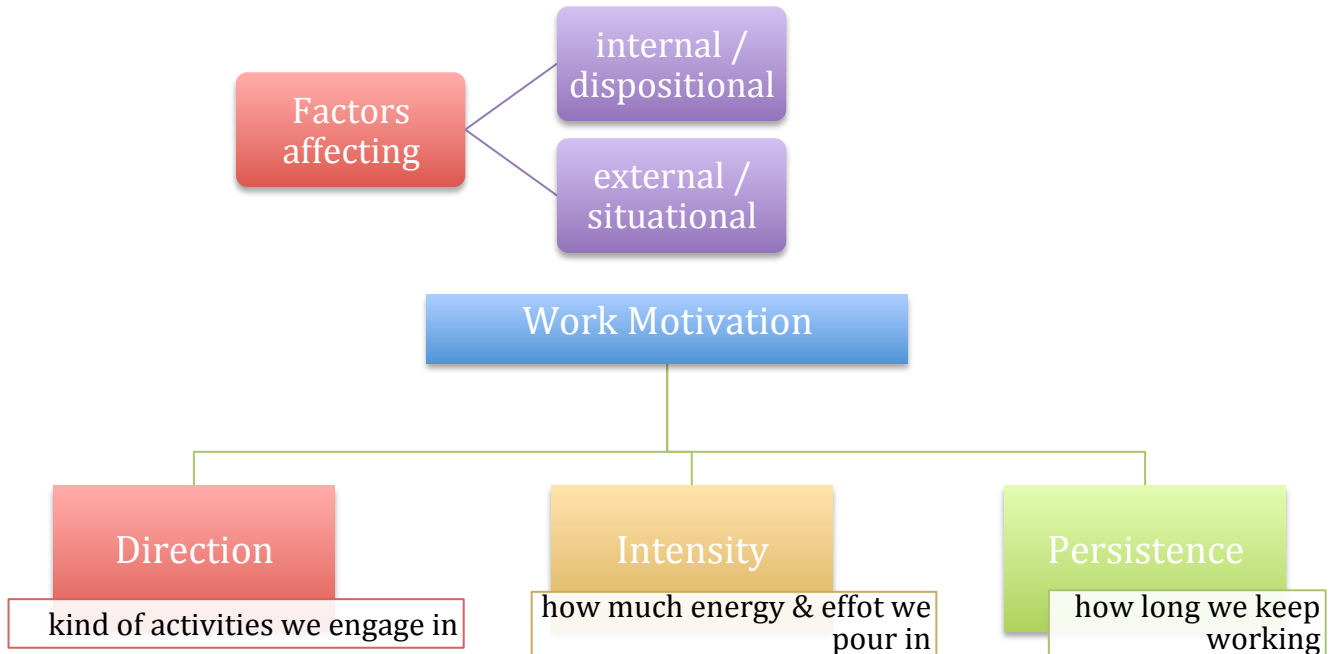


## Lecture 5

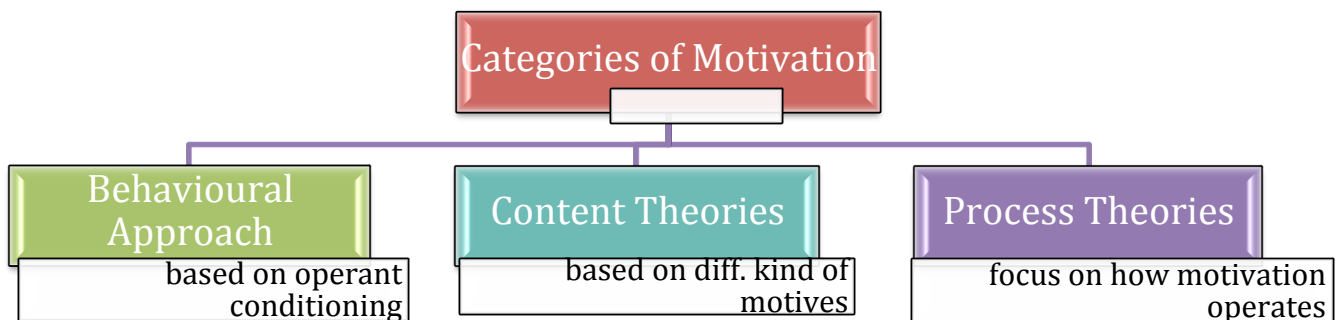
### Work Motivation

- Cognitive process which determines
  1. Direction
  2. Intensity
  3. Persistence
- Of behavior / performance in workplace.



### Historical Review

- Early 1990s' belief: much of our behaviour was instinctive
- Was replaced by
  1. ideas of needs/motives and drives (e.g., Maslow);
  2. behaviouralist perspective (Skinner)



### Operant Conditioning

## Positive Reinforcement

- From external stimuli e.g. money (material) / praise from a supervisor (social).

## Punishment

- Adverse stimulus, opposite of positive reinforcement.
- If a job is not performed satisfactorily,
- manager may punish with verbal criticism /threats.

## Negative Reinforcement

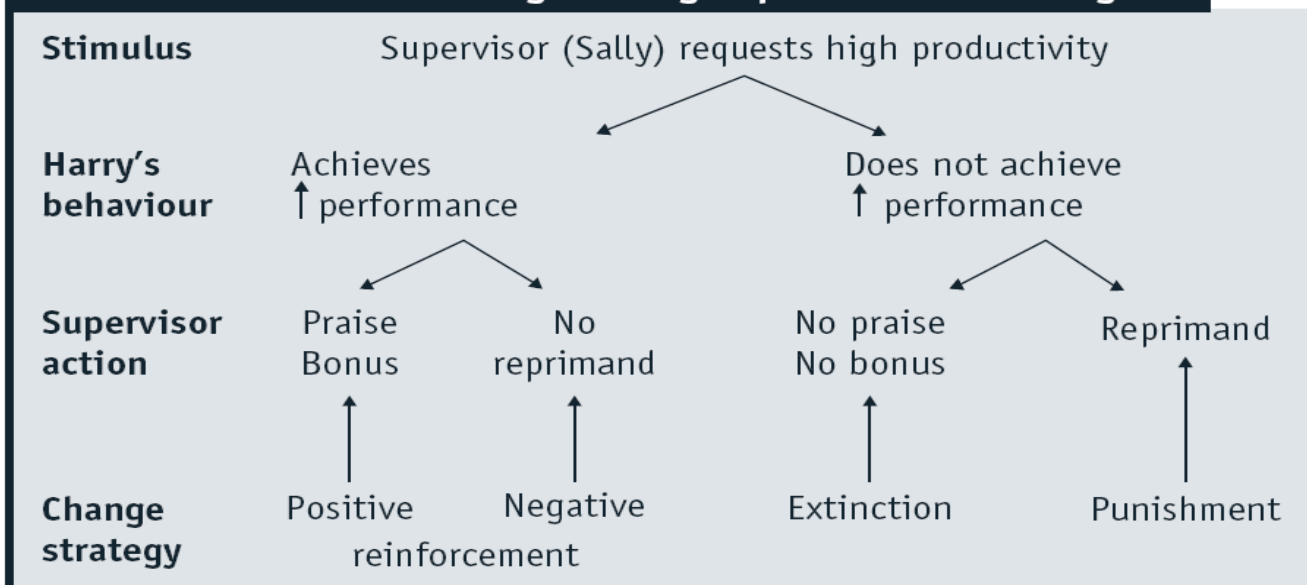
- Removal of aversive consequence, with aim of increasing behaviour.
- worker may strive to perform at high level to avoid wrath of his/her supervisor.

## Extinction

- withholding of any kind of reinforcement, typically by ignoring behaviour altogether.
- Assumes that lack of positive reinforcement will reduce behaviour happening again.
- However, other contingencies may be operating (including self reinforcement).

### Behavior Change Through Operant Conditioning

**FIGURE 5.1 Behaviour change through operant conditioning**



### Content Theories

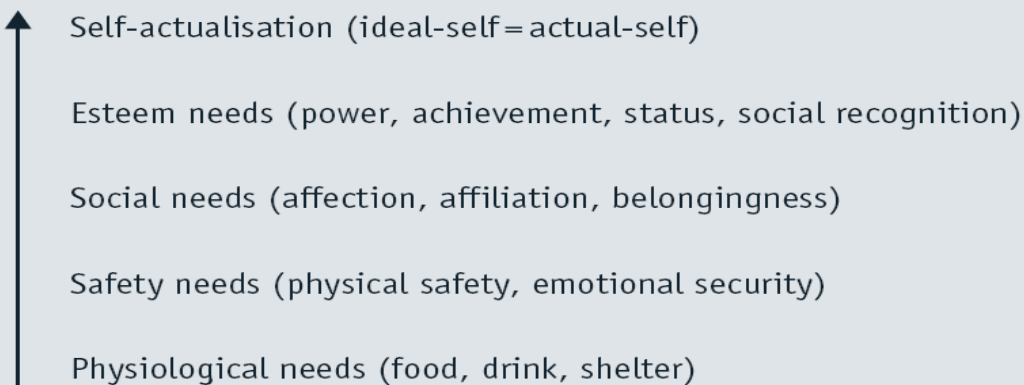
- Specify the types of motivation that will affect people's behavior

- most prominent theories are:
- 1. Maslow's need hierarchy theory;
- 2. ERG theory
- 3. Herzberg's two-factor theory; and
- 4. McClelland's learned needs model.

### Need Hierarchy Theory

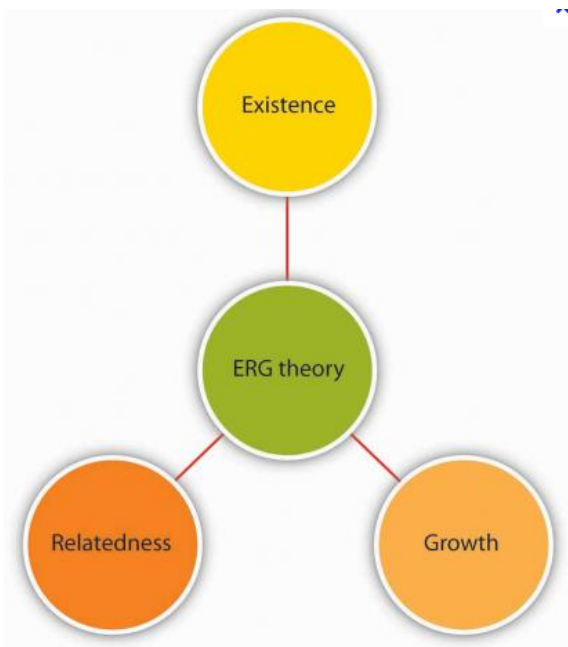
- general approach to human motivation, not only work.
- fulfilment of needs = fundamental human attribute,
- drive to fulfil underlies all our behaviour.
- Needs are layered, with basic needs at the bottom, and higher order needs at the top.
- First articulated in 1943 by Abraham Maslow.

**FIGURE 5.2 Maslow's hierarchy of needs**



- Basic assumptions of a need hierarchy:
- 1. Our behavior is determined by unfulfilled needs;
- 2. Unsatisfied needs create frustration, tension and psychological stress;
- 3. People have a need to grow and develop and will always be striving to 'climb' the need hierarchy.
- However research has not shown that our needs are in a hierarchy, and not all higher order needs have universal progression.

### ERG Theory



- Alderfer's model has three sets of needs
- Adds frustration-regression process to Maslow's model

### Herzberg's Two-Factor Theory

- Proposed in 1950's by Frederick Herzberg, this theory set out to discover:
  - Elements in people's jobs which make them happy; and
  - Those elements, which make them unhappy with their work.
- Accountants & engineers were asked which work related incidents/events had given them pleasure & which were displeasing.

#### Hygiene factors (dissatisfiers)

- Elements within the job
- necessary to keep a person in good health (physically or psychologically)
- don't in themselves motivate the individual to perform at a higher level.

#### Motivator factors (satisfiers)

- Factors which will spur the person to invest themselves in their work and
- strive to perform at a high level

**TABLE 5.1 Herzberg's two-factor theory: Hygiene and motivator factors**

#### **HYGIENE FACTORS (Dissatisfiers)**

Pay  
Status  
Working conditions (physical)  
Material benefits  
Policies and procedures  
Interpersonal relations

#### **MOTIVATOR FACTORS (Satisfiers)**

Meaningful work  
Responsibility  
Autonomy and control  
Recognition of achievements  
Opportunities for growth and development  
Feelings of achievement on the job