

รหัสวิชา MTM3202 การสร้างเครือข่ายทางธุรกิจ Business Network Buildings

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Learning Objectives

- LO9-1** Explain what motivation is and why managers need to be concerned about it
- LO9-2** Describe from the perspectives of expectancy theory and equity theory what managers should do to have a highly motivated workforce
- LO9-3** Explain how goals and needs motivate people and what kinds of goals are especially likely to result in high performance
- LO9-4** Identify the motivation lessons that managers can learn from operant conditioning theory and social learning theory
- LO9-5** Explain why and how managers can use pay as a major motivation tool

The Nature of Motivation

★ Motivation

↳ The psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence



The Nature of Motivation

★ **Direction**

↳ possible behaviors the individual could engage in

★ **Effort**

↳ how hard the individual will work

★ **Persistence**

↳ whether the individual will keep trying or give up

The Nature of Motivation

★ **Intrinsically Motivated Behavior**

↳ Behavior that is performed for its own sake

★ **Extrinsically Motivated Behavior**

↳ Behavior that is performed to acquire material or social rewards or to avoid punishment

★ **Prosocially motivated behavior**

↳ behavior performed to benefit or help others

The Nature of Motivation

★ Outcome

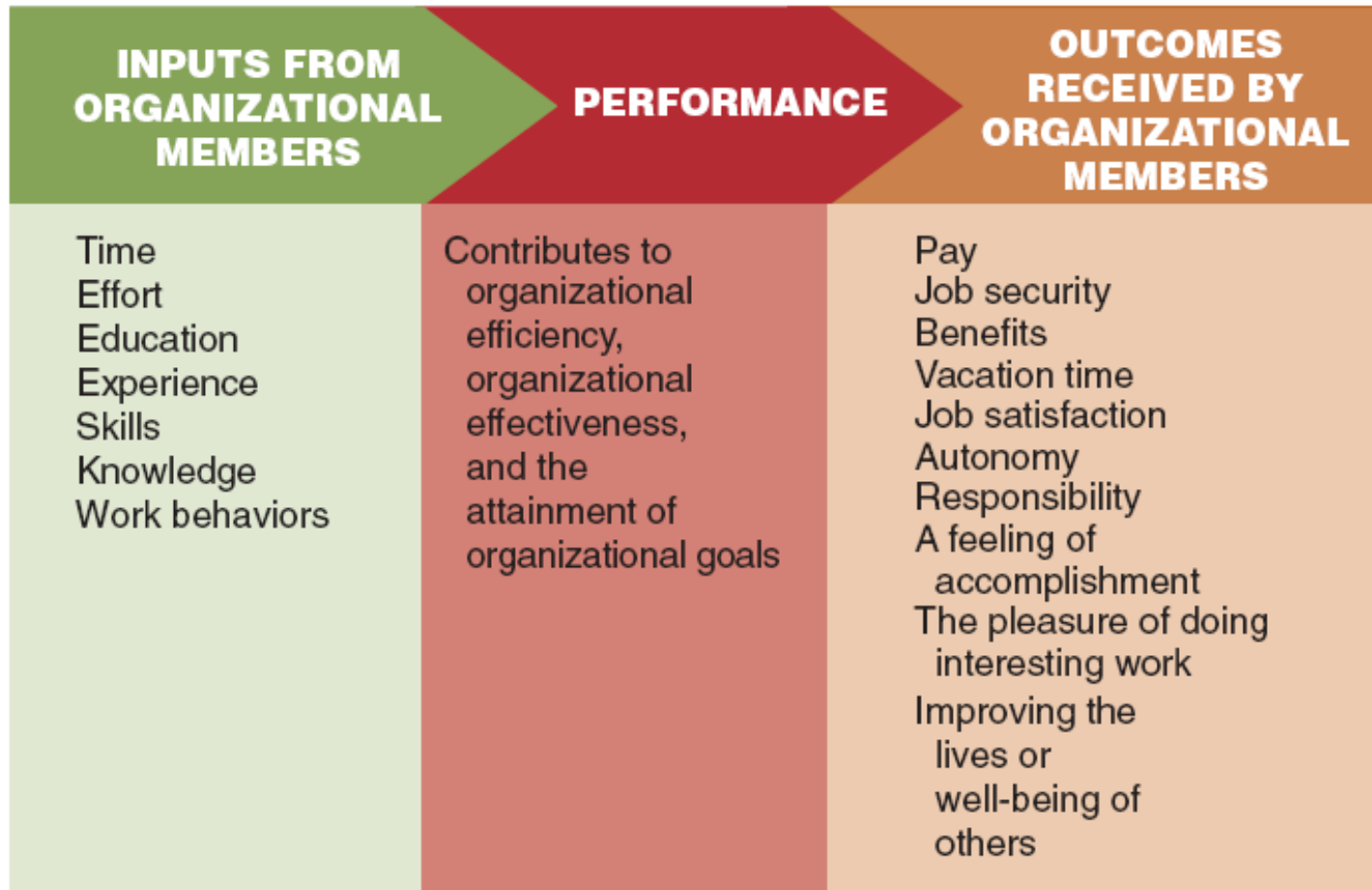
- ↳ Anything a person gets from a job or an organization
- ↳ Pay, job security, autonomy, accomplishment

★ Input

- ↳ Anything a person contributes to his or her job or organization
- ↳ Time, effort, skills, knowledge, work behaviors

The Motivation Equation

Figure 9.1



Expectancy Theory


★ Expectancy theory

- ↳ The theory that motivation will be high when workers believe that high levels of effort lead to high performance and high performance leads to the attainment of desired outcomes.

Question?

What is the belief that performance results in the attainment of outcomes?

- A. Expectancy
- B. Instrumentality
- C. Valence
- D. Motivation



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Expectancy Theory

★ Expectancy

↳ the belief that effort (input) will result in a certain level of performance

★ Instrumentality

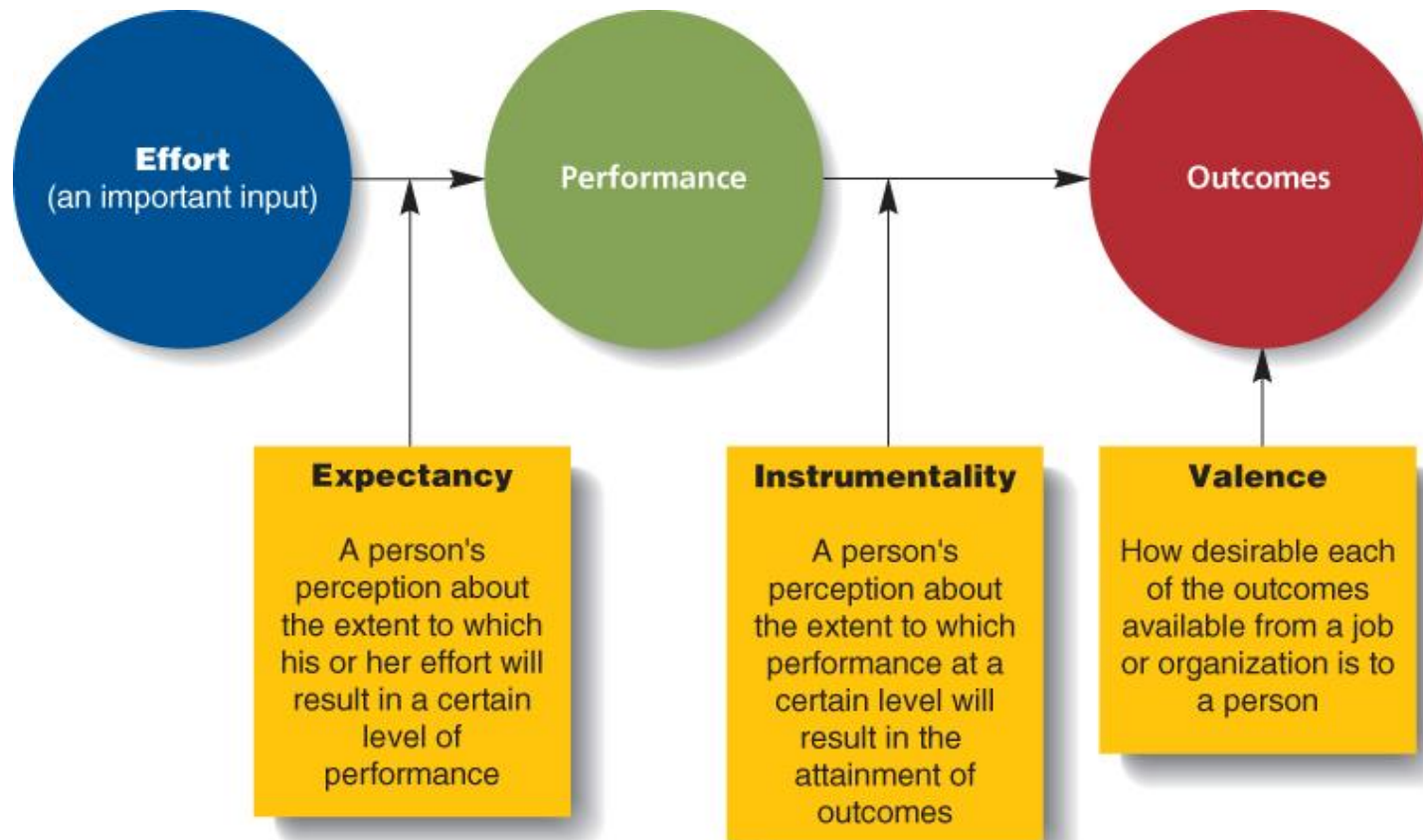
↳ the belief that performance results in the attainment of outcomes

★ Valence

↳ how desirable each of the available outcomes from the job is to a person

Expectancy, Instrumentality, and Valence

Figure 9.2



Expectancy Theory

Figure 9.3




Need Theories

★ Need Theories

- ↳ Theories of motivation that focus on what needs people are trying to satisfy at work and what outcomes will satisfy those needs
- ↳ Basis premise is that people are motivated to obtain outcomes at work to satisfy their needs

Maslow's Hierarchy of Needs

Maslow's Hierarchy of Needs

	Needs	Description	Examples of How Managers Can Help People Satisfy These Needs at Work
<p>Highest-level needs</p> 	Self-actualization needs	The needs to realize one's full potential as a human being	By giving people the opportunity to use their skills and abilities to the fullest extent possible
	Esteem needs	The needs to feel good about oneself and one's capabilities, to be respected by others, and to receive recognition and appreciation	By granting promotions and recognizing accomplishments
	Belongingness needs	Needs for social interaction, friendship, affection, and love	By promoting good interpersonal relations and organizing social functions such as company picnics and holiday parties
	Safety needs	Needs for security, stability, and a safe environment	By providing job security, adequate medical benefits, and safe working conditions
	Physiological needs	Basic needs for things such as food, water, and shelter that must be met in order for a person to survive	By providing a level of pay that enables a person to buy food and clothing and have adequate housing
Lowest-level needs (most basic or compelling)			

The lowest level of unsatisfied needs motivates behavior; once this level of needs is satisfied, a person tries to satisfy the needs at the next level.

Herzberg's Motivation-Hygiene Theory

★ Herzberg's Motivation-Hygiene Theory

↳ A need theory that distinguishes between motivator needs (related to the nature of the work itself) and hygiene needs (related to the physical and psychological context in which the work is performed) and proposes that motivator needs must be met for motivation and job satisfaction to be high.

Herzberg's Motivation-Hygiene Theory

- ★ **Motivator needs** relate to the **nature** of the work itself and how challenging it is
- ★ **Hygiene needs** are related to the **physical** and **psychological** context in which the work is performed

McClelland's Needs for Achievement, Affiliation, and Power

★ Need for Achievement

- ↳ A strong desire to perform challenging tasks well and meet personal standards for excellence



McClelland's Needs for Achievement, Affiliation, and Power

★ **Need for Affiliation**

↳ Extent to which an individual is concerned about establishing and maintaining good interpersonal relations, being liked, and having the people around him get along with each other

★ **Need for Power**

↳ Extent to which an individual desires to control or influence others

Equity Theory

★ Equity Theory

- ↳ A theory of motivation that focuses on people's perceptions of the fairness of their work outcomes relative to their work inputs.

Equity Theory

★ Equity

↳ Justice, impartiality, and fairness to which all organizational members are entitled

★ Inequity

↳ Lack of fairness



Equity Theory

Table 9.2

Condition	Person		Referent	Example
Equity	$\frac{\text{Outcomes}}{\text{Inputs}}$	=	$\frac{\text{Outcomes}}{\text{Inputs}}$	An engineer perceives that he contributes more inputs (time and effort) and receives proportionally more outcomes (a higher salary and choice job assignments) than his referent.
Underpayment inequity	$\frac{\text{Outcomes}}{\text{Inputs}}$	< (less than)	$\frac{\text{Outcomes}}{\text{Inputs}}$	An engineer perceives that he contributes more inputs but receives the same outcomes as his referent.
Overpayment inequity	$\frac{\text{Outcomes}}{\text{Inputs}}$	> (greater than)	$\frac{\text{Outcomes}}{\text{Inputs}}$	An engineer perceives that he contributes the same inputs but receives more outcomes than his referent.

Equity Theory

★ Underpayment inequity

↳ exists when a person perceives that his own outcome–input ratio is less than the ratio of a referent.

★ Overpayment inequity

↳ exists when a person perceives that his own outcome–input ratio is greater than the ratio of a referent.

Goal Setting Theory

★ Goal Setting Theory

- ↳ Focuses on identifying the types of goals that are effective in producing high levels of motivation and performance and explaining why goals have these effects



Learning Theories

★ Learning Theories

- ↳ Theories that focus on increasing employee motivation and performance by linking the outcomes that employees receive to the performance of desired behaviors and the attainment of goals

Question?

What is a relatively permanent change in person's knowledge or behavior that results from practice or experience?

- A. Observation
- B. Learning
- C. Anecdotal
- D. Empirical

Learning Theories

★ Learning

↳ A relatively permanent change in person's knowledge or behavior that results from practice or experience



Operant Conditioning Theory

★ Operant Conditioning

- ↳ People learn to perform behaviors that lead to desired consequences and learn not to perform behaviors that lead to undesired consequences.

Operant Conditioning Theory

★ Positive Reinforcement

↳ Giving people outcomes they desire when they perform organizationally functional behaviors

★ Negative Reinforcement

↳ Eliminating undesired outcomes when people perform organizationally functional behaviors

Operant Conditioning Theory

★ Extinction

↳ Curtailing the performance of a dysfunctional behavior by eliminating whatever is reinforcing them

★ Punishment

↳ Administering an undesired or negative consequence when dysfunctional behavior occurs

Discussion Question

Which of the following motivates employees best?

- A. Positive Reinforcement
- B. Negative Reinforcement
- C. Extinction
- D. Punishment

Social Learning Theory

★ Social Learning Theory

↳ A theory that takes into account how learning and motivation are influenced by people's thoughts and beliefs and their observations of other people's behavior

Social Learning Theory

★ Vicarious Learning

- ↳ Learning that occurs when a learner is motivated to perform a behavior by watching another person perform and be reinforced for doing so
- ↳ Also called Observational Learning



Social Learning Theory

★ Self-Reinforcement

↳ Any desired or attractive outcome or award that a person can give himself or herself for good performance

★ Self-efficacy

↳ A person's belief about his or her ability to perform a behavior successfully

Pay and Motivation

★ Pay as a Motivator

- ↳ Expectancy: Instrumentality, the association between performance and outcomes, must be high for motivation to be high.
- ↳ Need Theory: pay is used to satisfy many needs.
- ↳ Equity Theory: pay is given in relation to inputs

Pay and Motivation

★ Pay as a Motivator

- ↳ Goal Setting Theory: pay is linked to attainment of goals.
- ↳ Learning Theory: outcomes (pay), is distributed upon performance of functional behaviors.

Merit Pay and Performance

★ Merit Pay Plan

↳ A compensation plan that bases pay on performance



Salary Increase or Bonus?

★ Employee Stock Option

- ↳ A financial instrument that entitles the bearer to buy shares of an organization's stock at a certain price during a certain period of time or under certain conditions.

Examples of Merit Pay Plans

★ Piece-rate Pay

↳ Employee's pay is based on the number of units that the employee produces

★ Commission Pay

↳ Employee's pay is based on a percentage of sales that the employee makes

Examples of Merit Pay Plans

★ Scanlon plan

↳ focuses on reduced expenses or cutting costs

★ Profit sharing

↳ employees receive a share of an organization's profits

Video: SAS

- ★ What impact does the multitude of benefits available at SAS have on employee motivation?
- ★ What are the advantages of the SAS model?

