

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

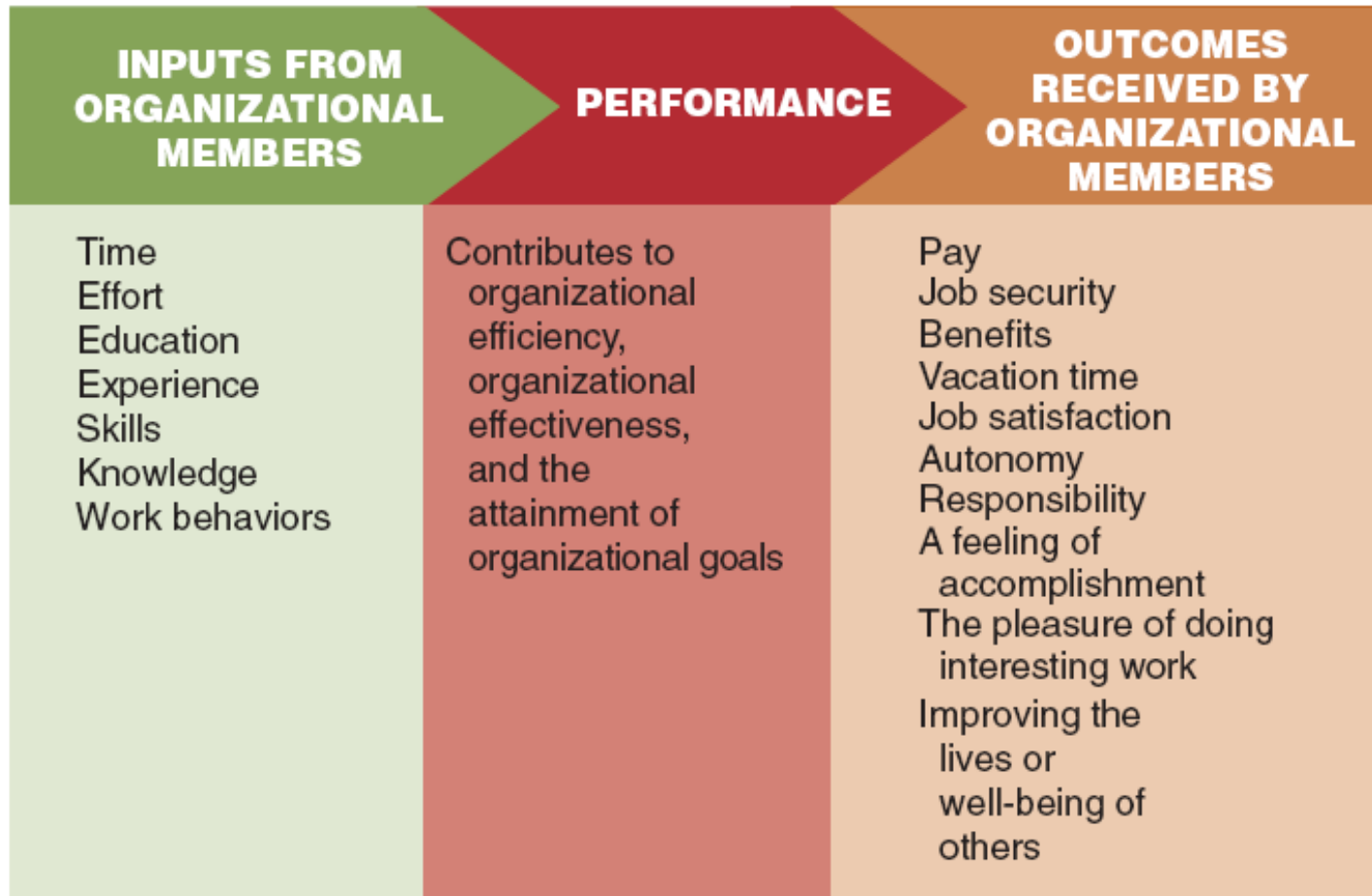
- ↳ Anything a person gets from a job or an organization
- ↳ Pay, job security, autonomy, accomplishment

## ★ 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