Motivation theory

Recap
- Theories of learning
  - Classical and operant conditioning
  - Social learning theory

Goals
- Finish up learning
- Cover basic theories of motivation
Reinforcement

- Research on use of reinforcers
  - Financial vs. nonfinancial
    - Financial incentives have strong effect on performance (Kluger & DeNisi, 1996)
    - Financial incentives affects performance quantity more than quality (Jenkins, Mitra, Gupta, & Shaw, 1998)
    - Financial and nonfinancial incentives have roughly similar efficacy (Stajkovic & Luthans, 1997)
  - Punishment widely used, but not seen as consistently effective

Learning organizations

- An organization that focuses on supporting learning and providing learning opportunities throughout the organization.
Learning support processes

- Coaching/mentoring
  - Mentoring involves a mentor/protégé relationship
  - Positive effects on individual career development, knowledge transfers within organizations

Motivation

\[ P = f(E, A, M) \]

- \( P \) = performance
- \( E \) = environment
- \( A \) = ability
- \( M \) = motivation

Role of motivation in organizations
Motivational theories

- Externally-focused theories
  - Effects of external rewards (i.e., reinforcement theory)

- Internally-focused theories
  - Cognitive
  - "Non-rational"

Cognitive theories

- Expectancy (VIE) theory (Vroom, 1964)
  - \[ M = E \times I \times V \]
    - Valence (Does person value reward?)
    - Instrumentality (Will performance lead to reward?)
    - Expectancy (Will effort lead to performance?)

Cognitive theories

- Self-efficacy (Bandura, 1986)
  - Related to persistence & effort, attention, choice of goals
  - Four causes
    - Mastery experiences
    - Vicarious experiences
    - Verbal persuasion
    - Physiological states
  - High SE may have drawbacks…
Cognitive theories

- Goal-setting theory (Locke, 1968; Locke & Latham, 1990)

  - Goal difficulty
  - Goal commitment
  - Goal specificity

  Direction
  Effort
  Persistence
  Task strategies
  Performance

Moderators

- Feedback – progress towards goals
- Task complexity
  - Learning goals, not performance goals
  - Proximal goals, not distal goals

Needs (content) theories

- Maslow’s “hierarchy of needs”
Maslow

- Research
  - No stable “hierarchies” – everyone has different general hierarchies, and switch back and forth
  - People still motivated by “higher-order” needs even when lower-order is not satisfied
  - Satisfied needs still motivate

Needs (content) theories

- Theory of Learned Needs (McClelland)
  - Children learn to internalize certain types of needs that reflect cultural values
    - Need for achievement
    - Need for power
    - Need for affiliation
  - Based on early theories of personality

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