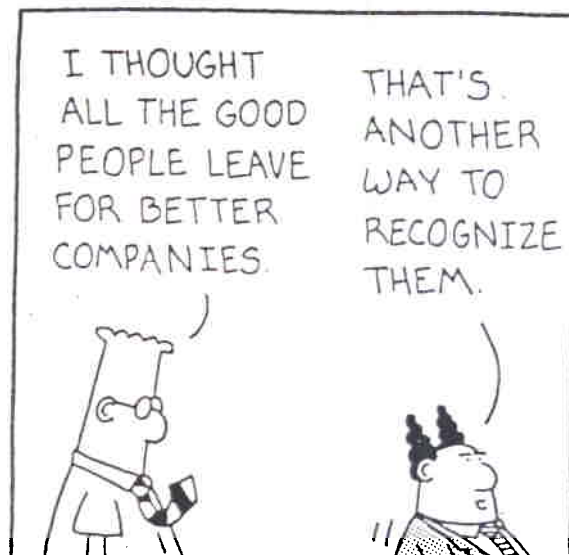


DILBERT By Scott Adams



LEADERSHIP

AND

MOTIVATION

MOTIVATE

**to provide with incentive or drive
causing (a person) to act . . .**

LEAD

**to direct the operations, activity,
or performance of (a person) . . .**

MOTIVATION

**In an organizational sense,
motivation is the willingness of an individual
to exert high levels of effort
to reach organizational goals,
conditioned by the effort's ability
to satisfy some individual need**

CATEGORIES OF MOTIVATION THEORY

CONTENT THEORIES

**assume that motivation is based on human needs
and the (sometimes unconscious) efforts to satisfy them**

PROCESS THEORIES

**assume that behavioral choices are made rationally
based on expected outcomes**

CONTENT THEORIES

Elton Mayo
Abraham Maslow
David McClelland
William Whyte
Frederick Herzberg
Stanley Schachter
Robert White
Douglas McGregor

CONTENT THEORY

ELTON MAYO

Harvard, 1927-1932, Hawthorne Studies
Hawthorne plant of Western Electric Company

Example

Illumination Experiment

**Objective was to determine the lighting conditions
that would provide the best work environment,
thereby increasing efficiency and decreasing fatigue**

**Employee productivity increased during the studies,
regardless of the lighting conditions**

Primary Conclusions

**Noneconomic factors affect
the behavior of employees at work**

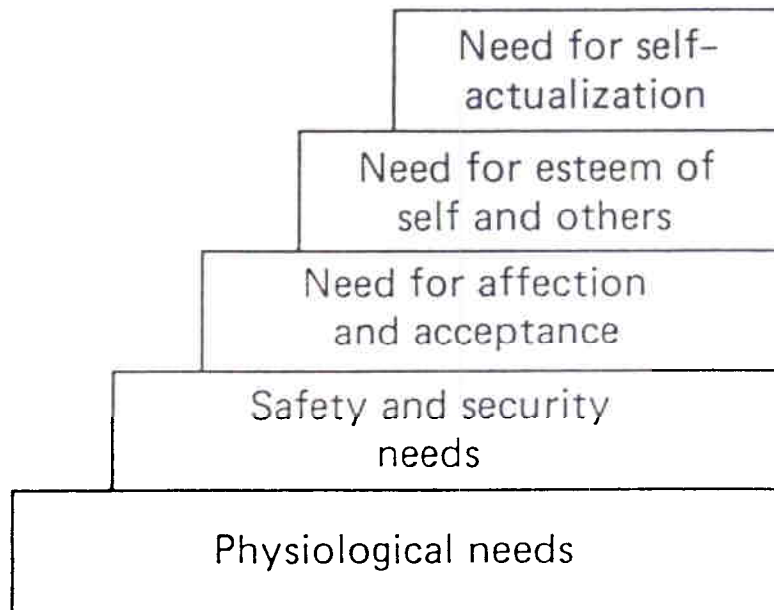
**Strong informal work groups exist
that influence productivity**

CONTENT THEORY

ABRAHAM MASLOW

Hierarchy of Needs

1943



CONTENT THEORY
DAVID C. McCLELLAND

Trio of Needs
1953

NEED FOR ACHIEVEMENT
Desire to excel or accomplish something

NEED FOR POWER
Desire to control one's environment

NEED FOR AFFILIATION
Desire for companionship and acceptance

CONTENT THEORY
WILLIAM F. WHYTE

The Impact of Money
1955

Money has an effect

Effect is neither as simple or strong as assumed

Employees think in terms of "selling" their futures

**Monetary incentives cannot be considered
separately from other needs**

Most misused managerial motivational tool is power

CONTENT THEORY FREDERICK HERZBERG

Two-Factor Theory 1959

MOTIVATION FACTORS: Intrinsic Factors

Achievement, Recognition, Work Itself,

Responsibility, Advancement, Growth

HYGIENE FACTORS: Extrinsic Factors

Company Policy and Administration, Supervision,

Relationship with Supervisor, Work Conditions,

Salary, Relationship with Peers, Personal Life,

Relationship with Subordinates, Status, Security

CONTENT THEORY

STANLEY SCHACHTER

The Affiliation Motive

1959

**Need for affiliation
tends to correlate with
lack of control over one's environment**

**Affiliative circumstances that
"reduce unhappiness" include:**

The opportunity to have beliefs confirmed
Misery loves company
Misery loves others in similar predicaments

CONTENT THEORY

ROBERT WHITE

The Competence Motive
1959

Desire for Mastery

**Need to understand and manipulate
physical and social environment**

**People like to be able to make things happen,
not to merely await them passively**

CONTENT THEORY
DOUGLAS MCGREGOR

Theory X and Theory Y
1960

THEORY X
consistent with Frederick Taylor
relies on external control of human behavior

THEORY Y
consistent with Abraham Maslow
relies on individual self-control and self-direction

CATEGORIES OF MOTIVATION THEORY

CONTENT THEORIES

**assume that motivation is based on human needs
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PROCESS THEORIES

**assume that behavioral choices are made rationally
based on expected outcomes**

PROCESS THEORIES

B. F. Skinner

Victor Vroom

J. Stacey Adams

Lyman Porter & Edward Lawler

PROCESS THEORY
B. F. SKINNER

Behavior Modification
1953

Reinforcement Theory or Operant Conditioning

POSITIVE REINFORCEMENT
increase desired behavior by providing rewards

NEGATIVE REINFORCEMENT
(Avoidance)
increase desired behavior by providing escape

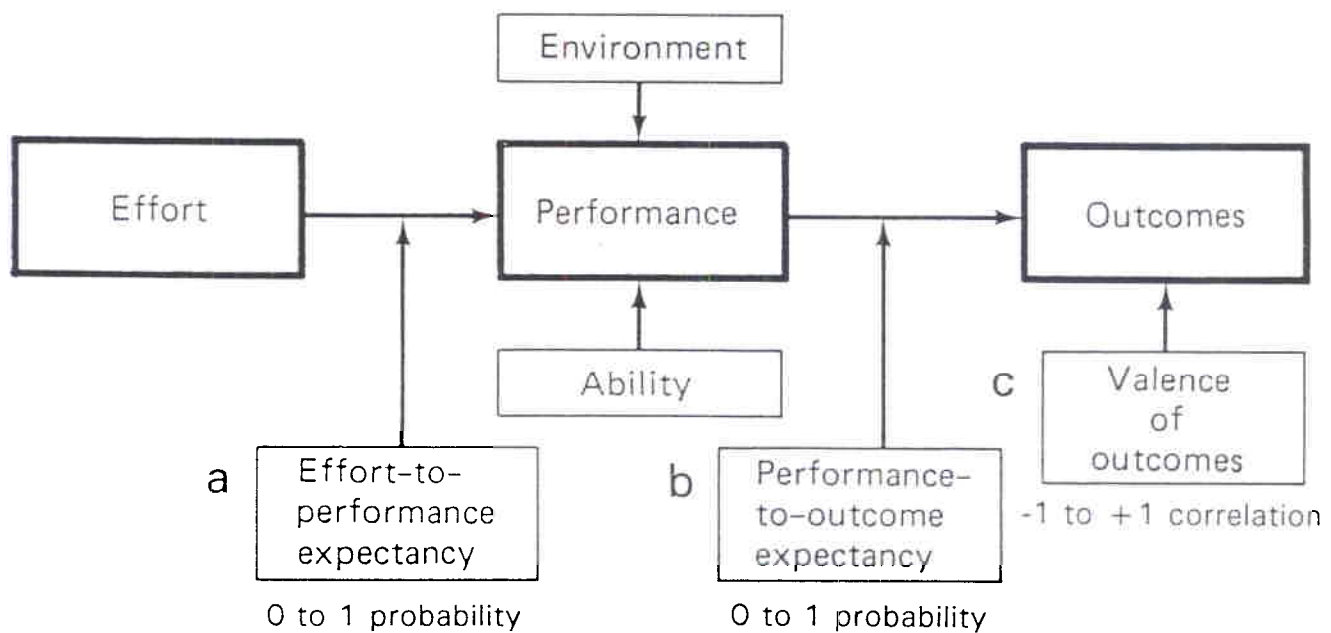
PUNISHMENT
decrease undesired behavior by imposing penalties

EXTINCTION
decrease undesired behavior by withholding reinforcement

PROCESS THEORY VICTOR VROOM

Expectancy Theory 1960

Relates effort to expectation of achieving goal



$$\text{Motivation} = a \times b \times c$$

PROCESS THEORY

J. STACEY ADAMS

Equity Theory

1963

**Concept of Fair Treatment
based on comparative
Input/Output Ratios**

INPUTS

**Contributions to the organization
in terms of
education, ability, effort, and loyalty**

OUTPUTS

**Extrinsic rewards of pay and promotion
Intrinsic rewards of recognition and social relationships**

PROCESS THEORY

LYMAN PORTER & EDWARD LAWLER

Expectancy Model Extension

1968

**Adds "satisfaction" indicator to Vroom model
based on perceived fairness of outcomes**

**Indicator implemented as
additional scaled correlation multiplier**

LEADERSHIP

**The process of obtaining the cooperation of others
in accomplishing a desired objective
[Babcock]**

**The initiation of acts that result in a consistent
pattern of group interaction directed toward the
solution of mutual problems
[Hemphill]**

**The process of influencing group activities toward
the setting and achievement of goals
[Stogdill]**

**An influence process, the dynamics of which
are a function of the personal characteristics
of the leader and the followers and of the nature
of the specific situation
[Richards and Greenlaw]**

GENERAL MODEL OF LEADERSHIP

Michael Hitt, Dennis Middlemist, Robert Mathis

