I'm promoting you to team leader.

Do I get a raise?

There's no extra money, just extra responsibility. It's how we recognize our best people.

I thought all the good people leave for better companies. That's another way to recognize them.
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

- Need for self-actualization
- Need for esteem of self and others
- Need for affection and acceptance
- Safety and security needs
- Physiological needs
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 and the (sometimes unconscious) efforts to satisfy them

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 Middelmist, Robert Mathis

INDIVIDUAL FACTORS
Intelligence
Self-confidence
Verbal ability
Competence and expertise
Leader beliefs and values
Leadership style

INTERACTION FACTORS
Match or conflict
between individual and
organizational factors

ORGANIZATIONAL FACTORS
Nature of the work group
Power granted to the leader
by the organization
Nature of the task
Power granted to the leader
by the group

LEADER'S INFLUENCE
OVER SUBORDINATES

EFFECTIVENESS
OF GROUP
Achievement of
Assigned Tasks