



ÇAĞ UNIVERSITY
FACULTY of ARTS & SCIENCES
PSYCHOLOGY DEPARTMENT
PSY 470 INDUSTRIAL PSYCHOLOGY
WEEK 10

MOTIVATION IN WORKPLACE

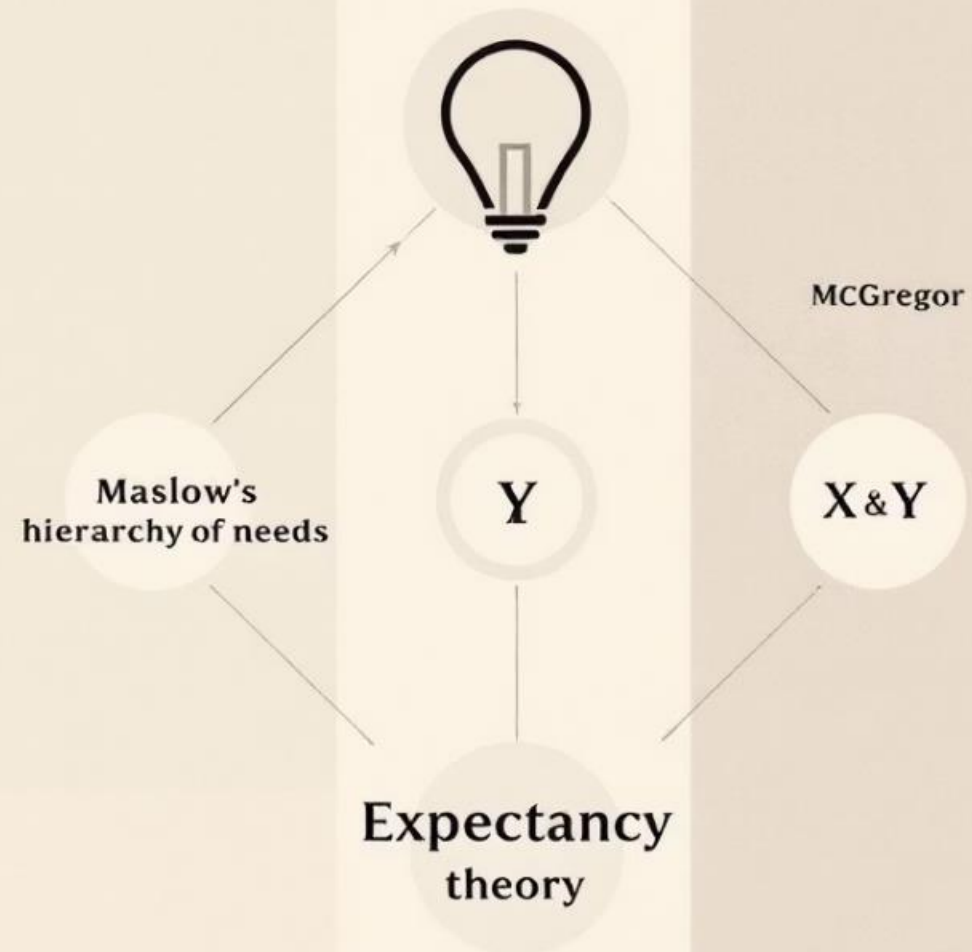


Motivation in Industrial/Organizational Psychology

Motivation is a central topic in I/O psychology, alongside leadership. Understanding motivation helps explain work behavior and performance. This presentation explores key theories and their relevance to the workplace.



The Importance of Motivation Theories



Complexity

Motivation is complex and has been widely studied in I/O psychology.

Categories

Theories are grouped into categories like need theories and job design theories.

Connections

Similarities among theories help synthesize concepts and understand motivation holistically.

Defining Motivation

Three Functions

- Energizes action
- Directs behavior toward goals
- Sustains effort to reach goals

Motivation: the force that energizes, directs, and sustains behavior

Needs: physiological or psychological deficiencies that an organism is compelled to fulfill

Measurement

Motivation is inferred from goal-directed behavior or psychological tests.

Early Views on Work Motivation



Scientific Management

Frederick Taylor: Workers motivated by money and material gains.



Human Relations

Elton Mayo: Interpersonal needs motivate workers.



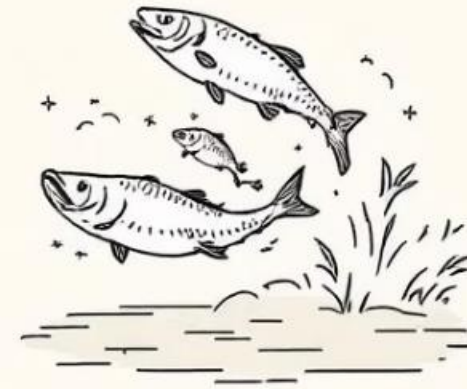
Types of Motivation Theories

- Need Theories
Focus on satisfying basic human needs.
- Reinforcement Theories
Emphasize rewards and work-related reinforcers.
- Job Design Theories
Highlight the impact of job structure on motivation.
- Cognitive Theories
View motivation as a rational process of weighing pros and cons.

EMERGENT AND THE INNATE

FOUR

Instinct Theory



Drive Theory



Need Theory



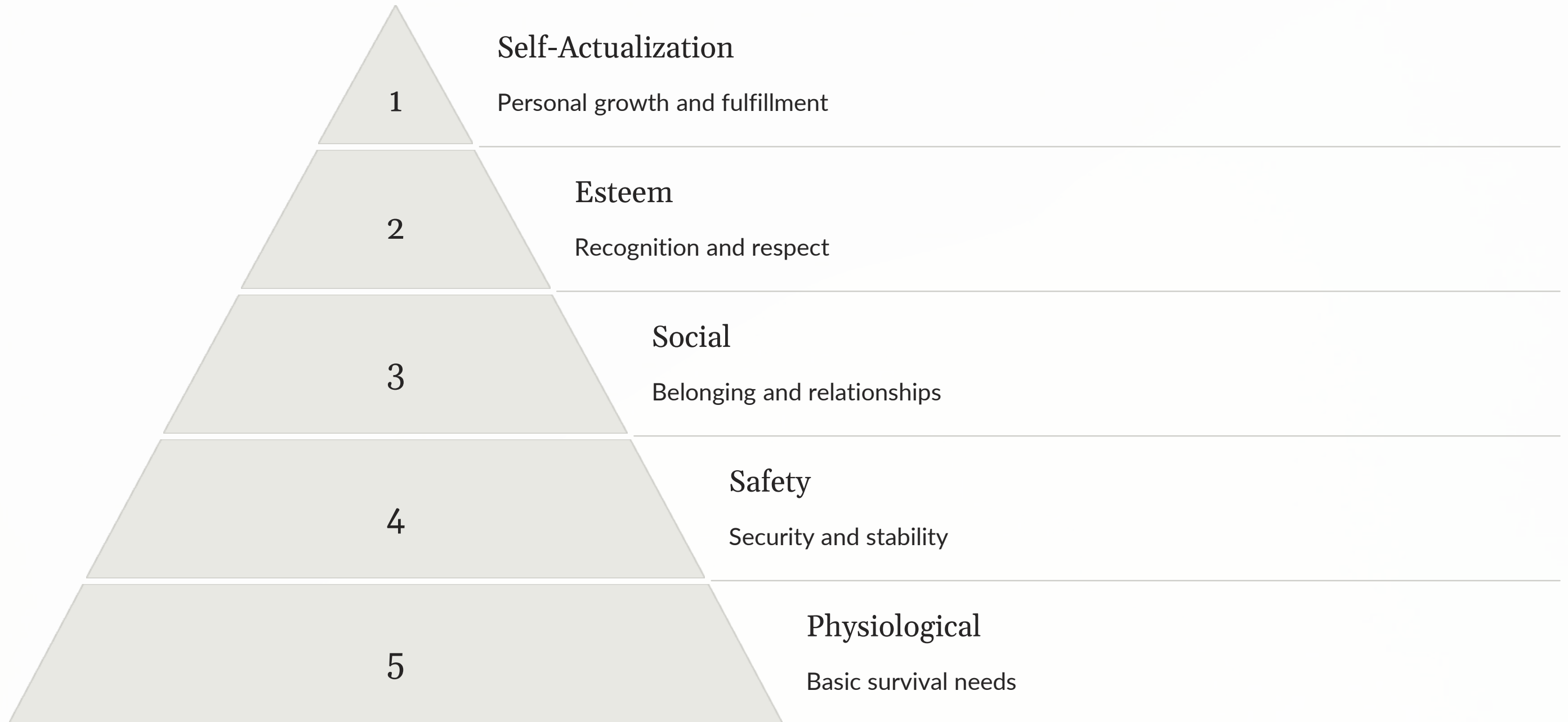
Incentive Theory



Incentive Theory

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Maslow's Hierarchy of Needs



Need hierarchy theory: a motivation theory proposed by Maslow that arranges needs in a hierarchy from lower, more basic needs to higher order needs.

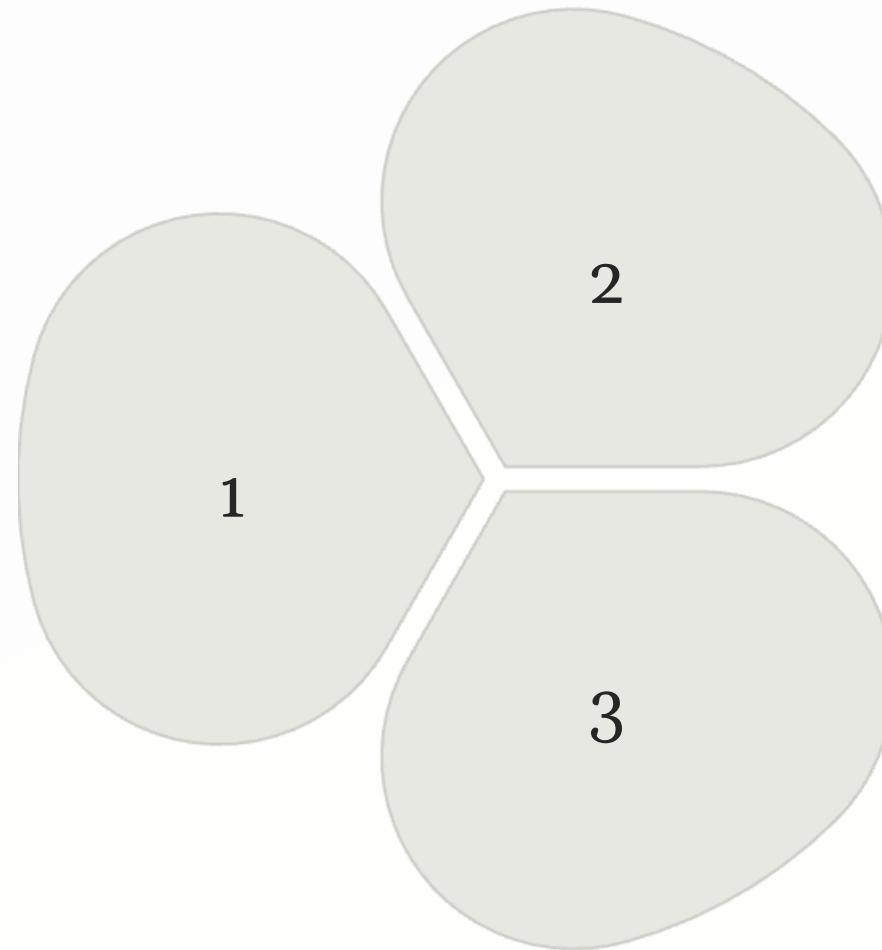
Table 7.1 Maslow's Hierarchy of Needs (arranged from lowest- to highest-order needs)

-
- 1 *Physiological needs:* the basic survival needs of food, water, air, sleep, and sex
 - 2 *Safety needs:* the needs for physical safety (need for shelter) and needs related to psychological security
 - 3 *Social needs:* the need to be accepted by others and needs for love, affection, and friendship
 - 4 *Esteem needs:* the needs to be recognized for accomplishments and to be admired and respected by peers
 - 5 *Self-actualization needs:* the needs to reach one's highest potential and to attain a sense of fulfillment; the highest level of needs
-

Alderfer's ERG Theory

ERG theory: Alderfer's motivation model that categorizes needs into existence, relatedness, and growth needs.

Existence
Basic physiological and safety needs



Relatedness

Social interaction and relationships

Growth

Personal development and self-fulfillment



Evaluating Need Theories

Descriptive Value

Clarify types of needs and distinguish lower- from higher-order needs.

Research Limitations

Not all aspects supported by research, but highlight intrinsic motivation's importance.

Practical Application

Limited direct strategies for improving work motivation.

McClelland's Achievement Motivation Theory



Achievement

Drive to succeed and solve problems

Power

Desire to influence and control others

Affiliation

Need for acceptance and relationships



Applying Motivation Theories at Work



Job Fit

Match motivational profiles to job requirements for better performance.



Achievement Training

Programs teach achievement-oriented strategies and goal setting.

McClelland's Theory of Motivation

McClelland's theory assesses an individual's motivational needs through a variation of the thematic apperception test (TAT). In this projective test, respondents write stories about ambiguous pictures, which are then scored to measure three basic needs: achievement, affiliation, and power.

Despite criticisms about scoring reliability, meta-analysis shows the TAT is a reasonably good measurement tool. Alternative self-report measures also effectively assess these underlying motivational needs. Most research has focused on the need for achievement, showing that high-achievement individuals succeed when their jobs match their motivational profile.

People with high achievement needs excel in problem-solving roles or positions with direct relationships between effort and outcomes. They typically earn higher incomes and succeed in entrepreneurial careers, though they may be less effective in team situations.

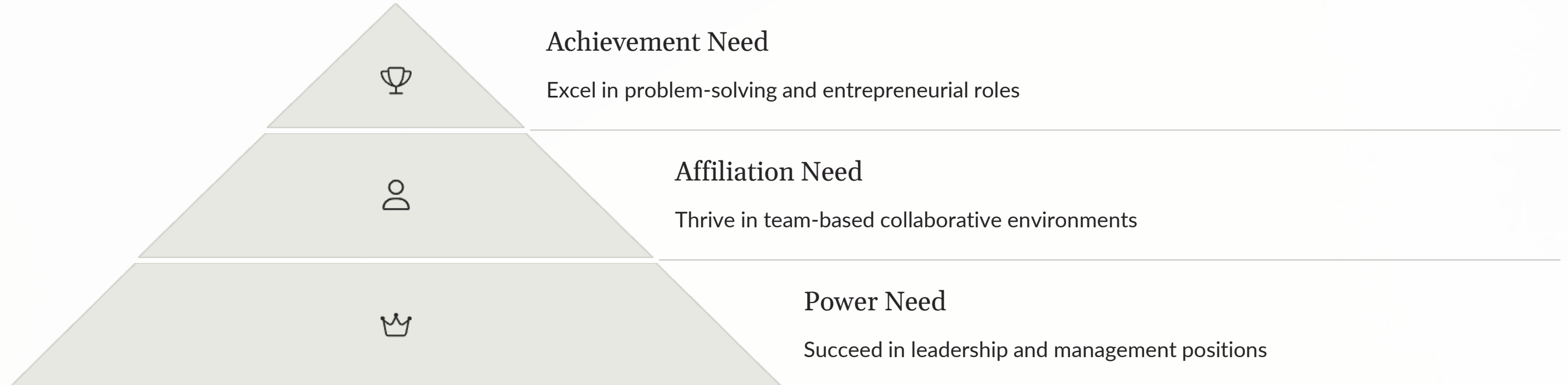


Matching Needs to Career Success

Research demonstrates that individuals perform best when their **dominant motivational needs align with their job requirements**. Those with high achievement needs excel in roles allowing personal problem-solving or direct correlation between effort and outcomes, such as scientists, engineers, or commission-based salespeople.

Alternatively, individuals with strong **affiliation needs thrive in team-based environments** where **interpersonal relationships are central**. Those with high **power needs succeed in leadership positions** that involve directing others' activities, with research showing many successful managers score high in this dimension.

Interestingly, one study revealed that leaders with high power needs achieved better outcomes when they also possessed strong affiliation needs, suggesting a balanced motivational profile can enhance leadership effectiveness.



Practical Applications in the Workplace

McClelland's achievement motivation theory has led to valuable applications for improving workplace motivation. One strategic approach involves **matching workers' motivational profiles to specific job requirements, placing individuals in positions that best fulfill their predominant needs.**

For roles requiring strong achievement orientation, organizations implement achievement training programs where individuals learn to become more achievement-oriented. These programs utilize role-playing of achievement-oriented actions and strategies, while helping participants develop plans for setting achievement-related goals.

Research supports these applications, showing that **high need-achievement correlates with college students' grades and workers' incomes.** High achievers tend to earn more than those with lower achievement needs, confirming the practical value of understanding and applying motivational theory in educational and professional settings.



Assessment

Identify individual motivational profiles using TAT or self-reports



Job Matching

Place workers in positions aligned with their dominant needs



Training

Develop achievement-oriented behaviors through targeted programs

According to McClelland, the need for achievement is a continuum ranging from very low to very high levels of achievement. Typically, we consider a high achievement level to be positive, but can we ever have too much need for achievement? The answer appears to be yes. When an individual's compelling drive to succeed in a job becomes so great that all other areas of life (family, health concerns, and leisure) are given little or no concern, we may label the person a workaholic or "achievement addicted" (Andreassen, 2013). Spence and Robbins (1992) suggested that, although workaholics are highly involved in work, they do not necessarily enjoy working—they experience high levels of stress and may have related psychological and physical health issues (Aziz et al., 2015; Burke, 2000). The concept of the workaholic is related in many ways to the hard-driving "Type A," or "coronary-prone," behavior pattern, a topic we will discuss in Chapter 9, on worker stress.

Based on interviews with workaholics, Machlowitz (1976) derived 15 characteristics common to them. Look over the list and see how you match up to the definition:

- 1 An ongoing work style
- 2 A broad view of what a job requires
- 3 A sense of the scarcity of time
- 4 The use of lists and time-saving gadgets
- 5 Long work days

- 6 Little sleep
- 7 Quick meals
- 8 An awareness of what one's own work can accomplish
- 9 An inability to enjoy idleness
- 10 Initiative
- 11 Overlapping of work and leisure
- 12 A desire to excel
- 13 A dread of retirement
- 14 Intense energy
- 15 An ability to work anywhere (workaholics can always be spotted taking work into the bathroom)

It is interesting to note that many workers and work organizations place a high value on workaholics, and many companies actually encourage workaholism. For example, workaholic bosses may be singled out as role models for younger managers, and workaholic supervisors might encourage and reward similar workaholic behaviors in subordinates. In addition, as more and more companies downsize and eliminate personnel, it may promote workaholism because fewer workers must handle all of the work duties. Research suggests that workaholism does not necessarily lead to stress if the workaholic employee is engaged in and enjoys his or her job (van Beek et al., 2011). Malissa Clark and her colleagues (2020) recently came out with a scale that measures workaholism and can help you tell if you fall into this category.

Behavior-Based Theories of Motivation

Behavior-based theories of motivation focus on how behavioral outcomes affect work motivation. These theories emphasize the **relationship between actions and their consequences in the workplace**. Understanding these principles helps managers effectively motivate their teams and create productive work environments.

In this presentation, we'll explore two key behavior-based theories: **reinforcement theory** and **goal-setting theory**, with particular focus on how **reinforcement schedules** influence workplace behavior and motivation.



Understanding Reinforcement Theory

Positive Reinforcers

Events that are inherently desirable to the person, such as praise, money, or recognition, which increase motivation to repeat behaviors.

Negative Reinforcers

Events that lead to avoiding negative conditions, like taking breaks from noisy work areas or working hard to avoid supervisor criticism.

Punishment

Unpleasant consequences following behaviors, which weaken tendency to repeat those behaviors, such as reprimands or demotions.

Reinforcement theory states that behavior is motivated by its consequences. **Both positive and negative reinforcement can increase motivation to repeat behaviors**, while **punishment aims to stop unwanted behaviors**. Reinforcement is generally considered more effective than punishment for motivating desired workplace behaviors.



The Limitations of Punishment



Creates Hostility

Chronic punishment can generate resentment among workers, reducing morale and job satisfaction.



Encourages Retaliation

Punished workers may attempt to "get back" at punitive supervisors.



Only Suppresses Behavior

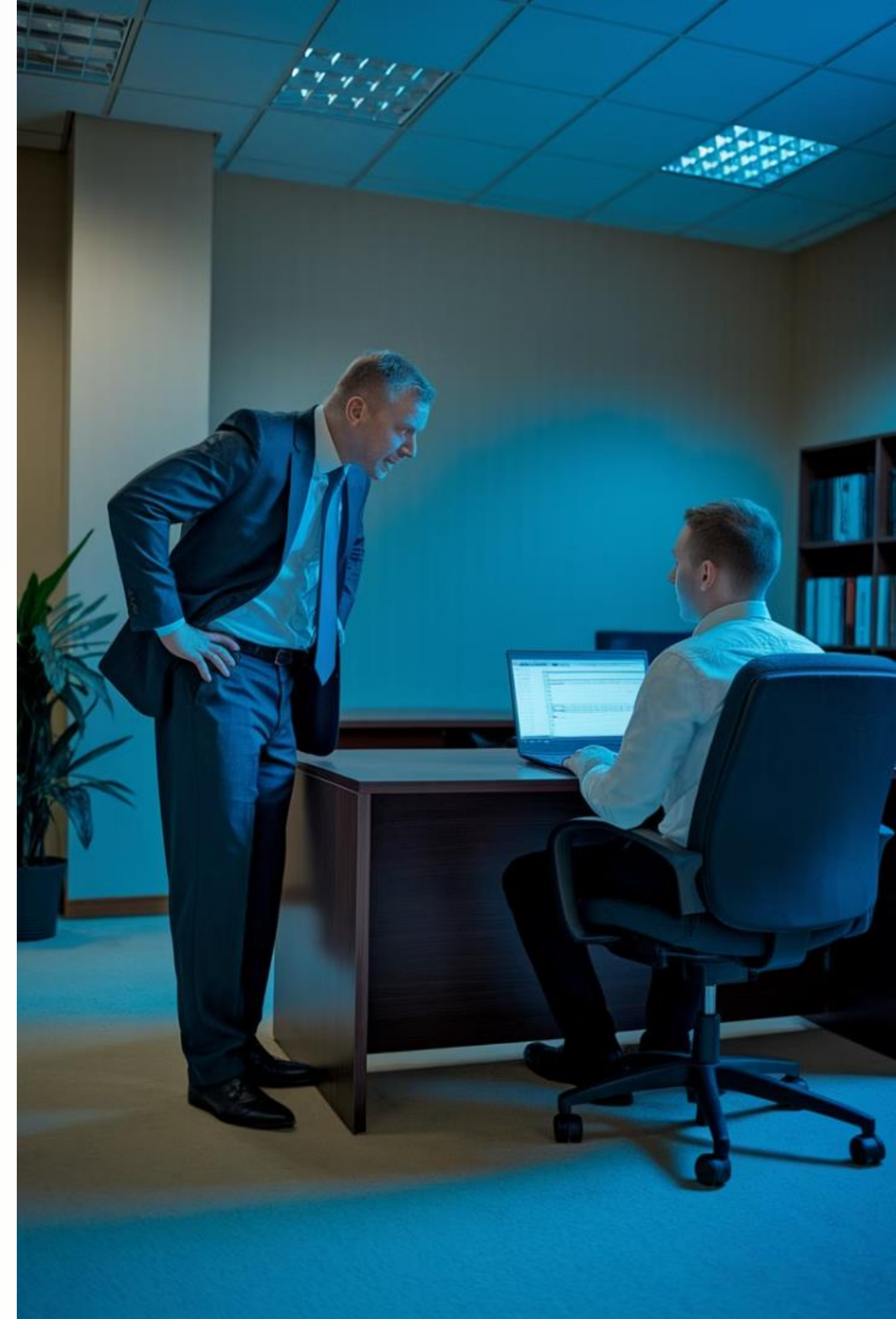
Once the threat of punishment is removed, undesirable behavior often returns.



Creates Inefficient Supervision

Supervisors waste time constantly monitoring for undesirable behaviors.

Research indicates that women supervisors who use punishment are evaluated more harshly than their male counterparts, and their disciplinary actions are often perceived as less effective.



Schedules of Reinforcement

Fixed Interval

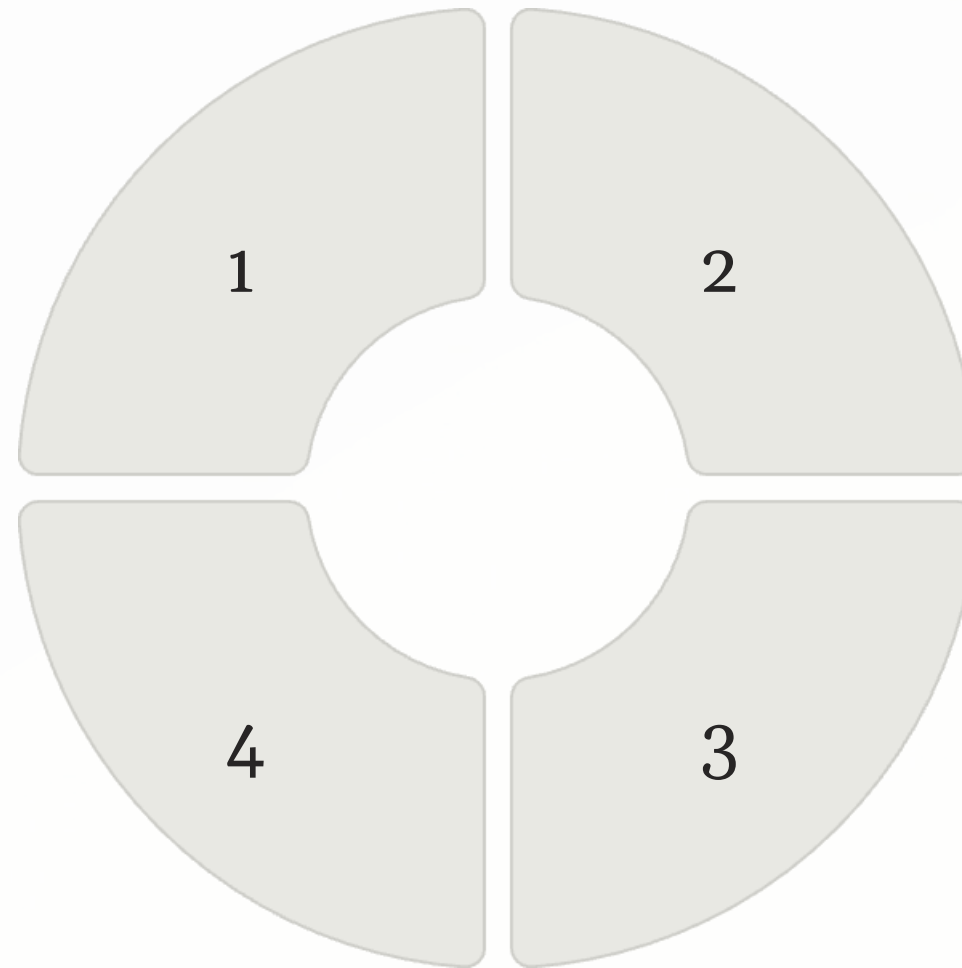
Reinforcement occurs after specified time periods (hourly wages, weekly salaries)

- Not contingent on performance level
- Highly predictable timing

Variable Ratio

Reinforcement follows varying number of behaviors

- Sales commissions
- **Creates highest motivation levels**



Variable Interval

Reinforcement follows time passage, but intervals vary

- Unpredictable timing
- Example: random bonuses

Fixed Ratio

Reinforcement follows set number of behaviors

- Piecework payment systems
- Directly tied to performance

Effectiveness of Different Reinforcement Schedules

Interval Schedules

Based on time passage while performing desired behaviors. Fixed intervals (like weekly paychecks) are predictable but create lower motivation as reinforcement isn't tied to performance levels.

Variable intervals create slightly higher motivation due to unpredictability, but are relatively rare in workplace settings.

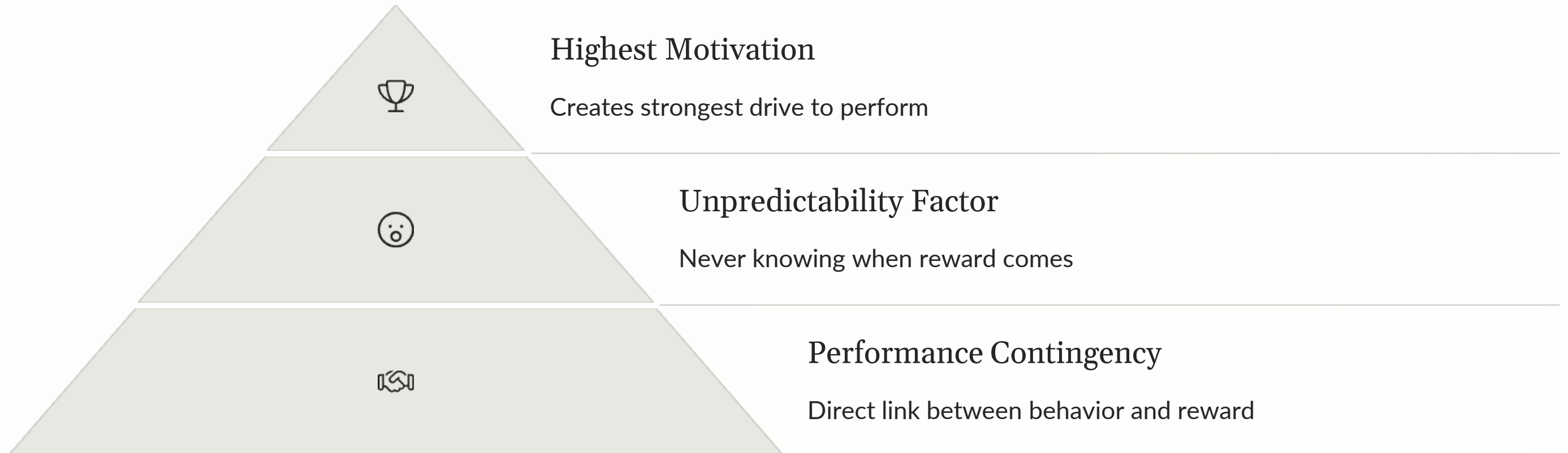
Research indicates that **ratio schedules result in higher levels of motivation** and subsequent task performance than fixed interval schedules, which is significant considering most U.S. workers are paid on fixed-interval schedules.

Ratio Schedules

Based on number of behaviors performed. Fixed ratios (piecework) directly tie rewards to performance, creating higher motivation than interval schedules.

Variable ratios (like sales commissions) generate **the highest motivation** levels due to performance contingency and the "surprise element" of unpredictable reinforcement timing.

The Variable Ratio Effect



Variable-ratio schedules typically lead to exceptionally high levels of motivation because the reinforcement is directly contingent on performance and includes an element of surprise. The worker never knows exactly when the next reinforcement is coming, which maintains consistent effort levels.

This principle explains why gambling is such an addictive behavior - it operates on a variable-ratio schedule where the player never knows when the next win will come, maintaining high engagement despite losses.

Organizational Behavior Modification

Specify Desired Behaviors

Clearly define the specific work behaviors that are targeted for improvement or increase.

Measure Performance

Use trained observers to systematically measure and record the performance of these desired behaviors.

Provide Reinforcement

Deliver frequent positive reinforcement, including visual feedback like performance graphs for individuals and groups.

Evaluate Effectiveness

Systematically assess the program's impact on behavior change and organizational outcomes.



Practical Applications in the Workplace



Recognition Programs

Formal recognition systems that provide positive reinforcement for achieving specific performance targets or demonstrating desired behaviors.



Commission Structures

Variable-ratio reinforcement systems that reward sales professionals based on successful closings, creating high motivation through performance-contingent rewards.



Quality Incentives

Fixed-ratio systems that reward production workers for meeting quality standards or production quotas, directly linking performance to rewards.



Comparing Reinforcement Schedules

Schedule Type	Example	Motivation Level	Key Characteristic
Fixed Interval	Weekly salary	Lowest	Predictable timing
Variable Interval	Random bonuses	Low-Moderate	Unpredictable timing
Fixed Ratio	Piecework payment	Moderate-High	Performance-based
Variable Ratio	Sales commission	Highest	Unpredictable rewards

Understanding these different reinforcement schedules allows managers to design more effective motivation systems. While fixed interval schedules (like regular salaries) are most common, they typically generate lower motivation levels than ratio-based systems that directly tie rewards to performance.

Organizations seeking to maximize motivation might consider implementing elements of ratio schedules, particularly variable ratio components, to boost performance in key areas.

Key Takeaways on Reinforcement Theory

1

Reinforcement Over Punishment

Reinforcement is more effective than punishment for motivating desired workplace behaviors and avoiding negative side effects.

2

Schedule Matters

Ratio schedules that tie rewards directly to performance create higher motivation than time-based interval schedules.

3

Variable Ratio Wins

Variable-ratio schedules generate the highest motivation levels due to performance contingency and unpredictability.

4

Systematic Approach

Organizational behavior modification provides a structured framework for applying reinforcement principles effectively.

By understanding and applying reinforcement theory principles, managers can design more effective motivation systems that align employee behaviors with organizational goals while maintaining a positive work environment.





Motivation at Work: Extrinsic vs. Intrinsic

What drives us to perform at work? Is it external rewards or internal satisfaction?

This presentation explores different theories of workplace motivation and how organizations can foster both extrinsic and intrinsic motivation.



Extrinsic vs. Intrinsic Motivation

Extrinsic Motivation

Driven by external rewards from the environment.

Intrinsic Motivation

Driven by sense of accomplishment, competence, and autonomy.

Supporting Intrinsic Motivation



Create Challenging Work

Offer opportunities that leverage employees' skills and abilities.



Remove Barriers

Eliminate bureaucracy and poorly designed processes.



Empower Employees

Allow workers to develop new ways of working.

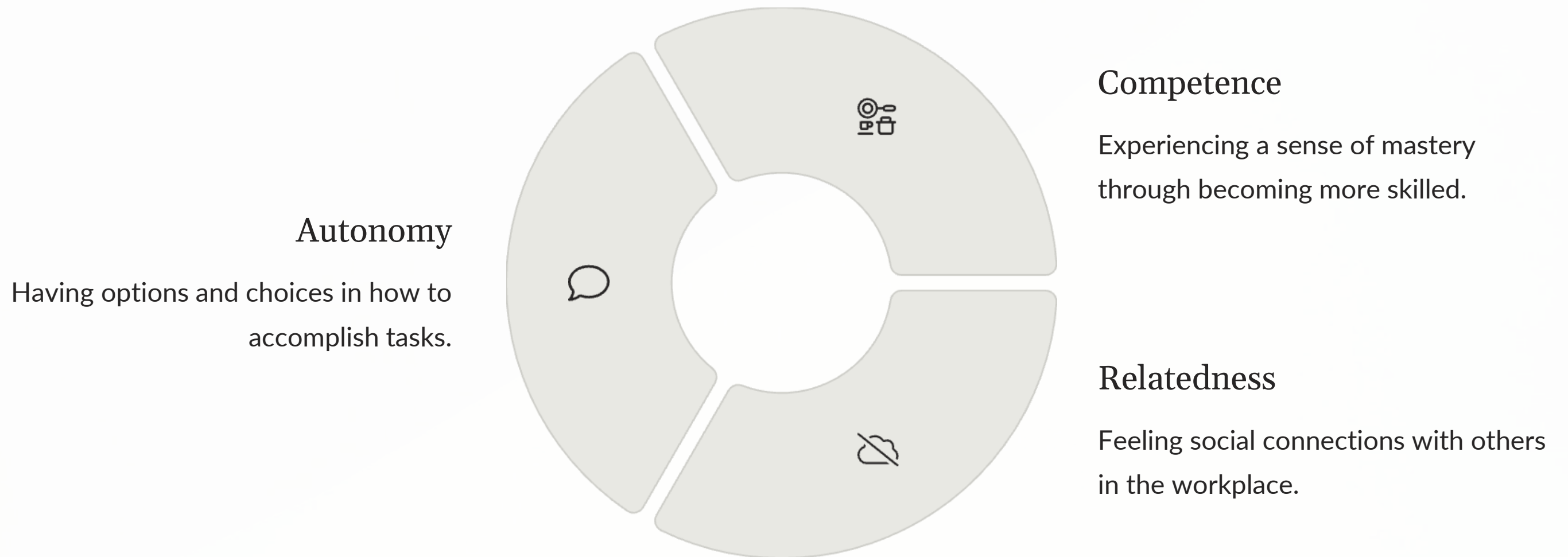


Recognize Excellence

Acknowledge employees who go above and beyond.



Self-Determination Theory





Goal-Setting Theory

Set Specific, Challenging Goals

Clear, measurable goals are more effective than general ones.

Break Down Large Goals

Divide overwhelming tasks into smaller, attainable goals.

Ensure Commitment

Use rewards, peer pressure, and feedback to build commitment.

Provide Regular Feedback

Feedback with goal setting can increase performance by 7%.

Making Goals More Effective





Job Design Theories of Motivation

Job design theories focus on how work structure impacts motivation. We'll explore Herzberg's two-factor theory and the job characteristics model.



Need vs. Behavior vs. Job Design Theories

Need Theories

Focus on individual differences in needs as motivation drivers.

Behavior Theories

Emphasize behavioral outcomes as key to motivation.

Job Design Theories

Stress job structure as the primary factor in worker motivation.

Herzberg's Two-Factor Theory

Motivators (Job Content)

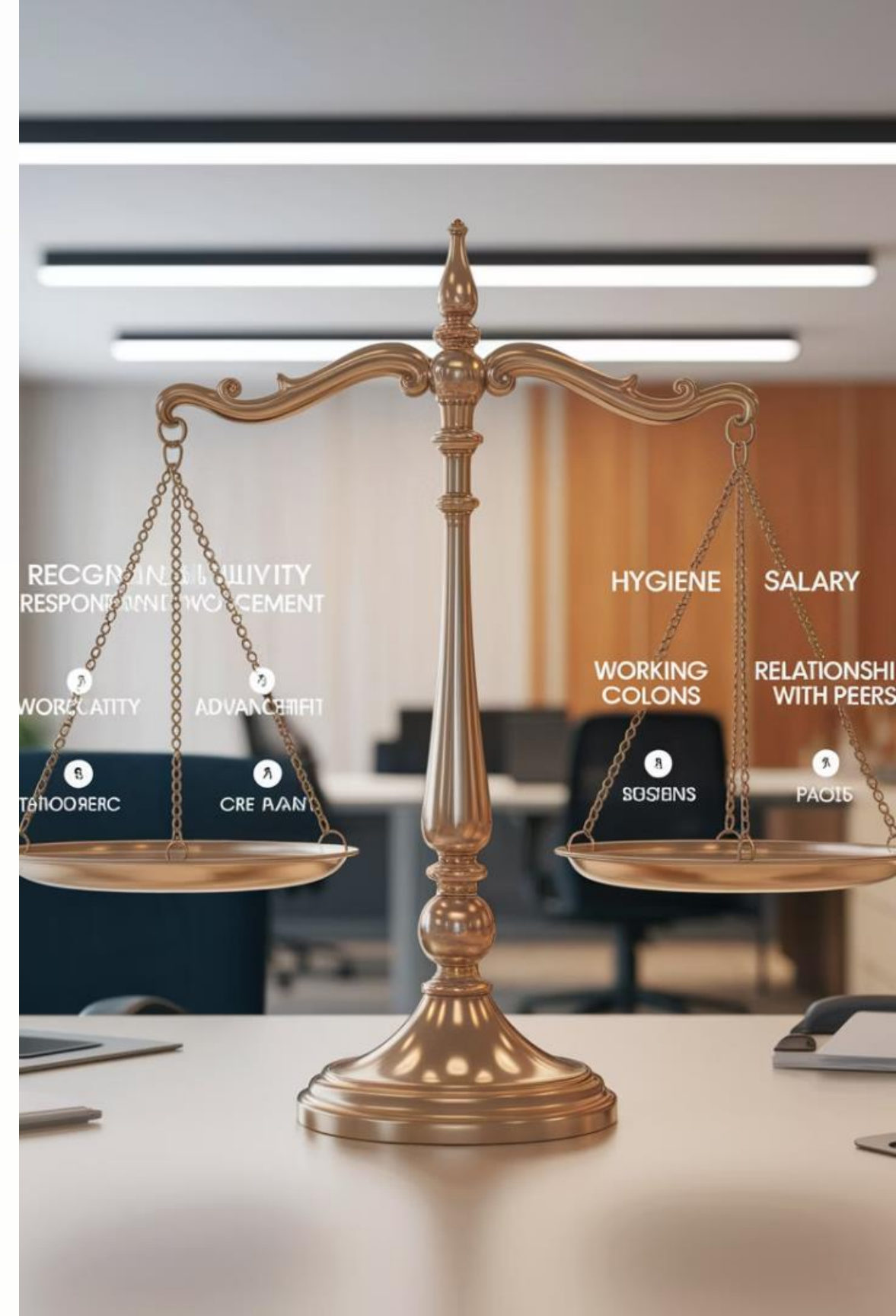
- Type of work
- Level of responsibility
- Recognition
- Advancement opportunities

Hygienes (Job Context)

- Benefits
- Working conditions
- Supervision
- Base salary
- Company policies

Certain factors, when present, seemed to cause job satisfaction, and Herzberg labeled them **motivators**.

Other factors, when absent, tended to cause job dissatisfaction, and he called them **hygienes**.

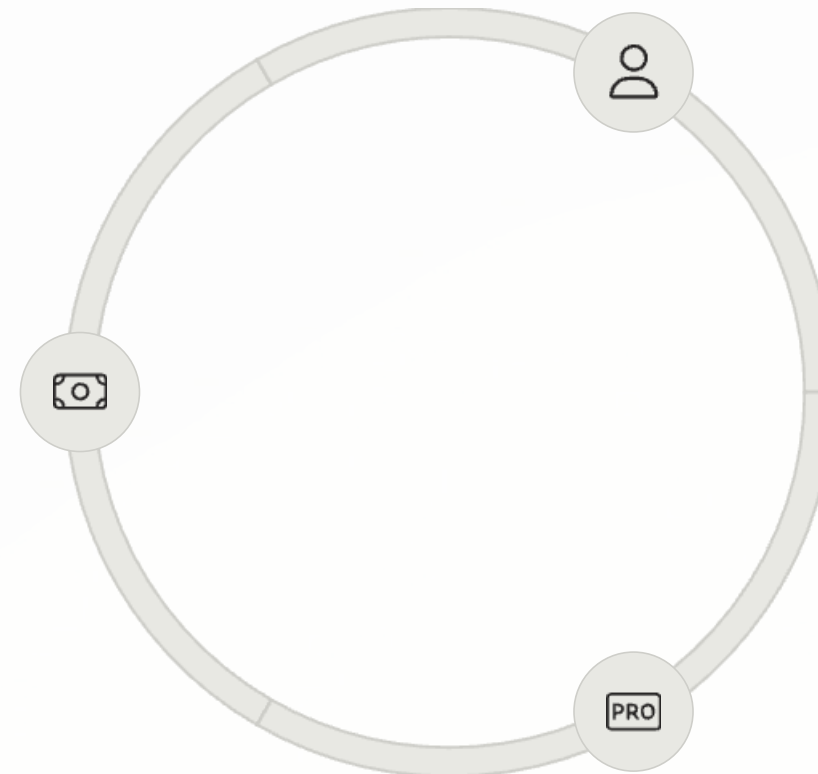


Real-World Application: Teachers & Paramedics

Low to Moderate Hygienes

Neither job is particularly well paid.

Working conditions can be challenging.



High Motivators

High levels of responsibility.

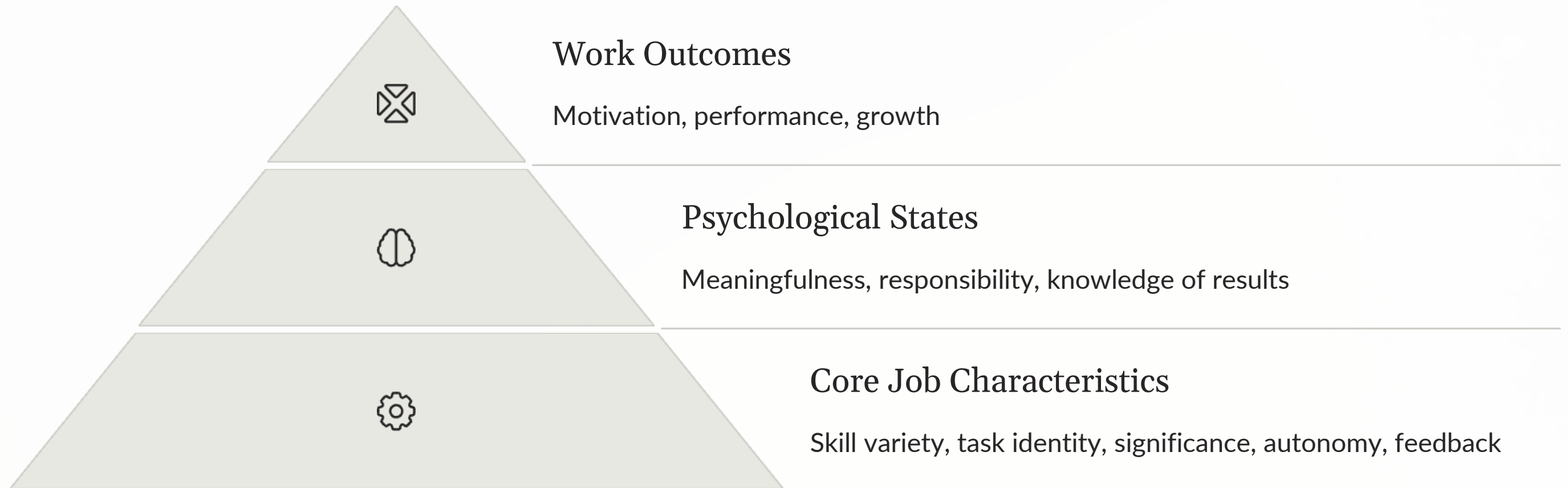
Shaping young minds and saving lives.

Professional Value

Both consider themselves professionals.

Work has significant value to society.

Job Characteristics Model



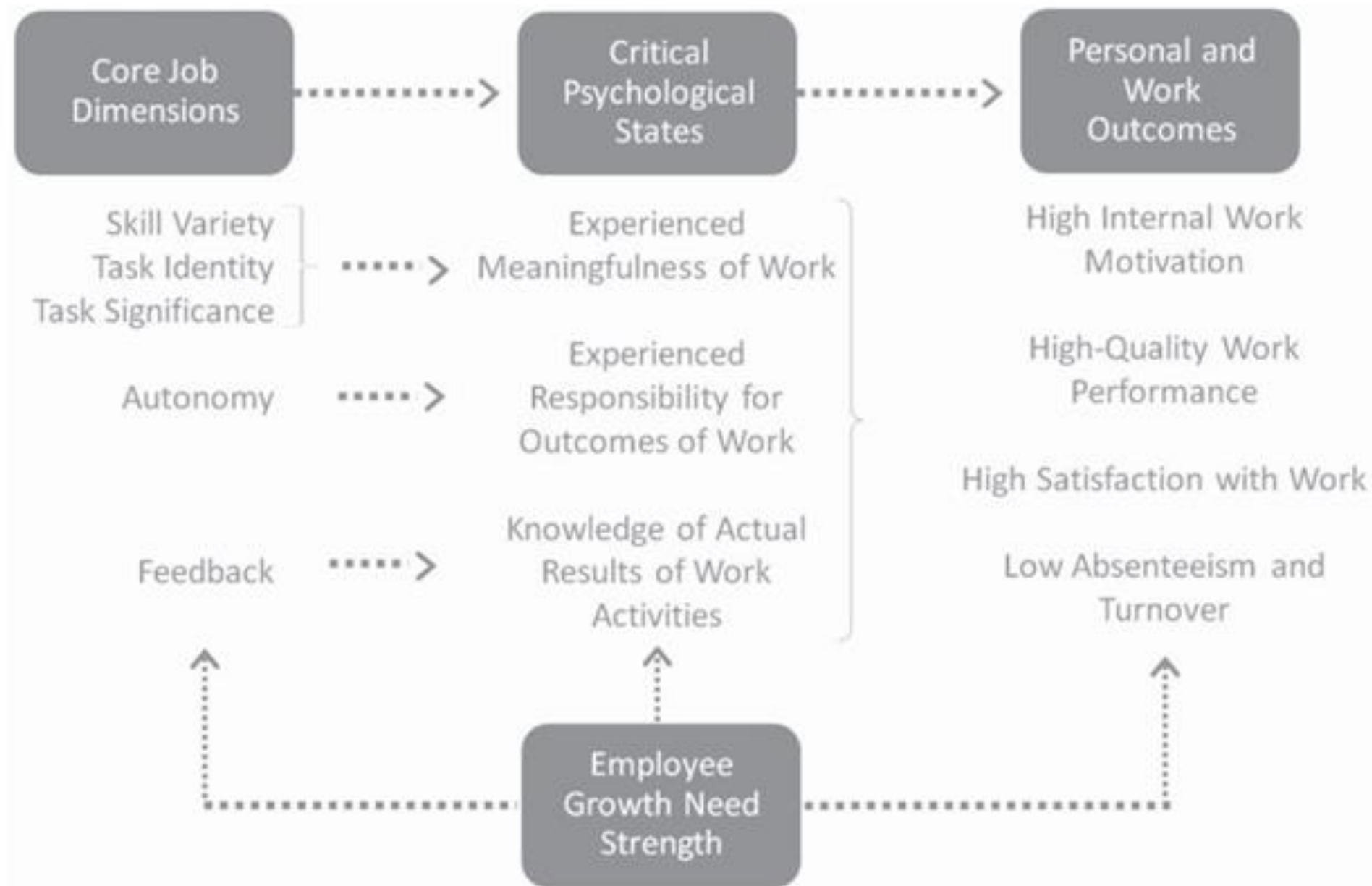


Figure 7.3 The job characteristics model of work motivation.

Source: Found in Hackman & Oldham, 1976.

Five Core Job Characteristics

1 Skill Variety

Using different abilities and skills for work tasks.

2 Task Identity

Completing an entire job with observable outcomes.

3 Task Significance

Work that impacts others inside or outside the organization.

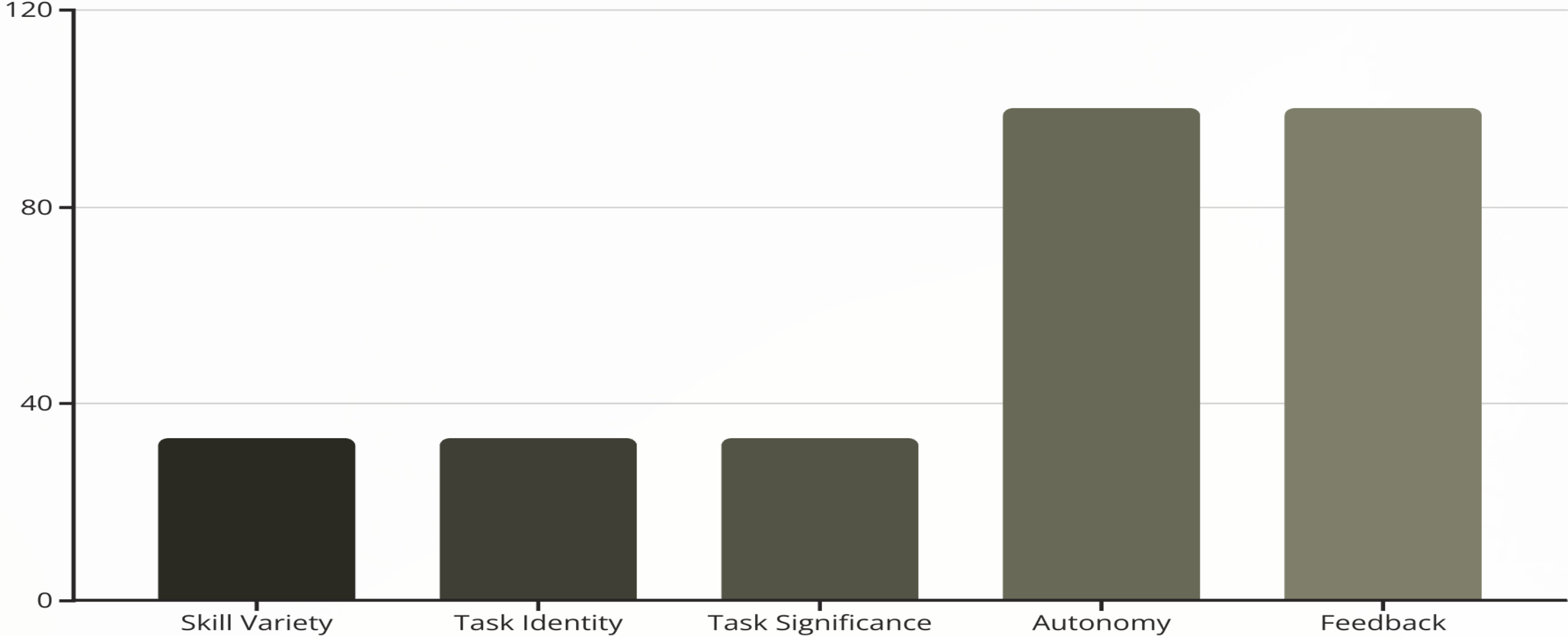
4 Autonomy

Freedom to choose how to schedule and perform tasks.

5 Feedback

Receiving clear information about performance effectiveness.

Motivating Potential Score (MPS)



$$\text{MPS} = \left[\frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

If any multiplier equals zero, the entire MPS equals zero!



Job Enrichment

Increase Responsibility

Give workers greater freedom and independence in their roles.

Complete Tasks

Allow workers to finish entire functions or projects when possible.

Provide Feedback

Help workers learn to improve their own performance.

Encourage Growth

Support workers in taking on more challenging tasks.



Cognitive Theories of Motivation

Cognitive theories view workers as rational beings who assess costs and benefits before acting. We'll explore two key theories: equity theory and expectancy theory.



Equity Theory Fundamentals



Fairness Perception

Workers are motivated by desire for fair treatment. Perceived equity maintains motivation.



Input-Outcome Ratio

Workers compare their inputs (experience, effort) against outcomes (pay, benefits).



Social Comparison

Workers compare their ratios with coworkers or similar professionals.



Responding to Inequity

Underpayment Inequity

When workers feel they receive fewer outcomes relative to inputs.

- Increase outcomes (ask for raise)
- Decrease inputs (reduce effort)
- Change comparison
- Leave the situation

Table 7.3 Equity Sensitivity: Three Types of Individuals

Benevolents—These individuals are “givers.” They are altruistic and are relatively content with receiving lower outcomes for their inputs

Entitleds—These individuals are “takers.” They are concerned with receiving high outcomes, regardless of their levels of inputs

Equity sensitives—These individuals adhere to notions of equity. They become distressed when feeling underpayment inequity and feel guilt when overrewarded

Overpayment Inequity

When workers feel they receive greater outcomes relative to inputs.

- Increase inputs (work harder)
- Decrease outcomes (rare)
- Change comparison
- Distort perception

Equity Theory Limitations

Psychological Distortions

People may irrationally distort perceptions of inputs or outcomes, weakening predictive power.

Non-Monetary Outcomes

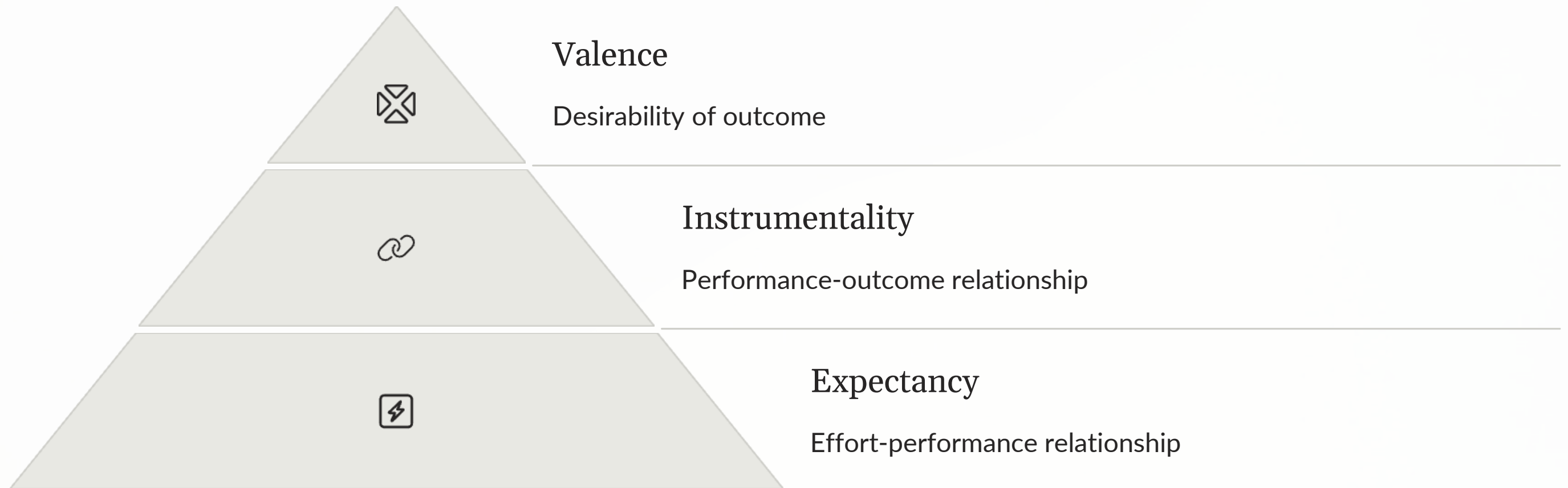
Job titles and status can serve as compensation if perceived as earned.

Individual Differences

Equity sensitivity varies. Some prefer balance, others prefer advantage or disadvantage.



Expectancy Theory Components



Expectancy theory (VIE) assumes workers make rational decisions based on analyzing potential costs and benefits of actions.

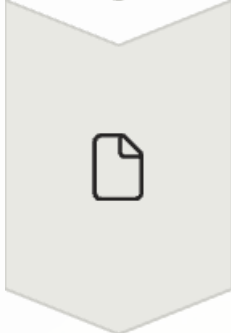


Expectancy Theory in Action



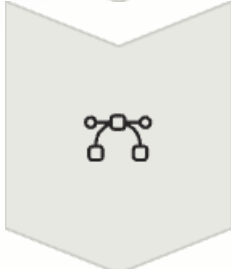
Assess Outcome Desirability

Is the potential outcome (promotion, recognition) valuable to you?



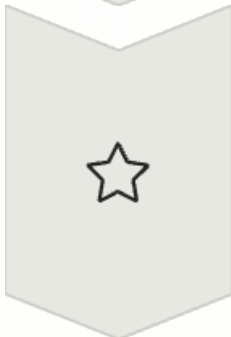
Evaluate Personal Capability

Do you have the skills and energy to achieve the required performance?



Consider Performance-Outcome Link

Will achieving performance actually lead to desired outcome?



Determine Motivation Level

Combination of these factors determines your motivation strength.

Practical Applications

Define Clear Outcomes

Managers should clearly communicate potential rewards and costs associated with performance.

Establish Performance-Reward Links

Workers need certainty that achieving goals will bring rewards.

Set Achievable Goals

Performance targets must be within employee capabilities.



Limitations of Cognitive Theories

Rationality Assumption

Assumes all workers process information rationally, which isn't always true.

Emotional Factors

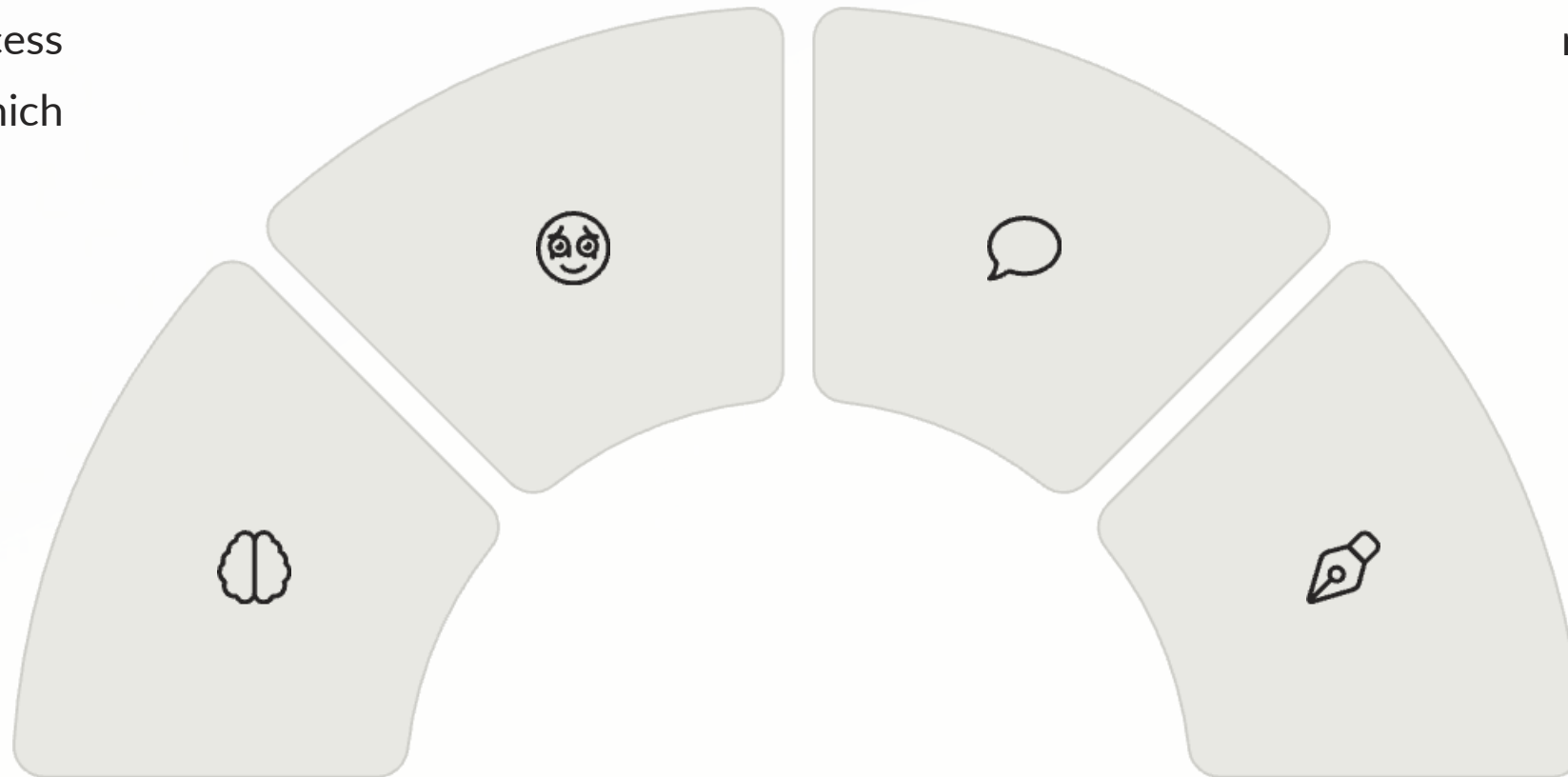
People may act impulsively when upset, like quitting without considering implications.

Individual Differences

Some people are naturally more rational in their approach to work.

Complex Application

Theories require measuring multiple variables, making practical application challenging.



Comparing, Contrasting, and Combining the Different Motivation theories

Theory	Elements/Components	Applications
Need Theories: Maslow's need hierarchy	Levels of needs arranged in a hierarchy from lower- to higher-order needs	(No direct intervention programs)
Alderfer's ERG theory	Three levels of needs: existence, relatedness, growth	
Behavior-Based Theories: Reinforcement theory	Consequences of behavior: reinforcers and punishment	Organizational behavior modification
Goal-setting theory	Setting of challenging goals and commitment to goals	Various goal-setting programs (e.g., MBO)
Job Design Theories: Herzberg's two-factor theory	Jobs must provide hygienes and motivators	Job enrichment
Job characteristics model	Jobs must provide five key job characteristics	Job enrichment
Cognitive Theories: Equity Theory	Inputs = outcomes; emphasizes drive to reduce inequities	(Various applications but no agreed-upon intervention programs)
Expectancy (VIE) theory	Valence, instrumentality, expectancy	

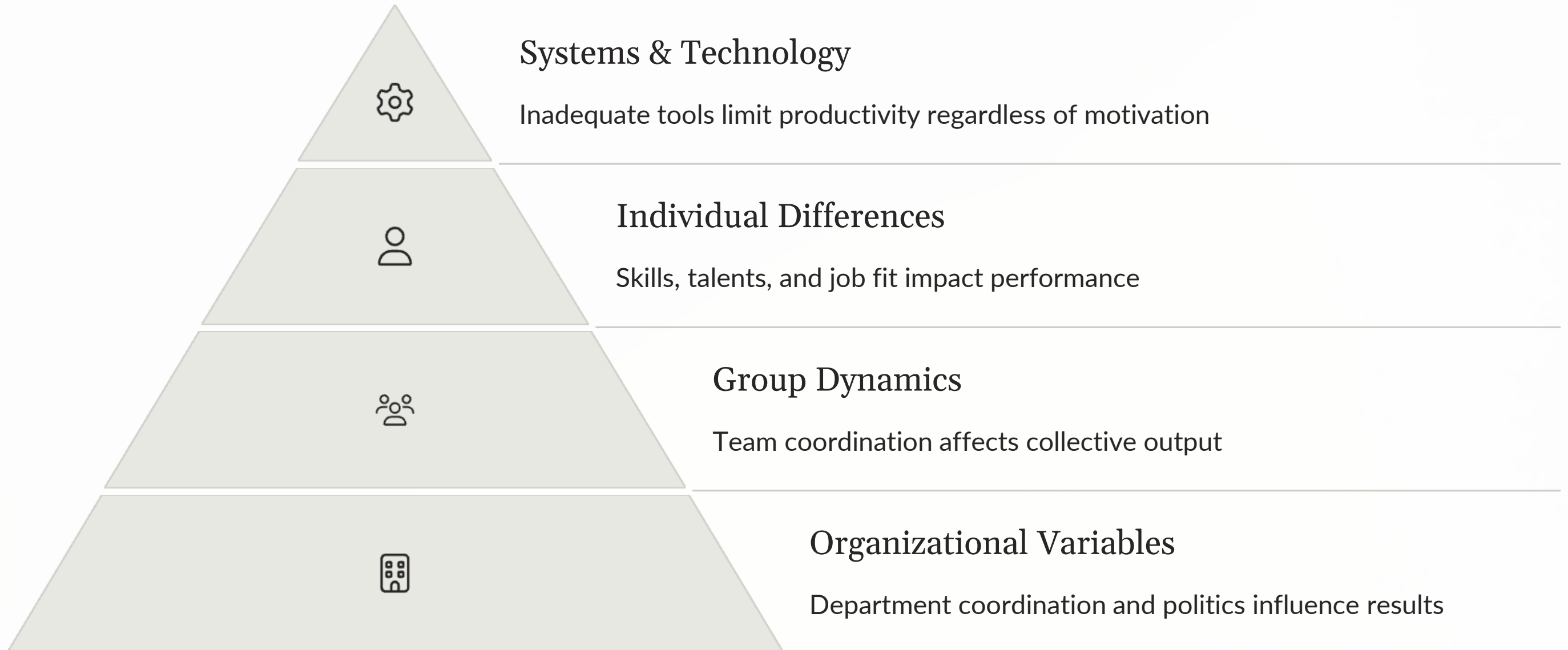
The Complex Interplay: Motivation and Performance

Motivation is widely assumed to directly link to productivity. This connection, however, is far more nuanced than many managers realize.

High motivation doesn't guarantee high performance. Multiple factors affect productivity independently of worker motivation.



Beyond Motivation: Key Performance Factors



The Technology & Skills Paradox

The Technology Gap

Developing nations often face productivity challenges due to technological limitations rather than motivation deficits.

Workers with outdated tools cannot match the output of those with advanced systems.

The Novice Dilemma

New employees typically show high motivation but low productivity.

Their enthusiasm cannot overcome knowledge gaps and inexperience.

What appears as motivational issues may actually be ability limitations.



Team Coordination: The Missing Link



Individual Motivation

Personal drive and
commitment to excellence



Team Dynamics

Coordination of individual
efforts within units



Organizational Alignment

Department coordination
and conflict resolution



Productivity Outcomes

The complex result of
multiple interacting factors

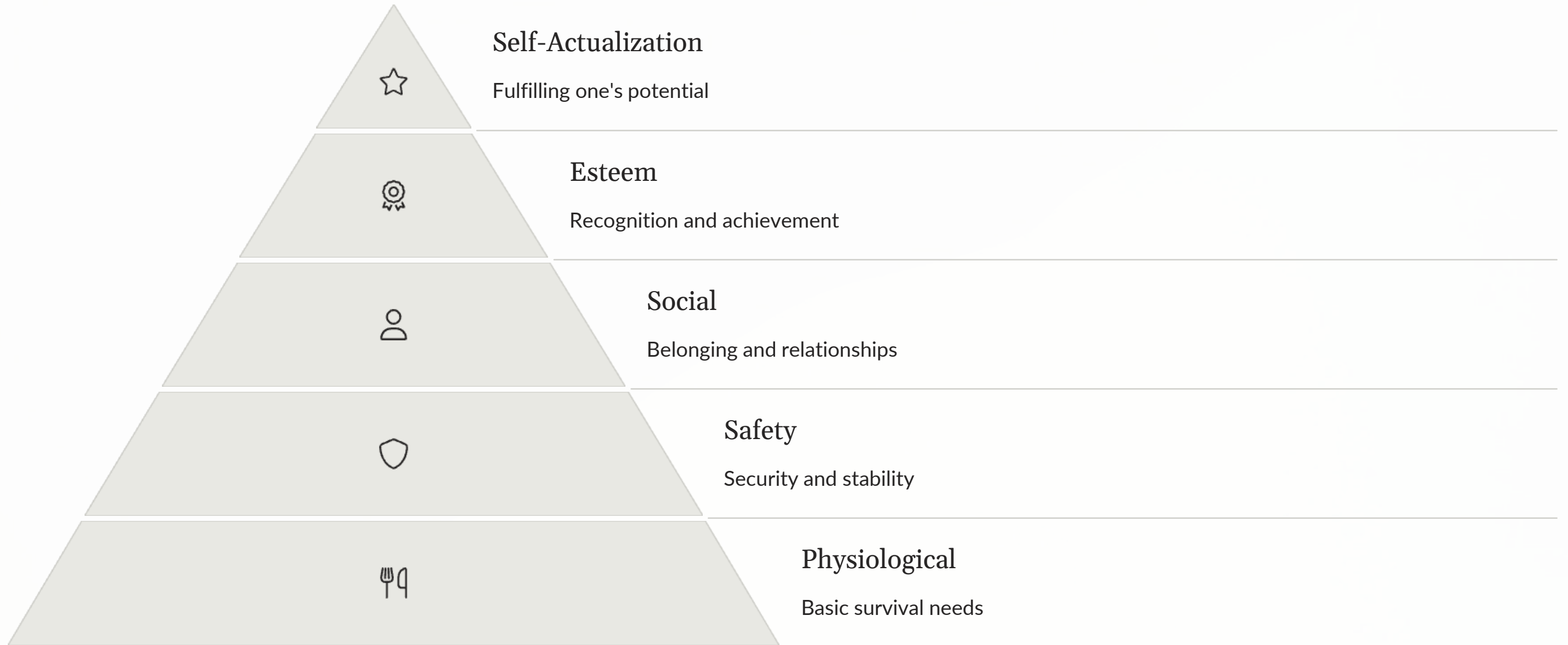
SUMMARY

Understanding Workplace Motivation: Theories and Applications

Motivation energizes, directs, and sustains behavior in the workplace. This presentation explores key theories and practical applications in organizational psychology.



Need-Based Motivation Theories



Maslow, Alderfer, and McClelland developed hierarchical need theories. McClelland's achievement motivation theory focuses on achievement, power, and affiliation needs.



Behavior-Based Motivation Theories



Goal Setting

Challenging goals drive performance when workers commit to them.



Reinforcement

External rewards shape behavior through various schedules.



Intrinsic Motivation

Internal satisfaction drives sustainable engagement.



Self-Determination

Autonomy, competence, and relationships foster motivation.

Behavior theories examine how external and internal factors shape motivation. Both extrinsic rewards and intrinsic drives influence workplace behavior.

Job Design Approaches to Motivation

Herzberg's Two-Factor Theory

Motivators: Job content factors that create satisfaction (achievement, recognition).

Hygiene Factors: Job context elements that prevent dissatisfaction (salary, working conditions).

Job Characteristics Model

Five core characteristics create psychological states leading to motivation:

- Skill variety
- Task identity
- Task significance
- Autonomy
- Feedback

Job design theories focus on structure and content. Job enrichment increases responsibility in planning, execution, and evaluation.

Cognitive Theories and Practical Applications

Equity Theory

Workers compare input-outcome ratios with others. They seek to reduce perceived inequities.

Practical Application

Effective motivation strategies consider individual differences and organizational context.



Expectancy Theory

Motivation depends on valence, instrumentality, and expectancy relationships.

Systems Factors

Technology, group dynamics, and organizational factors influence performance beyond motivation.

Cognitive theories emphasize thought processes in motivation. While important, motivation is just one determinant of workplace performance.