

# Chapter 8: Motivation Core Concepts

# Do You Have Grit?

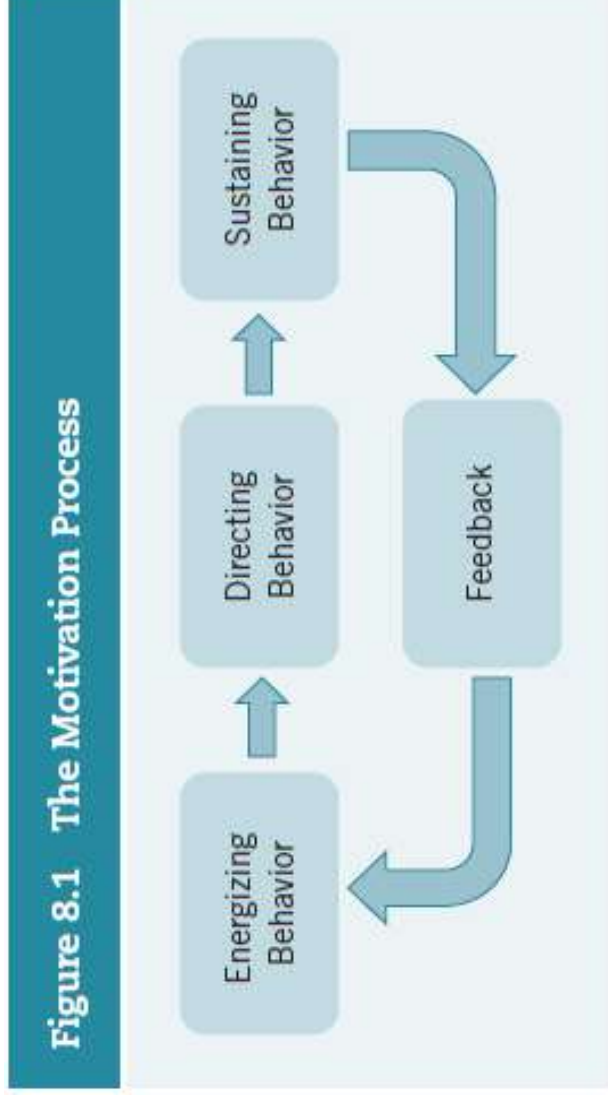
- Grit is perseverance and passion for long-term goals
  - What grit is related to
  - Grit may be as important as intelligence
  - Strongly related to conscientiousness

# What Is Motivation? (1 of 2)

- **Motivation is**
  - **Direction:** what a person does
  - **Intensity:** how hard a person works
  - **Persistence:** how long a person works

# What Is Motivation? (2 of 2)

- Motivation follows three stages
  - Energizing
  - Directing
  - Sustaining



# Needs Theories (1 of 4)

- **Maslow's hierarchy of needs**
  - Most well-known needs theory
  - First to show individual motivational differences
  - Three levels

# Needs Theories (2 of 4)

- Maslow's hierarchy of needs
  - Lower-order needs versus higher-order
  - Unsupported by research, although popular
  - Maslow never presented the theory as a hierarchy

# Needs Theories (3 of 4)

- McClelland's three fundamental needs
  - Need for achievement (nAch) definition
  - Need for power (nPow) definition
  - Need for affiliation (nAff) definition
  - Limited applicability in business

# Needs Theories (4 of 4)

- Two-factor theory
  - Definition
  - Motivator-hygiene theory definition
  - Hygienes definition
  - Motivators definition
  - Limited research support

# Goal Setting (1 of 3)

- “SMART” Goals
  - Goal-setting principles to create motivating goals
  - Management by objectives (MBO) definition
  - Mixed research findings

# Goal Setting (2 of 3)

- Regulator Goal Focus
  - Regulatory focus theory (RFT) definition
  - Learning goal orientation (LGO) definition

# Goal Setting (3 of 3)

- Role of Leaders in Goal Setting
  - Microsoft's leader expectations for goal commitment
  - Feedback definition
  - Criticisms of goal setting

# Job Characteristics Theory (1 of 5)

- Job characteristics theory (JCT)
  - Definition
  - Jobs can be designed for greater motivation and satisfaction

# Job Characteristics Theory (2 of 5)

- The Motivating Potential of Work
  - JCT specifies five core job dimensions
  - Growth need strength definition

# Job Characteristics Theory (3 of 5)

- **Designing Work to Be Motivational**
  - Work redesign definition
  - Job rotation definition
  - Ways to vertically load jobs

# Job Characteristics Theory (4 of 5)

- Work Redesign and Job Stress
  - Redesign can be used to lessen work stress

# Job Characteristics Theory (5 of 5)

- Job Crafting
  - Job crafting definition
  - Outcomes
  - Positive associations
  - Interventions may be important for older workers

# The Importance of Fairness (1 of 5)

- Prevalence of the “just-world” hypothesis
  - Some see need for fairness as universal motive

# The Importance of Fairness (2 of 5)

- Equity Theory
  - Equity theory definition
  - Possible outcomes when comparing equity

# The Importance of Fairness (3 of 5)

- Equity Theory
  - Overpayment inequity definition
  - Employees experiencing unfair situations
  - How equity may be viewed differently

# The Importance of Fairness (4 of 5)

- Organizational Justice: Expanding Fairness
  - Definition
  - Components
  - Rules of fair process
  - Requirements of informational justice

# The Importance of Fairness (5 of 5)

- Developing a Fair Reputation
  - Fairness is necessary for effective leadership
  - Leaders can develop fair identity through actions
  - How boss can respond to employee's unfair situation

# Expectancy Theory (1 of 2)

- Valence-instrumentality-expectancy (VIE) theory has three principles
  - Employees give effort for good performance
  - Employee performance will be evaluated accurately for rewards
  - Employees value their organization's rewards

# Expectancy Theory (2 of 2)

- Expectancy Theory Predictions of Effort and Motivation
  - In original VIE, components were multiplied
  - Self-efficacy definition
  - VIE actions to motivate employees

# The Pygmalion Effect (1 of 2)

- Pygmalion effect
  - Definition
  - Also known as “self-fulfilling prophecy”
  - Managers can boost performance by raising expectations
  - Ways to communicate high expectations to followers

# The Pygmalion Effect (2 of 2)

- The Galatea Effect
  - Galatea effect definition
- The Golem Effect
  - Golem effect definition

# Leadership Implications: Who Will

## Lead? (1 of 2)

- **Motivation to lead (MTL)**
  - Definition
  - Affective-identity MTL definition
  - Social-normative MTL definition
  - Noncalculative MTL definition
  - These reasons can produce stronger MTL when combined

# Leadership Implications: Who Will Lead? (2 of 2)

- Studies of long-term team projects and military recruits
  - Affective-identity MTL initiates leaders when none
  - High social-normative MTL individuals assumed leadership
  - Higher MTL displays effective team work and emerging leaders
  - MTL predicts who becomes formal leaders later