

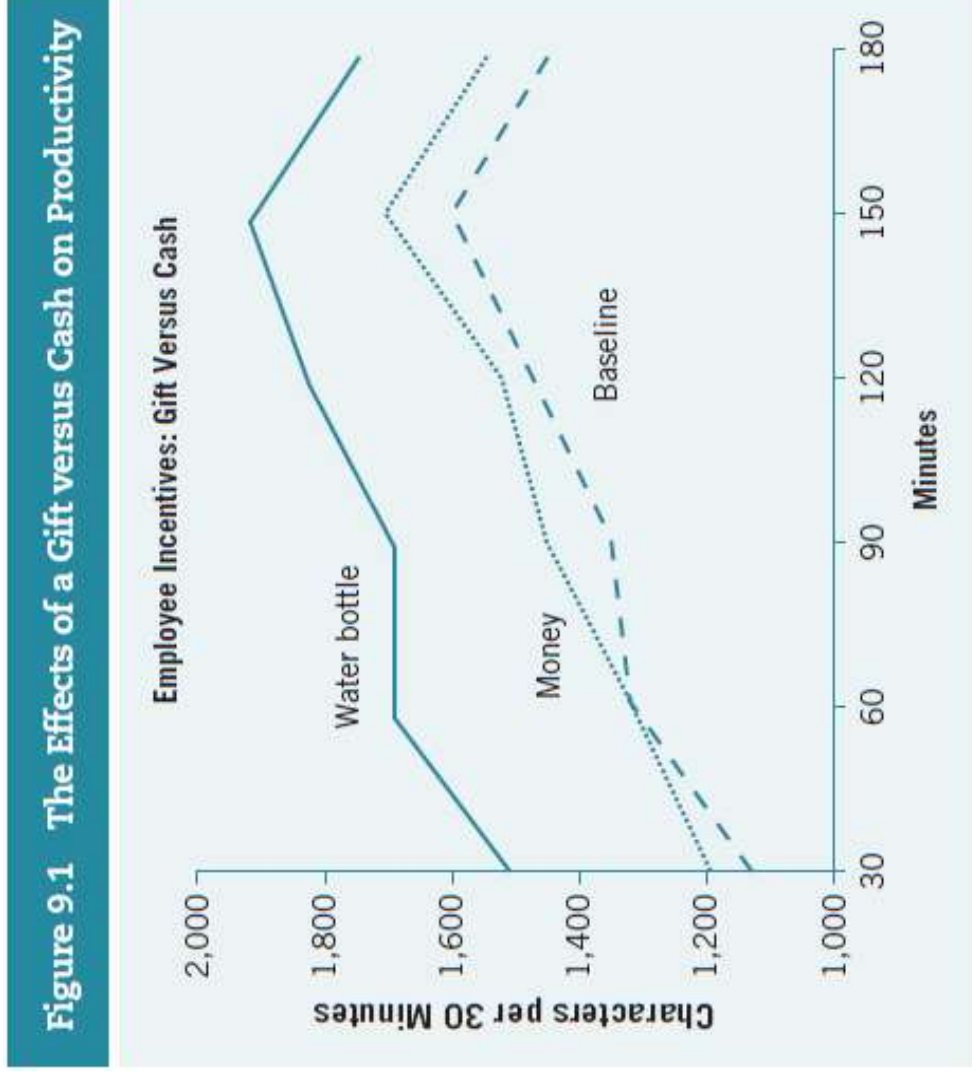
Chapter 9: Motivation Applications

Reinforcement Theory (1 of 7)

- Law of effect
 - Definition
- Operant conditioning
 - Definition
 - Ignores potential effects of personality, thoughts, attitude
 - B.F. Skinner's animal experiments

Reinforcement Theory (2 of 7)

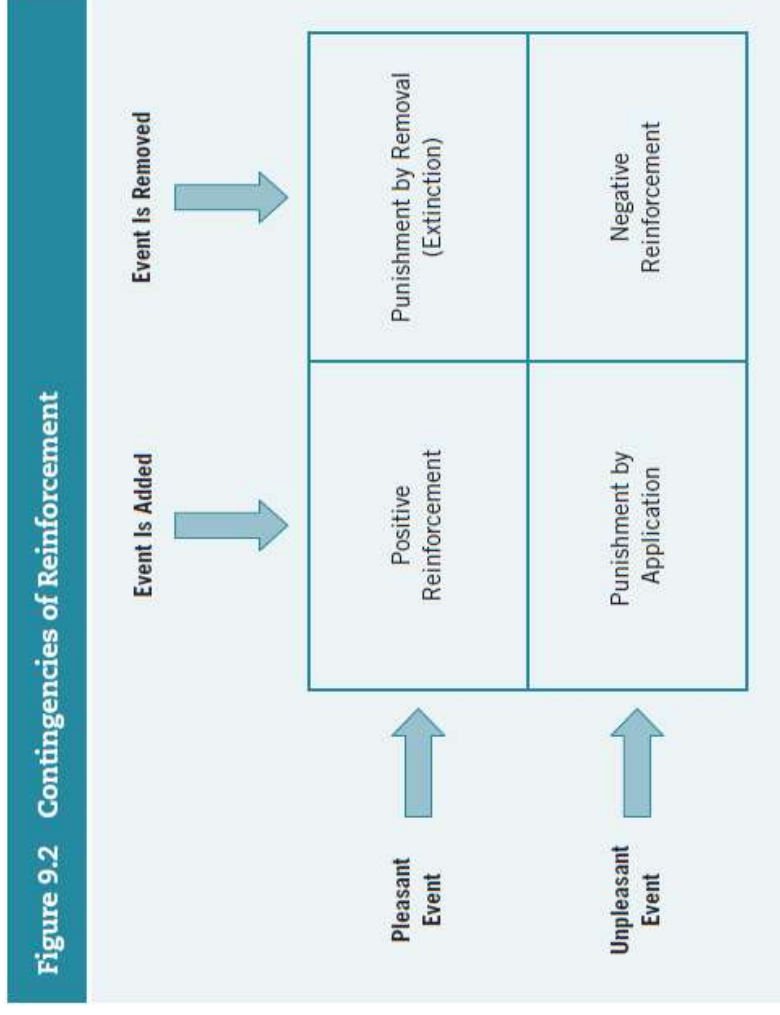
- Reinforcers
 - Definition
- Punishment
 - Definition



Source: Adapted from Kube, S., Maréchal, M. A., & Puppe, C. (2012). The currency of reciprocity: Gift-exchange in the workplace. *American Economic Review*.

Reinforcement Theory (3 of 7)

- Schedules of Reinforcement
 - Definition
 - Types of partial reinforcement schedules



Reinforcement Theory (4 of 7)

- Schedules of Reinforcement
 - Variable-ratio schedules produce the most long-term effects
 - Random awards increase effort until received

Reinforcement Theory (5 of 7)

- **Organizational Behavior Modification**
 - Organizational behavior modification (OB mod) definition
 - ABC analysis definition
 - Leaders should develop action plan after analysis

Reinforcement Theory (6 of 7)

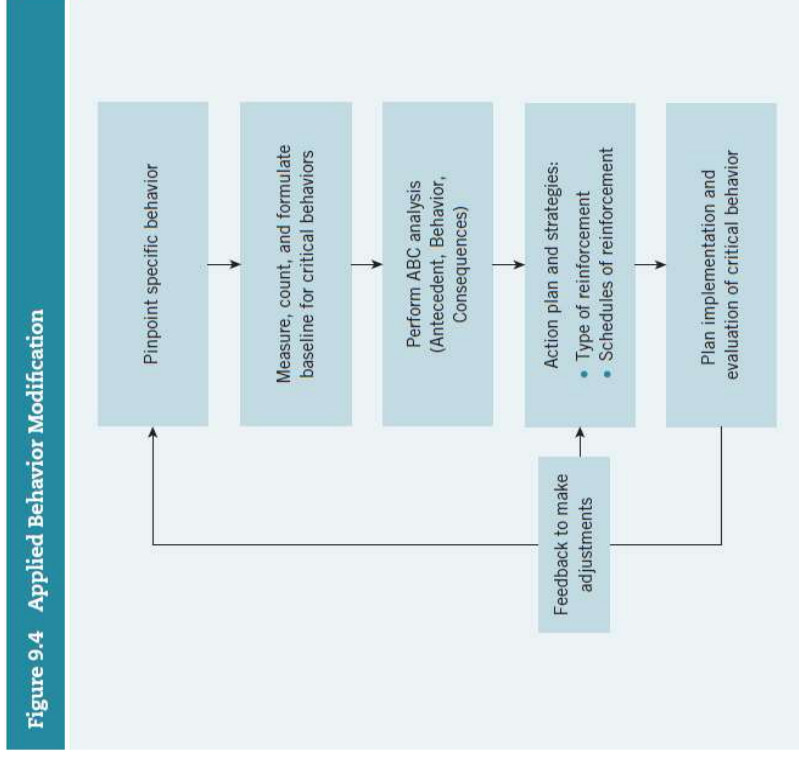
Figure 9.3 Schedules of Partial Reinforcement

	Interval	Ratio
Fixed	Reinforced after a certain amount of time has passed	Reinforced after a certain number of responses have occurred
Variable (Random)	Reinforced after an average amount of time has passed	Reinforced after an average number of responses have occurred

Reinforcement Theory (7 of 7)

- Organizational Behavior Modification

- Example of applied OB mod



- OB mod may increase task performance by 17%
- Criticisms

Social Learning Theory (1 of 2)

- Social learning theory
 - Definition
 - Observational learning definition
 - Other factors influence motivation

Social Learning Theory (2 of 2)

- The Modeling Process
 - Attention
 - Retention
 - Reproduction
 - Motivation

Intrinsic Versus Extrinsic Rewards

(1 of 6)

- **Intrinsic motivation**
 - Definition
- **Extrinsic motivation**
 - Definition
 - Satisfaction from reward rather than task

Intrinsic Versus Extrinsic Rewards

(2 of 6)

- Work should lead to intrinsic and extrinsic rewards
 - Promotes job satisfaction
- Payment may introduce extrinsic rewards
 - Immediate rewards increase intrinsic motivation

Intrinsic Versus Extrinsic Rewards

(3 of 6)

- Relationship Between Intrinsic and Extrinsic Rewards
 - Extrinsic in service of intrinsic definition
 - Motivation-work cycle match definition

Intrinsic Versus Extrinsic Rewards

(4 of 6)

- **Self-Determination Theory**
 - Definition
 - Rewards effects depend on threat perception
 - Extrinsic motivation is complex

Intrinsic Versus Extrinsic Rewards

(5 of 6)

- **What Money Can and Cannot Do**
 - Pros as motivational tool
 - Cons as motivational tools

Intrinsic Versus Extrinsic Rewards

(6 of 6)

- Pay Dispersion
 - Definition
 - Pay inequity definition
 - More negative effects with vertical dispersion
 - Evidence-based guidelines for money as a motivator

Performance Management (1 of 2)

- Sources of Performance Management Ratings
 - 360-degree performance appraisal definition

Performance Management (2 of 2)

- Performance Management Methods
 - Avoid ratings traits not definitively related
 - Most organizations use standard form for employee performance
 - Behaviorally anchored rating scales (BARS) definition
 - Forced-ranking

Problems with Performance Review (1 of 9)

- **Employee concerns**
 - Unfair process
 - Subject to favoritism
 - Perceive reviews as punitive

Problems with Performance

Review (2 of 9)

- Biases in performance ratings
 - Primacy effect
 - Recency effect
 - Availability heuristic

Problems with Performance Review (3 of 9)

- Biases in performance ratings
 - Contrast effect
 - Halo effect
 - Central tendency errors definition

Problems with Performance

Review (4 of 9)

- Some managers reluctant to do performance appraisals
 - Offer little return for significant investment
 - Create face-to-face confrontation
 - Highlight conflict between a supervisor's roles

Problems with Performance

Review (5 of 9)

- Some managers are reluctant to do performance appraisals
 - Offer little return for significant investment
 - Create face-to-face confrontation
 - Highlight conflict between a supervisor's roles

Problems with Performance

Review (6 of 9)

- Employees satisfied with development plus administrative reward
- All employees unhappy with negative feedback
 - Does not help employees learn

Problems with Performance

Review (7 of 9)

- Best compensation systems are mixed or aggregate
 - Individual merit pay
 - Group incentives
 - Gain sharing

Problems with Performance

Review (8 of 9)

- Rewarding for results over behaviors can avoid perceptual biases
 - Profit-sharing plans definition
 - Other Forms of Compensation

Problems with Performance

Review (9 of 9)

- To Jose Luis Romero, growth means
 - Helping employees possess skills to achieve
 - Helping employees exceed and achieve more
 - Growth and development discussions independent of salary

Feedback Seeking (1 of 2)

- Feedback seeking
 - Definition
 - Motives for feedback seeking
 - Significant patterns

Feedback Seeking (2 of 2)

- Seeking negative feedback and image
- Seeking positive feedback and image