

Chapter 6: Motivation

Expectancy and Self-Determination





Before we begin





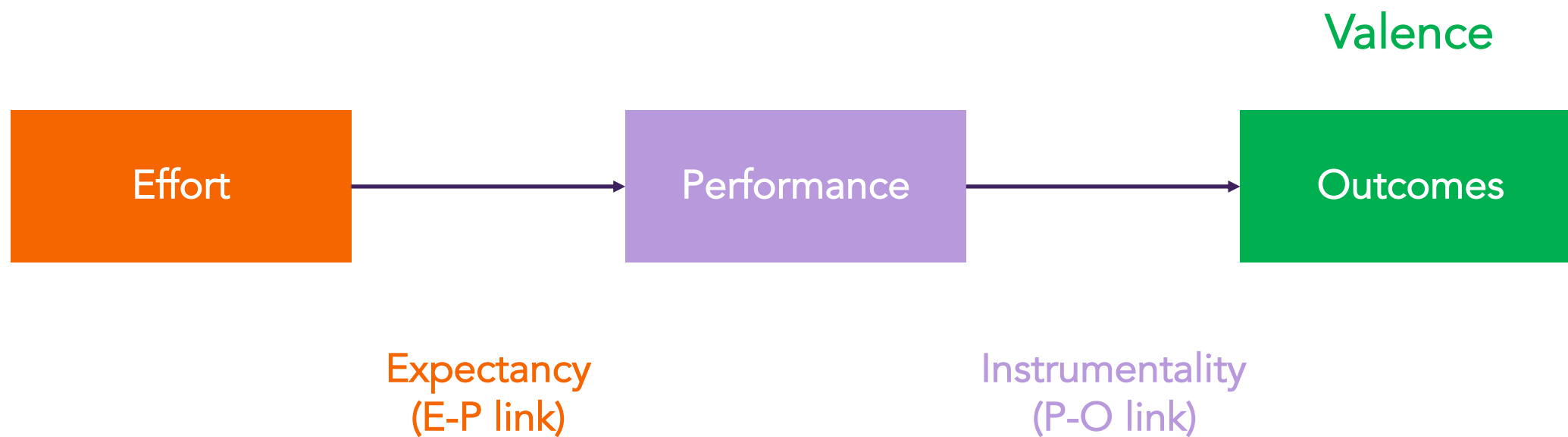
Expectancy Theory (Vroom, 1964)

Motivation is fostered when the employee believes three things:

- **Expectancy**: Belief that your effort will result in better performance
- **Instrumentality**: Belief that better performance will result in better chances of obtaining outcomes
- **Valence**: Outcomes are valued by employees

In other words,

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$$





1. Expectancy

Effort → Performance

The belief that a high level of effort will lead to the successful performance of a task

The harder you work, the better you will perform

- Subjective probability
 - *If I put in the effort, how likely am I to actually perform well?*

Examples?



The role of self-efficacy on the level of expectancy

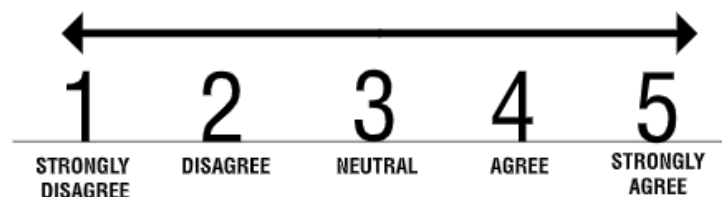
Confidence towards the job task

Expectancy can be shaped by self-efficacy, where self-efficacy can be driven from:

- Past accomplishments
- Vicarious/second-hand experiences
- Verbal persuasion
- Emotional cues
- And more



Self-Efficacy



1. I can succeed, even when the going gets tough.
2. I do most things well, relative to my peers.
3. I have a sense of confidence on a lot of different tasks.
4. I know that I can overcome challenges when I encounter them.
5. If I set my mind to certain goals, I'm confident I can achieve them.
6. I am able to succeed at the things I want to be good at.
7. I'm confident in my ability, even when I face difficult tasks.
8. When I set a goal for myself, I believe I can meet it.

Average Score: 31



Bringing back the “correlation” (E-P link)





Expectancy x Self-efficacy

Based on previous slides, you can say that:

Employees with _____ self-efficacy than _____ self-efficacy experience stronger expectancy.

Put differently, individuals with _____ self-efficacy tend to put _____ effort into completing tasks than individuals with _____ self-efficacy, because individuals with _____ self-efficacy believe that more effort is likely to boost their performance level.

Lastly, if they have an option to choose from, individuals with _____ self-efficacy tend to choose more _____ tasks because they strongly believe that they can successfully complete the tasks.



2. Instrumentality

Performance → Outcomes

The belief that successful performance will result in certain outcomes.

The better performance, the better outcomes.

- Subjective probability
 - *If I perform well, how likely am I to bring the outcomes?*

Examples?



Organizations might be *discouraging* good performers (discouraged Instrumentality)

Evidence suggests that:

- Among 10,000 employees, only 35% think performance is closely linked to their pay
- In the same sample of employees, about 60% said seniority is most important

Can be hindered by:

- Inadequate budget to provide outcomes, even when performance is high
- Use of policies that reward things besides performance, such as attendance or seniority
- Time delays in rewarding good performance



Bringing back the “correlation” (P-O link)





Instrumentality x Hindering factors

Based on previous slides, you can say that:

When companies offer _____ rewards for employees' performance than _____ rewards, employees experience stronger instrumentality.

When employees perform well but they know that budget for their rewards is low, they are likely to expect _____ outcomes, which ultimately _____ their performance.

Lastly, if employees know that more tenured individuals will receive more rewards regardless of performance level, they find few reasons to exhibit _____ performance.



3. Valence

Anticipated value of outcomes

Positive valence (+)

- Prefer *having* the outcome (salary increases, bonuses)
- Outcomes that satisfy 'needs' are more positively valenced

Negative valence (-)

- Prefer *not having* the outcome (disciplinary action, termination)

Zero valence ()

- *No interest* in outcome either way (bored with outcome)



Valence x motivation

Based on previous slides, you can say that:

Cindy knows that her effort will result in better performance (_____ link).

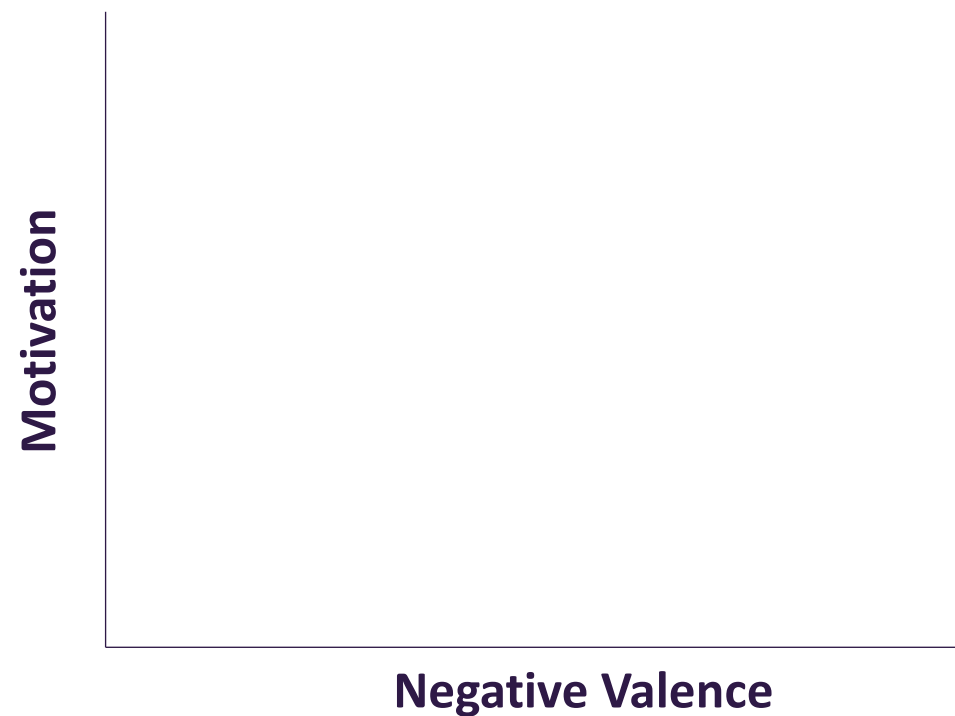
She also knows that her performance will lead to better rewards (_____ link).

However, she thinks that the rewards she will receive are not really satisfying her need for autonomy, which is one of the most important things for her (_____).

In other words, even though Cindy is willing to (1) put in the effort, and (2) willing to strive to perform well, she's not happy with the kind of rewards she'll receive. Therefore, Cindy's motivation level is likely to be _____.



Bringing back the “correlation” (Valence)





$$\textit{Motivational Force} = (E \rightarrow P) \times \varepsilon[(P \rightarrow O) \times V]$$

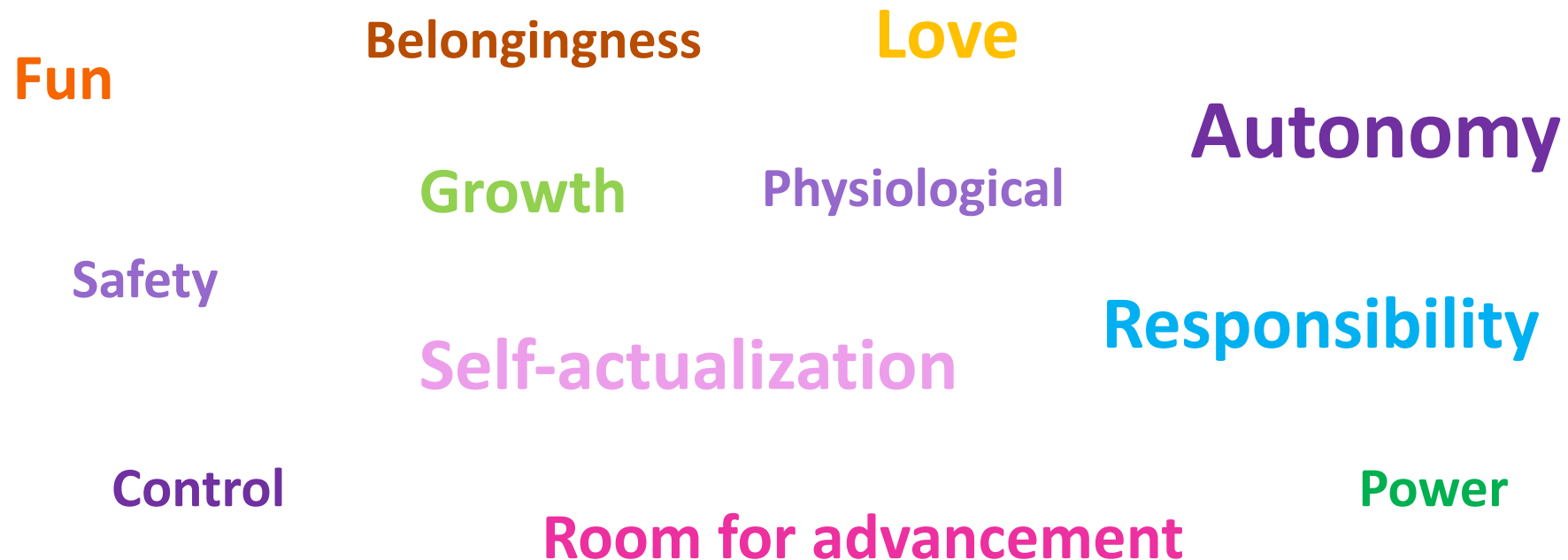


Think for a moment

- Have you ever felt like you do something because you genuinely enjoy doing it, and that you'd do it regardless of getting paid for it or not?
 - Why do you come to classes?
 - Why are you in college?
 - Why are you trying to get the job that you say you will aim for?
 - Why is getting that target job important for you?
- Do you think that, in general, you are more (or less) motivated than others?



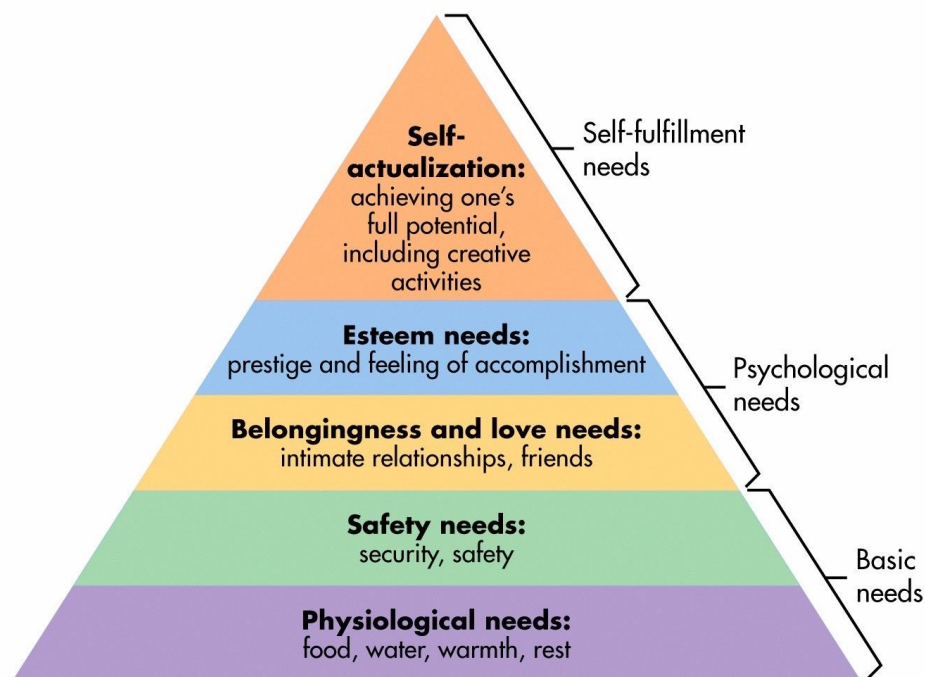
Need for...



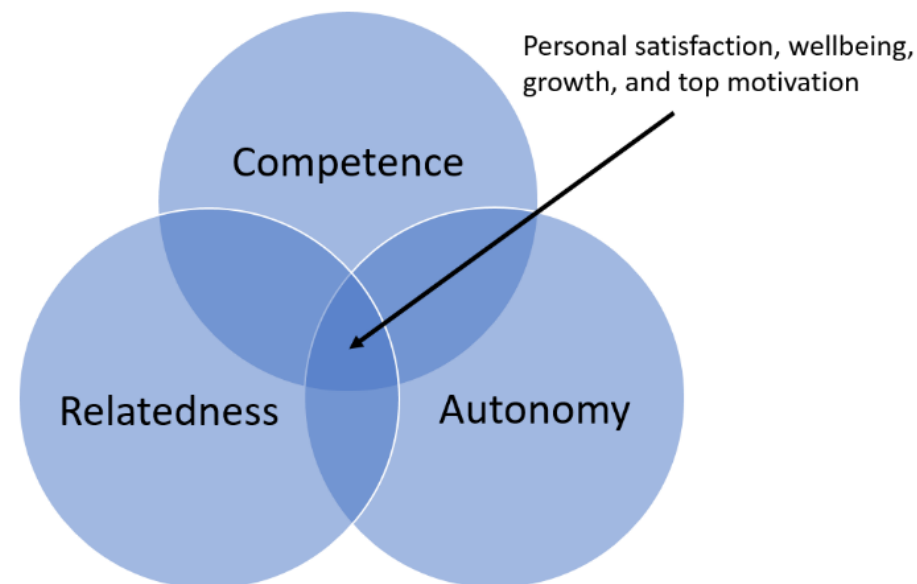


Need-Based Motivation

We have certain “basic needs” to be fulfilled/satisfied



The Three Components of Intrinsic Motivation





Extrinsic Motivation

Motivation that is controlled by some contingency that depends on performance level.

What are some of the “contingency” factors?

- \$\$\$\$?
- Rewards
- Praise
- Avoid demotion/punishments



Intrinsic Motivation

Motivation that is experienced when good performance serves as its own reward (inherent pleasure)

- In other words, you don't need external rewards for you to perform well

What are some examples?

- Fun/interesting/enjoyable
- Meaningful
- Adding values and get genuine joy from it
- Making impacts to the world
- Enjoying the feeling of accomplishment/knowledge gain
- Being able to express oneself



Intrinsic and Extrinsic Motivation

Over-justification effect

Extrinsic motivation coloring, and eventually replacing, intrinsic motivation

What are the implications of Over-Justification in the workplace?

What can you do as a manager?



Intrinsic and Extrinsic Motivation should NOT be viewed in 'all or nothing' lenses

- NOT a dichotomy
- NOT right or wrong
 - NOT this or that
- NOT desirable or undesirable



Rather, intrinsic and extrinsic motivation are on a continuum
like this:



Whereby most people are somewhere in between



Self-Determination Theory (3 basic needs)

Need for Competence

- You feel effective in what you do
- Satisfaction of your desire to show yourself that you can do
- You welcome challenges because you know you can overcome them



I DON'T FAIL

I succeed in finding what does not work



Self-Determination Theory (3 basic needs)

Need for Autonomy

- You're the agent of your behavior
- You're the one who makes decisions on how your work task is going to be handled
- You have control over what you do/think/say at work



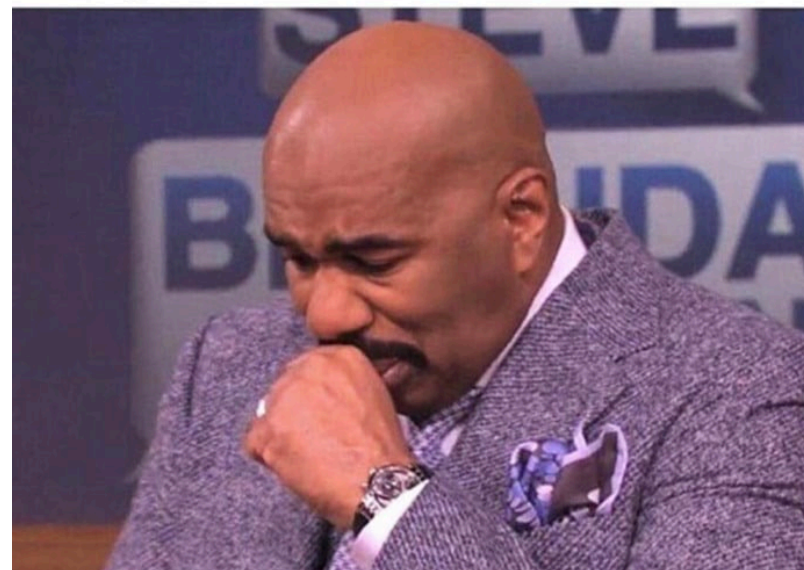


Self-Determination Theory (3 basic needs)

Need for Relatedness

- You feel socially connected to your coworkers
- You care for some people at work and they reciprocate back
- I belong here and I can call these people friends

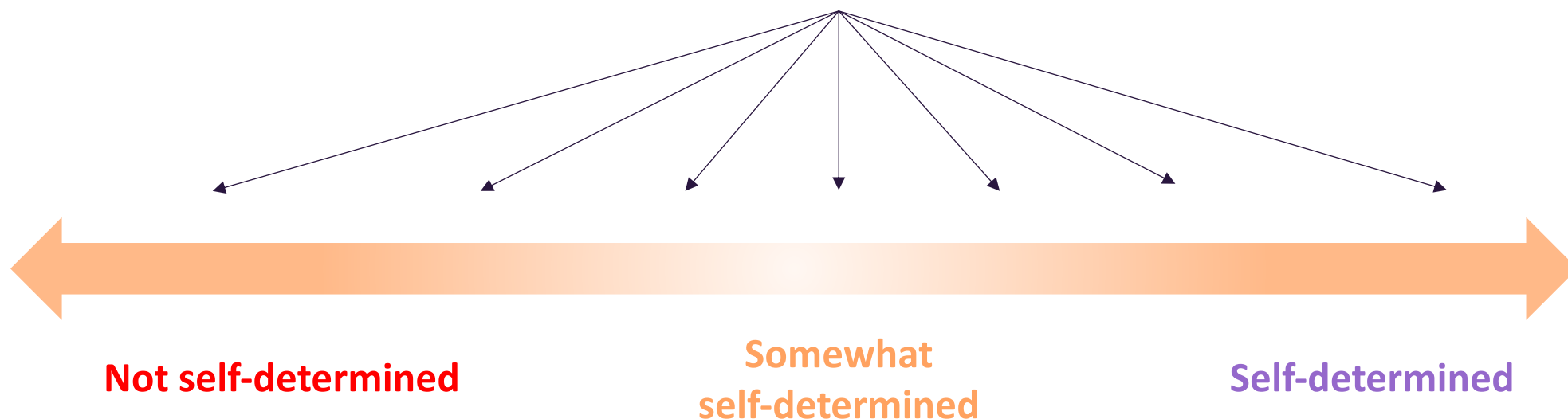
When your best friend's parents say "you're not a guest anymore, you're family"





When these needs are fulfilled:
Less self-determined to more self-determined

Basic need satisfaction



Controlled work motivation

Autonomous work motivation



Autonomous & Controlled Motivation

- Autonomous motivation
 - Think of it as a term to describe **intrinsic motivation at work**
 - High when the needs are satisfied through work
 - *Results in: higher engagement/performance, improved well-being*
- Controlled motivation
 - Think of it as a term to describe **extrinsic motivation at work**
 - High when the needs are not satisfied through work
 - Not just about 'rewards,' but also about lack of power/status, pressure, etc.
 - *Results in: reduced engagement/motivation, negative impact on well-being*



In summary, SDT (Self-Determination Theory) suggest:

- People have 3 basic needs
 - Need to feel autonomous, competent, and socially-related
- When these basic needs are satisfied in the workplace
 - Employees are more likely to be intrinsically motivated
 - Employees are fostered to have autonomous motivation
 - Employees are more engaged, perform better, and experience higher well-being
 - Which are ultimately what we want as managers and employers