

INDUSTRIAL PSYCHOLOGY 9

Name:

Section:

Time started:

Time finished

EMPLOYEE MOTIVATION

Motivation – refers to the internal force that drives an employee to perform well

Because basic abilities don't change greatly over time, changes in work behavior are thought to be affected by the amount of effort an employee applies to her work rather than applying that effort to other aspects of life such as family or hobbies

Measuring actual levels of motivation can be difficult. As a result, other than asking employees about their motivation levels. Researchers use behaviors that imply high levels of motivation

Various theories suggest that employees will be highly motivated if:

- They have a personality that predisposes them to be motivated
- Their expectations are met
- The job and organization are consistent with their values
- The employees have been given achievable goals
- The employees receive feedback in their goal attainment
- The organization rewards them for achieving their goals
- The employees perceive they are being treated fairly
- Their coworkers demonstrate a high level of motivation

IS AN EMPLOYEE PREDISPOSED TO BEING MOTIVATED

Ψ Psychologists have postulated that some employees are more predisposed to being motivated than are others

Ψ Researchers have found four individual differences that are most related to work motivation

- Personality
- Self-esteem
- Intrinsic motivation tendency
- Need for achievement

PERSONALITY

- ♣ **Organizational citizenship behaviors** – refers to behaviors that are not part of an employee's job but which make the organization a better place to work
- ♣ Conscientiousness is the best personality predictor of work performance, **OCB**, and performance
- ♣ Stability is most associated with salary and setting high goals
- ♣ Extraversion is most highly correlated with the number of promotions received

SELF-ESTEEM

- ♣ **Consistency theory** – Korman's theory that employees will be motivated to perform at levels consistent with their levels of self-esteem
- ♣ Employees who feel good about themselves are motivated to perform better at work than employees who do not feel that they are valuable and worthy people
- ♣ Employees try to perform at levels consistent with their self-esteem level
- ♣ **Chronic self-esteem** – refers to the positive or negative way in which a person views himself or herself as a whole
- ♣ **Situational self-esteem** – refers to the positive or negative way in which a person views him or herself in a particular situation
- ♣ **Socially influenced self-esteem** – pertains to the positive or negative way in which a