



Motivation

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Expectancy Theory of Motivation

Victor Vroom's (1932) theory (1964) has a few assumptions:

A combination of forces in the individual and environment determine behaviour. Not one or both.

Individuals decide upon their own behaviour in organisations. At least two conscious ones: membership and performance decisions.

Different individuals have different needs and goals.

Behaviour is a result of a conscious choice between alternatives.

Choices are focussed to minimize pain and maximize gain.

Individuals can be motivated if they believe:

- There is a relation between effort and performance.
- Good performance will result in desired outcomes.

Expectancy model in action



Expectancy:

Perceived probability of successful performance, given effort.

Instrumentality:

Perceived probability of outcome, given successful performance.

Expectancy model: Example research project.



Expectancy:

Perceived probability of successful performance, given effort:

- Task difficulty
- Personal capability

Instrumentality:

Perceived probability of outcome, given successful performance.

Motivation: People exert work effort to achieve performance that leads to valued outcomes.

Outcomes I

First level outcome are the direct results of the behaviour in relation to the task (job):

- Performance level
- Quality of result
- Amount of absenteeism
- Second level outcomes are the rewards as produced by first level results:
 - extrinsic (money, promotion, Bachelor degree, holiday, approval, respect, status, etc.)
 - intrinsic (satisfaction, self esteem, pride, etc.).

Leaders/facilitators need to discover what person values by observing or asking. But realize that needs might change over time.

Outcomes II: Outcome evaluation

A person's preference for a particular reward (second level outcome). Not just the quantity of the reward, but also what it means to the person.

Positive: Desirable outcome (good grades)

Negative: Outcomes to avoid (extra work)

Leaders/facilitators should be sure that changes in outcomes/rewards are large enough to motivate significant efforts.

Expectancy

The belief that a particular level of effort will be followed by a particular level of performance.

Factors:

- Perceived task difficulty
- Self confidence
- Capabilities

Leaders/facilitators should define good, adequate and poor performance in measurable terms and make sure that the desired performance levels can be attained.

Leaders/facilitators need to discover what the person needs in facilities, training and supervision.

Instrumentality

he perceived probability of the desired outcome, given the successful performance. This is the relation between first and second level outcomes.

anges from +1 to -1.

eaders/facilitators should directly link the specific performance they desire to the outcomes desired by the person.

eaders/facilitators should never forget that perceptions not reality, determine motivation.

Using the expectancy theory in practice increases the probability of motivated people, but no guarantees are given.

Not using a conscious approach to motivate others is sure to not produce the desired results.