THE PROCESS THEORIES OF MOTIVATION

The content models attempted to identify what motivates people at work (for example, self – actualization, responsibility, and growth); they tried to specify correlates of motivated behaviour. The process theories on the other hand, are more concerned with the cognitive concepts that go into motivation or effort and, more important, with the way they relate to one another. Now, let us discuss two important process theories of motivation.

**1. Vroom’s Expectancy theory of Motivation:**

The following Fig. 18 briefly summaries the vroom model. As shown, the model is built around the concepts of Valence, Instrumentality and Expectancy and is commonly called the VIE theory.

Expectancy

MOTIVATIONAL Force

F = Valence X Expectancy

INSTRUMENTALITIES

Outcome 1a

Outcome 1b

Outcome 2a

Outcome 2b

Outcome 2c

Outcome 1

Outcome 2

First level Outcome

Fig.18: The Vroom Expectancy, or VIE theory of work motivation

By Valence, Vroom means the strength of an individual’s preference for a particular outcome. In order for the valence to be positive, the person must prefer attaining the outcome to not attaining it. A Valence of Zero occurs when the individual is indifferent towards the outcome; the valence is negative when the individual prefers not attaining the outcome to attaining it.

According to Vroom, there are two

levels of outcome namely first level outcome and second level outcome. The first – level outcome is instrumental in obtaining the second – level outcome. Therefore, the first – level outcome is called instrumentality input in valence. For ex, assume past performance is the first – level outcome and promotion is the second – level outcome. Past performance is instrumental in obtaining promotion. Therefore, past performance (first – level outcome) is known as instrumentality input in our example.

Another major variable in the Vroom motivational process is expectancy. Expectancy is the probability that a particular action or effort will lead to a particular first – level outcome. Expectancy is different from instrumentality input in valence. Expectancy relates efforts to first level outcome whereas instrumentality relates first – level outcome to second – level outcome.

Hence **Motivation = Valence x Instrumentality x Expectancy.**

**2.The Porter – Lawler Model:**

Porter and Lawler start with the premise that motivation (effort or force) does not equal satisfaction and/or performance. Motivation, satisfaction, and performance are all separate variables and relate in ways different from what was traditionally assumed. The following Figure 19 depicts the porter and Lawler model.

Efforts

Performance

Satisfaction

Intrinsic Rewards

Extrinsic Rewards

Fig.19: Porter and Lawler Model

**Effort:** Effort is defined as the amount of energy exerted by an employee on a given task.

**Performance:** Effort leads to performance. But both may not be equal.

**Rewards and Satisfaction:** According to Vroom, there are two types of rewards, viz., intrinsic rewards and extrinsic rewards. Intrinsic rewards refer to a sense of self – accomplishment and self – actualization. Extrinsic rewards include working conditions and status. Both intrinsic and extrinsic rewards lead to satisfaction.

**EQUITY THEORY**

Many employees are concerned not only with satisfying their own needs but also compare what others receive. They feel satisfied or dissatisfied with comparative observations of their friends, neighbours and colleagues. The equity theory was developed on this hypothesis. Employees feel they are lacking with the comparison of others possessions. This lacking tension motivates people to work hard to reach the levels of others. J. Stacy Adams has propounded that this negative tension provides motivation to employees to exert themselves. People are motivated by the inequity they note with others.

1. Person’s Outcomes < Other’s Outcomes

Person’s Inputs Other’s Inputs

→ Inequity due to being under rewarded

2. Person’s Outcomes = Other’s Outcomes

Person’s Inputs Other’s Inputs

→ Equity

3. Person’s Outcomes > Other’s Outcomes

Person’s Inputs Other’s Inputs

→ Inequity due to being over rewarded

Inputs refer to education, seniority, work experience, capacity to contribute, commitment, efforts and job performance. Outcomes refer to direct pay, bonus, awards, rewards, fringe benefits, recognition and socio – psychological satisfaction. The equity theory is a cognitive based motivation theory. Perception plays a great role in motivating a person.

If a person is getting less than another, inequity exists because of being under rewarded. He tries to improve himself so that he can reach the level of others. In case both the ratios are equal, equity exists and the person is at a constant level. He is not motivated on this ground. On the other hand, if a person’s outcome as compared to his input is more than others in terms of his inputs, the person is over rewarded and tries hard to remain higher than those of others.