

Other Theories of Motivation

Vroom's Expectancy Theory



This suggests that motivation depends on the extent to which an individual believes they will succeed in achieving the rewards on offer. If an employee is confident that the chances of success are high, they are likely to be highly motivated. However, if the expectancy of success is low, then the worker is unlikely to be motivated. This theory contrasts with the idea that individuals are motivated by needs, as suggested by Maslow and Herzberg.

Lawler



Lawler's work suggests that rewards must be clearly linked to performance in order to motivate the workforce. Many of his ideas are closely related to the ideas of 'empowerment' and 'employee involvement' (EI) in the workplace. These concepts promote the belief that:

- Workers can be trusted to make decisions regarding their work activities
- Workers are willing and able to develop their knowledge and skills in order to manage their activities effectively
- Involving workers in the management of their work activities can lead to greater efficiency

Adams Equity Theory



This is concerned with how workers perceive their treatment at work, and the rewards they receive for their efforts, in comparison to others. In return for their input (e.g., effort, skill, level of training), workers will receive a reward or outcome. They will consider themselves to be treated equitably (or fairly) if the ratio between their input and outcome is similar to that of other workers. Workers will be motivated if they feel they are being treated equitably but become de-motivated if they feel they are being treated inequitably and reduce effort to restore the balance between input and outcome.

Question

Do any of these theories explain what makes you work harder?