

## Work Motivation



Kristjan Laane

For Master's in Work and Organizational Psychology  
Tallinn University of Technology

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## What is Motivation - Energy & Direction



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## Why Did She Do This? Not All Actions Involve Motivation



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### Motivation for Something - Incentive Value



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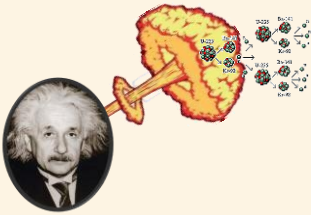
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### From Basic Mechanisms to Application



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### Bird's-eye View of Where Motivation Comes From



Maslow's Need Hierarchy Theory  
Useful overview of sources of motivation  
But pyramidal nature not supported empirically

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Maslow – Physiological and Safety Needs



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Maslow – Love, Esteem, Self-Actualization



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Motivation from Physiological Drives



Biological homeostatic mechanisms to reduce deficiencies

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### Positive Affect as a Root Motivator



Positive Affect = Pleasure

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### Weiss and Cropanzano's Affective Events Theory



A person's affect influences  
job performance and job satisfaction  
Job satisfaction is not the same thing as positive affect

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### Root and Distal Causes of Motivation

Or primary versus secondary causes of motivation



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Mechanism from Affect to Motivation  
Incentive Learning



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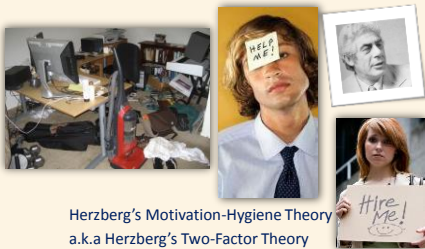
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Negative Affect as a Root Motivator



Herzberg's Motivation-Hygiene Theory  
a.k.a Herzberg's Two-Factor Theory

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Attention from Others - Hawthorne Effect



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### Achievement, Affiliation & Power Motivate



nAch,  
nAff,  
nPow

Atkinson & McClelland's Need for Achievement Theory

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### Key Points

Maslow's Need Hierarchy Theory and its 5 competing levels

Job satisfaction not same as positive affect

Incentive learning - how pleasure influences motivation

Herzberg's hygiene factors minimize dissatisfaction

Atkinson & McClelland

- need for achievement (NAch)
- affiliation (NAff)
- and power (NPow)

Thank You!

K.Laane@psychol.cam.ac.uk

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