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Shaping Lives...
Empowering Communities...

Process theories



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Expectancy theory- Victor Vroom

The strength of a tendency to work in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.





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Expectancy theory of motivation- is based on the idea that work effort is directed towards behaviour that people believe will lead to desired outcomes.

4 variables need to be explained to understand-

1. First level & second level outcomes- performance achieved as a result of efforts-1st outcome. Rewards- 2nd outcome.



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2. Expectancy- is the belief that an effort elicits performance.

Effort – to – performance

3. Instrumentality- is the perception that 1st level outcomes are associated with 2nd level outcomes.

Performance – to – outcome

4. Valence- Valence is an individual's preference for 2nd level outcome.



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Effort-performance relationship: *The probability* perceived by the individual that exerting a given amount of effort will lead to performance

Performance-reward relationship: *The degree to* which the individual believes that performing at a particular level will lead to the attainment of a desired outcome

Rewards-personal goals relationship: *The degree to* which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individual



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According to this theory motivation is:

Expectancy x Instrumentality x valence.

If any variable is low, motivation is likely to be low.

Managers of successful firms strive to ensure that employees levels of expectancy, instrumentality and valence are high so that they will be motivated.



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Equity Theory- J. Stacy Adams

Social comparison theory. Inequity theory.

This theory focus on an individual's perceived fairness in terms of their contributions and their rewards in comparison to others.

Employees exchange – services- pay & other benefits.

This theory proposes that individuals attempt to reduce any inequity.

E.g., overpaid or underpaid will motivate to restore equity.



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4 terms important in the theory-

1. People
2. Comparison other
3. Inputs
4. Outcomes



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Perceiving Equity

Self-inside: An employee's experiences in a different position inside his or her current organization

Self-outside: An employee's experiences in a situation or position outside his or her current organization

Other-inside: Another individual or group of individuals inside the employee's organization

Other-outside: Another individual or group of individuals outside the employee's organization



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The idea is that employees compare their ratios of outcomes to inputs of others they see as relevant.

When ratios are equal: state of equity exists – there is no tension as the situation is considered fair

When ratios are unequal: tension exists due to unfairness

Underrewarded status cause anger

Overrewarded status cause guilt

Tension motivates people to act to bring their situation into equity