

Discrepancies/Needs → Expectancies

- Expectations of what *will* happen
- Expectations of how well we think we can *cope* with what happens
- Exercising control over what happens to us

Exercising Personal Control

- Predictable aspects of the environment
- Desirable events more likely
- Undesirable events less likely

Predicated on 2 Beliefs:

Expectancy

A subjective prediction of how likely it is one can achieve a particular goal or successfully execute a course of action

Two Types:

- Efficacy Expectation →
- Outcome Expectation →

Efficacy Expectation

A probability judgment of one's ability to execute a particular act or course of action

Caused by 4 Main Factors:

- Personal Experience
- Vicarious Experience
- Verbal Persuasion
- Physiological State

Outcome Expectations

A probability judgment of whether a course of action will lead to a desirable outcome

4 Determinants:

- Outcome Feedback
- Task Difficulty
- Social Comparison
- Personality

Self-Efficacy

An individual's judgment of how well he or she will perform given the skills possessed and the circumstances faced

Self-efficacy beliefs impact behaviors:

- Choice of activities & environments
- Effort & Persistence
- Thinking & Decision Making
- Emotionality

Expectancy Theory

Effort → Performance → Outcome
(Expectancy) (Instrumentality) (Valence)

Expectancy: perceived probability that effort will lead to successful performance

Instrumentality: perceived probability that performance will lead to desired outcomes

Valence: the perceived value of the outcome

How do we use VIE Theory?

Implications for Managers

- Figure out what outcomes are valued by employees
- Determine what kinds of behavior you desire
- Make sure desired levels of performance are reachable
- Link desired outcomes to desired performance
- Make sure changes in outcomes are large enough

Implications for Organizations

- Design of pay and reward system
- Design of tasks, jobs, and roles
- Measuring motivation

Motivational Orientations

- Mastery vs. Helplessness
- Easy vs. Difficult tasks
- Difference resides from the meaning of the failure:

Learned Helplessness

The psychological state that results when an individual expects that life's outcomes are uncontrollable

- Seligman & Maier (1967) study on dogs

Relies on 3 Components:

- Contingency
- Cognition
- Behavior

Effects of Learned Helplessness

- Motivational Deficits
 - Why bother?
- Learning Deficits
 - pessimism interferes with learning future response-outcome contingencies
- Emotional Deficits
 - Depression
- “Sudden Death”

Alternative Explanations?

- Helplessness has cognitive rather than physical changes
- Expectation of uncontrollability, not failure, cause learned helplessness
- Uncontrollability and unpredictability must coincide
- The illusion of control

Learned Laziness

Belief that environmental reinforcement is independent of behavioral effort.

- Those with learned laziness learn slower
- What are some real world examples?

Reactance Theory

The psychological and behavioral attempt to reestablish an eliminated or threatened freedom

- Both reactance & helplessness arise from outcome expectancies
- Reactance is rooted in perceived control; helplessness is rooted in absence of control
- Reactance precedes helplessness responses
- Reactance enhances performance; helplessness undermines it