Kinicki

Williams

management

A PRACTICAL INTRODUCTION

6e

Motivating Employees:

Achieving Superior Performance in the Workplace

Chapter Twelve

Major Questions You Should Be Able to Answer

12.1 What's the motivation for studying motivation?

12.2 What kinds of needs motivate employees?

12.3 Is a good reward good enough? How do other factors affect motivation?

12.4 What's the best way to design jobs—adapt people to work or work to people?

Major Questions You Should Be Able to Answer

12.5 What are the types of incentives I might use to influence behavior?

12.6 How can I use compensation and other rewards to motivate people?

Motivation: What It Is, Why It's Important

✦ **Motivation**

↳ the psychological processes that arouse and direct goal-directed behavior

Unfulfilled need		Motivation		Behaviors		Rewards
Desire is created to fulfill a need—as for food, safety, recognition.	→	You search for ways to satisfy the need.	→	You choose a type of behavior you think might satisfy the need.	→	Two types of rewards satisfy needs—extrinsic or intrinsic.

Feedback Reward informs you whether behavior worked and should be used again.
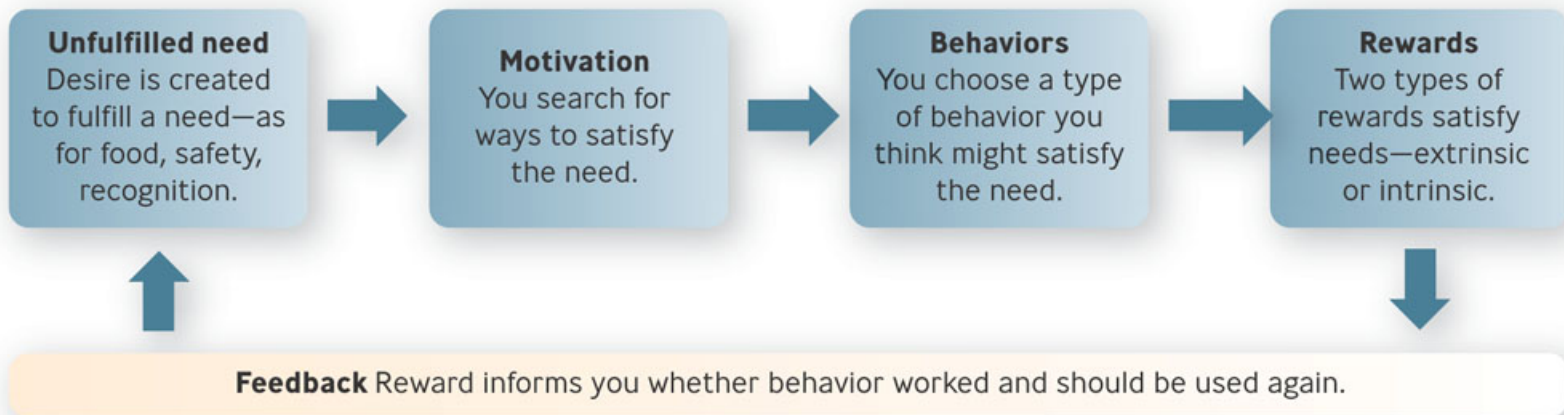
Figure 12.2

Motivation: What It Is, Why It's Important

+ Extrinsic rewards

    ↳ payoff a person receives from others for performing a particular task

+ Intrinsic rewards

    ↳ satisfaction a person receives from performing the particular task itself

Question?

Bethany is writing a paper for her Management class. She already has a strong 'A' in the class, and only needs to get a C on the paper to keep her A. As she prepares the final version of the paper, she takes special care that the paper is well-written, insightful, and error-free, something that she can be proud of. Bethany is experiencing:

A. An intrinsic reward

B. High equity

C. A belongingness need

D. A hygiene factor

Why Is Motivation Important?

You want to motivate people to:

- ✦ Join your organization
- ✦ Stay with your organization
- ✦ Show up for work at your organization
- ✦ Be engaged while at your organization
- ✦ Do extra for your organization

Content Perspectives

✦ **Content perspectives**

↳ theories that emphasize the needs that motivate people

✦ **Needs**

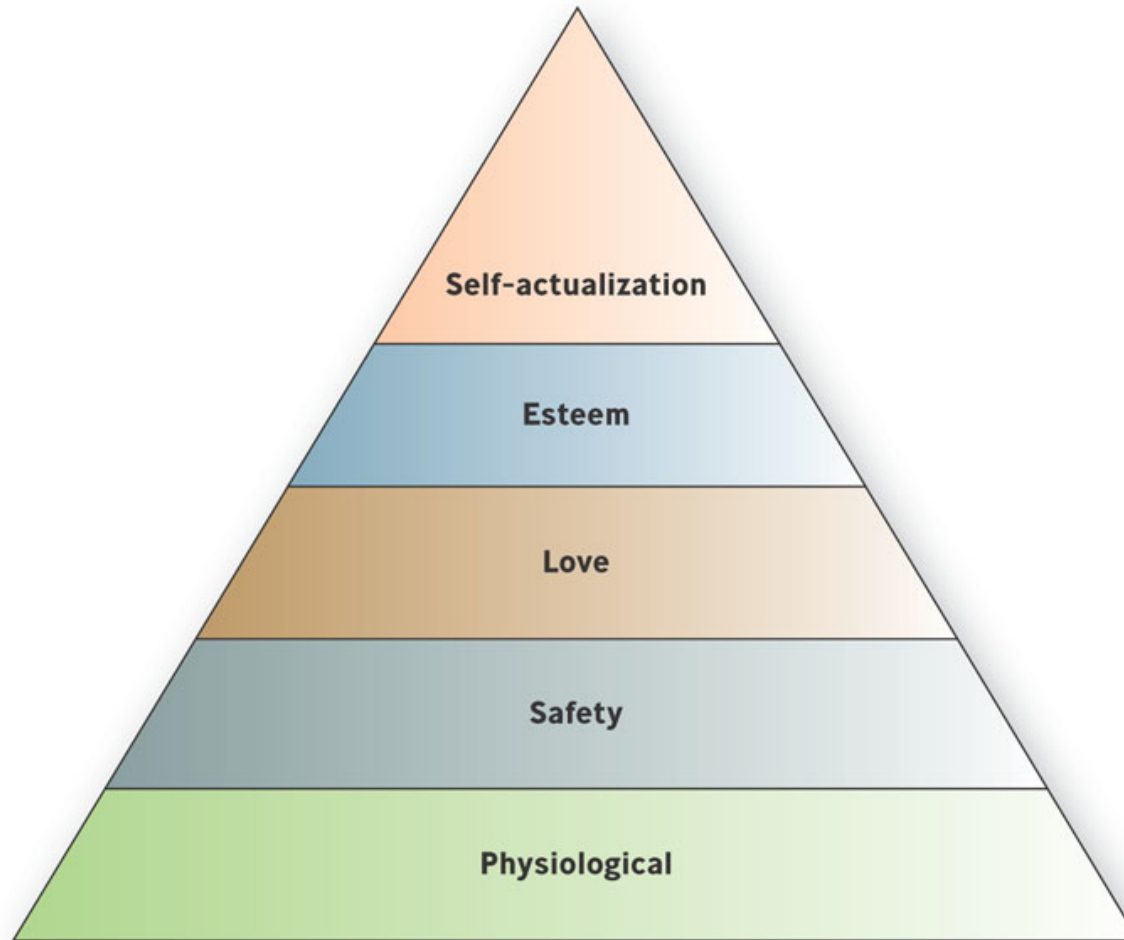↳ physiological or psychological deficiencies that arouse behavior

Maslow's Hierarchy of Needs

Hierarchy of needs theory proposes that people are motivated by five levels of needs

- ✦ Physiological
- ✦ Safety
- ✦ Love
- ✦ Esteem
- ✦ Self-actualization

Maslow's Hierarchy of Needs

Figure 12.1

Example: A Hotel CEO Applies Maslow's Hierarchy

✦ In *Peak: How Great Companies Get Their Mojo from Maslow,* CEO Chip Conley describes how JDV used Maslow's theory to motivate the business's three key stakeholders—employees, customers, and investors—by tapping into the power of self-actualization to create peak performance

joie de vivre©

Alderfer's ERG Theory

✦ **ERG theory**

↳ assumes that three basic needs influence behavior-existence, relatedness, and growth

Three Kinds of Needs

✦ **Existence needs**

↳ desire for physiological and material well-being

✦ **Relatedness needs**

↳ desire to have meaningful relationships with people who are significant to us
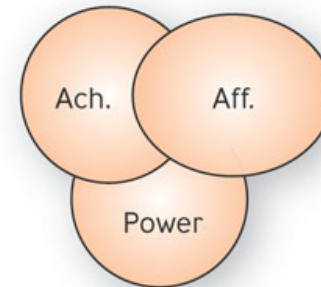
✦ **Growth needs**

↳ desire to grow as human beings and to use our abilities to their fullest potential
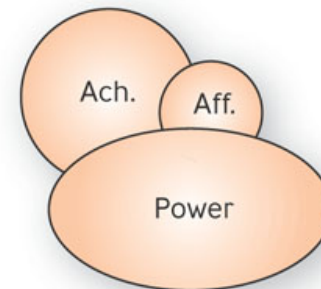
McClelland's Acquired Needs Theory

✦ **Acquired Needs Theory**

↳ states that three needs - achievement, affiliation, and power - are major motives determining people's behavior in the workplace

A "well-balanced" individual: achievement, affiliation, and power are of equal size.

A "control freak" individual: achievement is normal, but affiliation is small and power is large.

The Three Needs

✦ **Need for achievement**

↳ desire to achieve excellence in challenging tasks

✦ **Need for affiliation**

↳ desire for friendly and warm relations with other people

✦ **Need for power**

↳ desire to be responsible for or control other people

Question?

Patty prefers working alone, is comfortable taking moderate risks, and feels good when accomplishing a goal. Patty probably has a:

A. High need for achievement
B. High need for affiliation
C. High need for power
D. Low need for achievement

Example: What Motivates Facebook's COO Sheryl Sandberg?

✦ Facebook chief operating officer (COO) Sheryl Sandberg, 42, was named the fifth most powerful woman in the world by Forbes

✦ She's also "a passionate advocate for women to claim a far greater share of the top corporate leadership positions."

Herzberg's Two-Factor Theory

Two-Factor Theory

↳ proposed that work satisfaction and dissatisfaction arise from two different factors - work satisfaction from so-called motivating factors and work dissatisfaction from so-called hygiene factors

Herzberg's Two-Factor Theory

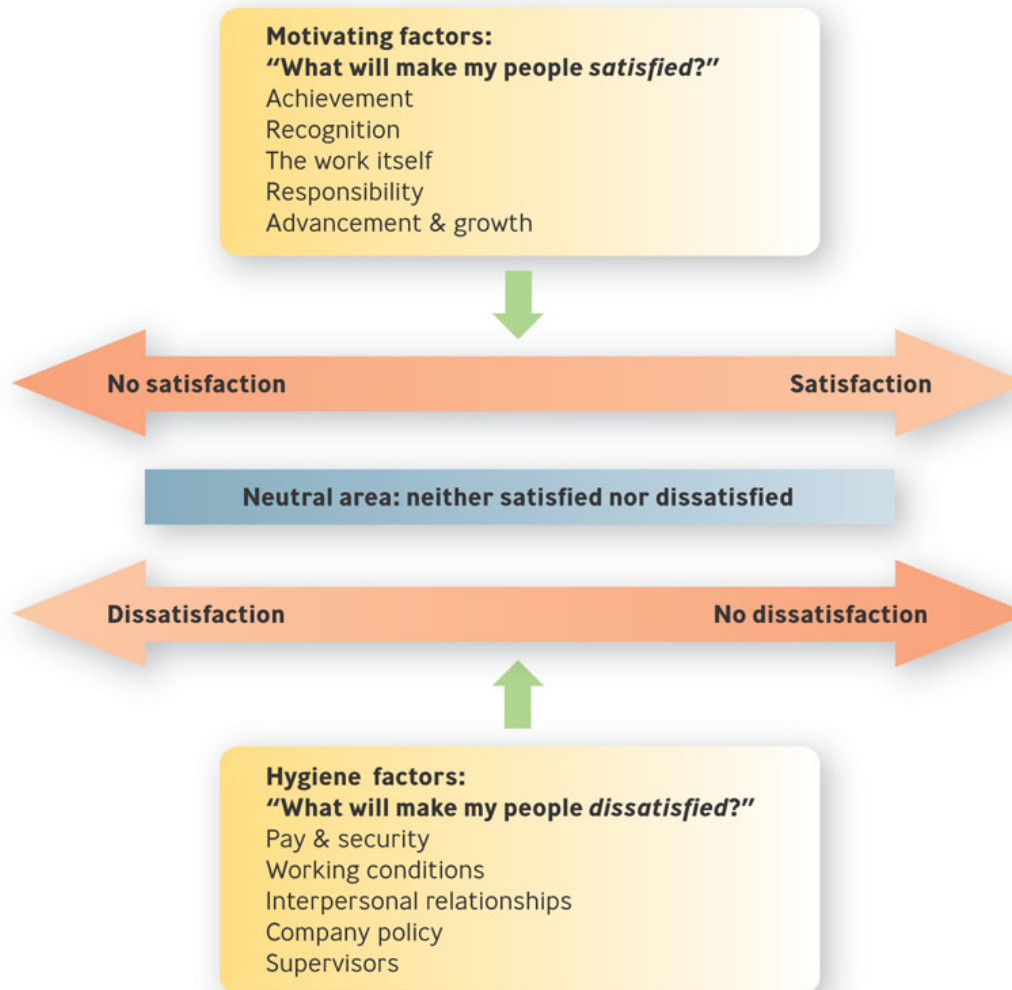**Hygiene factors**
- ↳ factors associated with job dissatisfaction which affect the job context in which people work

Motivating factors
- ↳ factors associated with job satisfaction which affects the job content or the rewards of work performance

Herzberg's Two-Factor Theory

Figure 12.5

Motivating factors:
"What will make my people *satisfied*?"
Achievement
Recognition
The work itself
Responsibility
Advancement & growth

No satisfaction   Satisfaction

Neutral area: neither satisfied nor dissatisfied

Dissatisfaction   No dissatisfaction

Hygiene factors:
"What will make my people *dissatisfied*?"
Pay & security
Working conditions
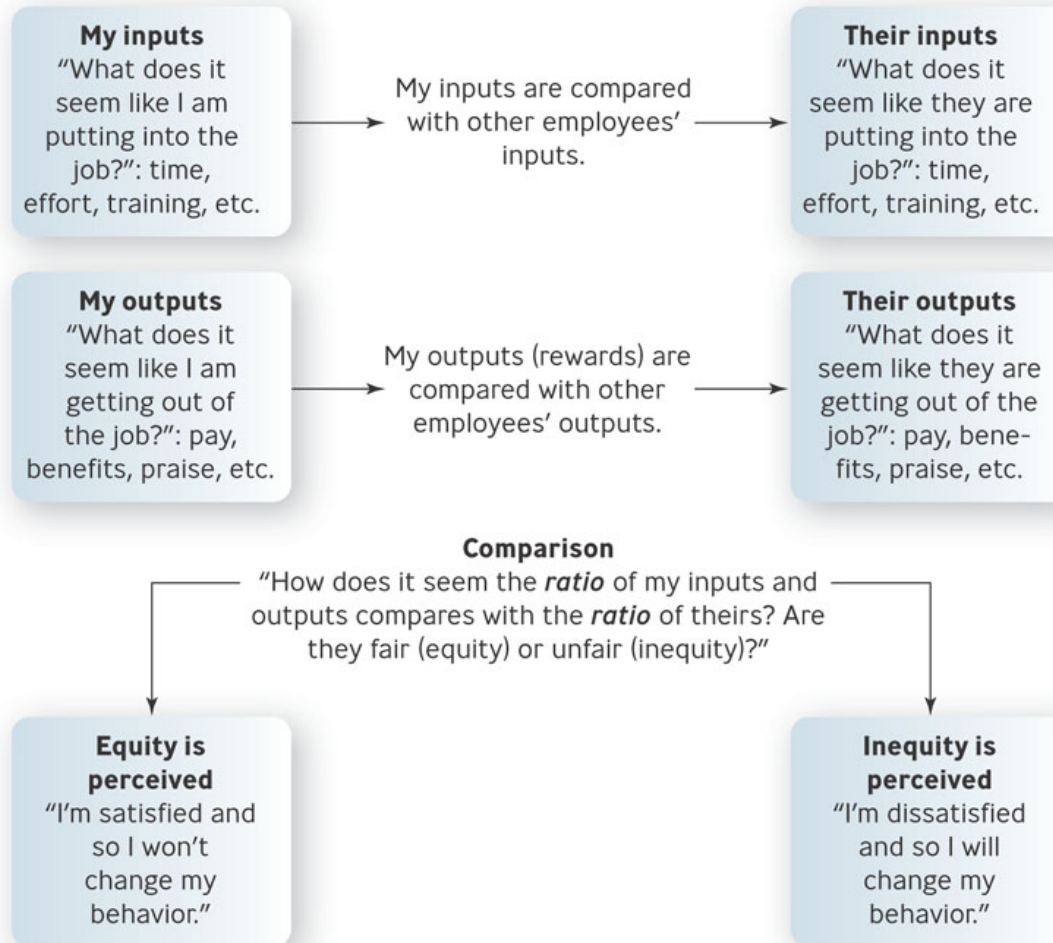Interpersonal relationships
Company policy
Supervisors

Equity Theory

Equity theory

↳ focuses on employee perceptions as to how fairly they think they are being treated compared to others

↳ Inputs, outputs, comparison

Equity Theory

Figure 12.7

My inputs
"What does it seem like I am putting into the job?": time, effort, training, etc.

My inputs are compared with other employees' inputs.

Their inputs
"What does it seem like they are putting into the job?": time, effort, training, etc.

My outputs
"What does it seem like I am getting out of the job?": pay, benefits, praise, etc.

My outputs (rewards) are compared with other employees' outputs.

Their outputs
"What does it seem like they are getting out of the job?": pay, benefits, praise, etc.

Comparison
"How does it seem the *ratio* of my inputs and outputs compares with the *ratio* of theirs? Are they fair (equity) or unfair (inequity)?"

Equity is perceived
"I'm satisfied and so I won't change my behavior."

Inequity is perceived
"I'm dissatisfied and so I will change my behavior."

Practical Lessons from Equity Theory

1. Employee perceptions are what count
2. Employee participation helps
3. Having an appeal process helps

Expectancy Theory

Expectancy Theory

↳ suggests that people are motivated by two things: (1) how much they want something and (2) how likely they think they are to get it

Expectancy Theory

✦ Expectancy

↳ belief that a particular level of effort will lead to a particular level of performance
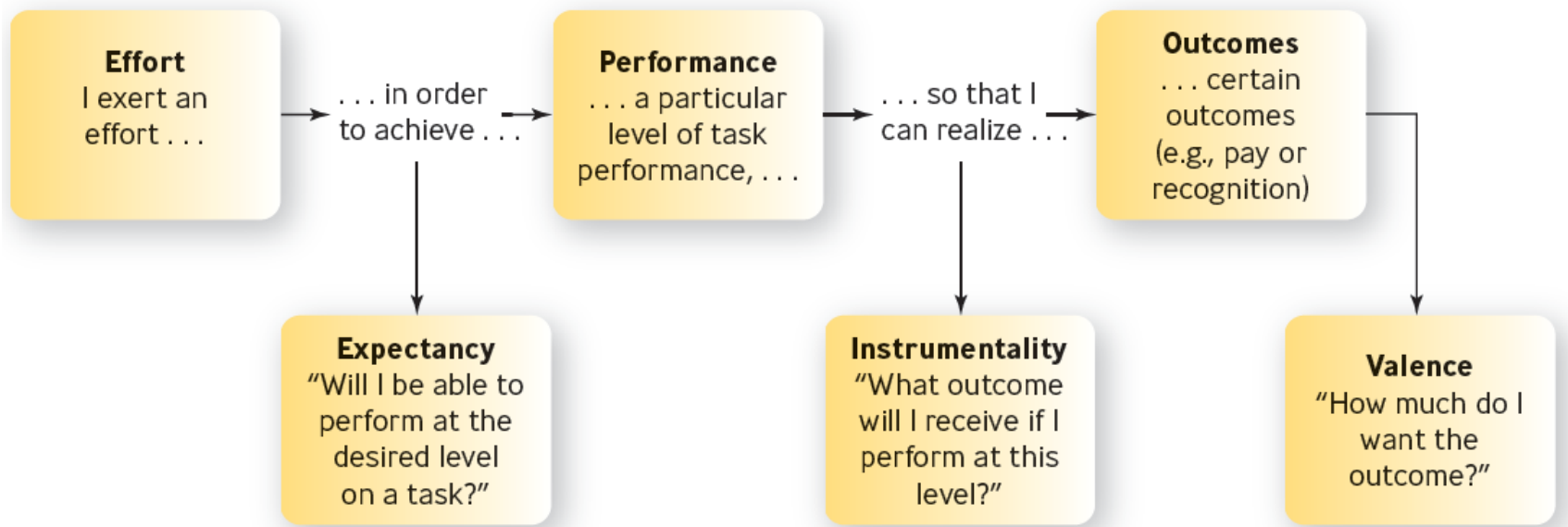
✦ Instrumentality

↳ expectation that successful performance of the task will lead to the desired outcome

✦ Valence

↳ the value a worker assigns to an outcome

Expectancy Theory: The Major Elements

Figure 12.6

Effort — I exert an effort . . . ... in order to achieve . . . → Performance — . . . a particular level of task performance, ... so that I can realize . . . → Outcomes — . . . certain outcomes (e.g., pay or recognition)

Expectancy — "Will I be able to perform at the desired level on a task?"

Instrumentality — "What outcome will I receive if I perform at this level?"

Valence — "How much do I want the outcome?"

Goal-Setting Theory

1. Goals should be specific
2. Goals should be challenging but achievable
3. Goals should be linked to action plans
4. Goals need not be jointly set to be effective
5. Feedback enhances goal attainment

Question?

Last year, Diana's boss promised her a big bonus if she met her goals. At the end of the year, after Diana had exceeded her goals, she found her bonus was very small. In the future, Diana's _____ will probably be _____.

A. Valence; low
B. Instrumentality; low
C. Expectancy; low
D. Expectancy; high

Job Design Perspectives

Job design

↳ division of an organization's work among its employees and the application of motivational theories to jobs to increase satisfaction and performance

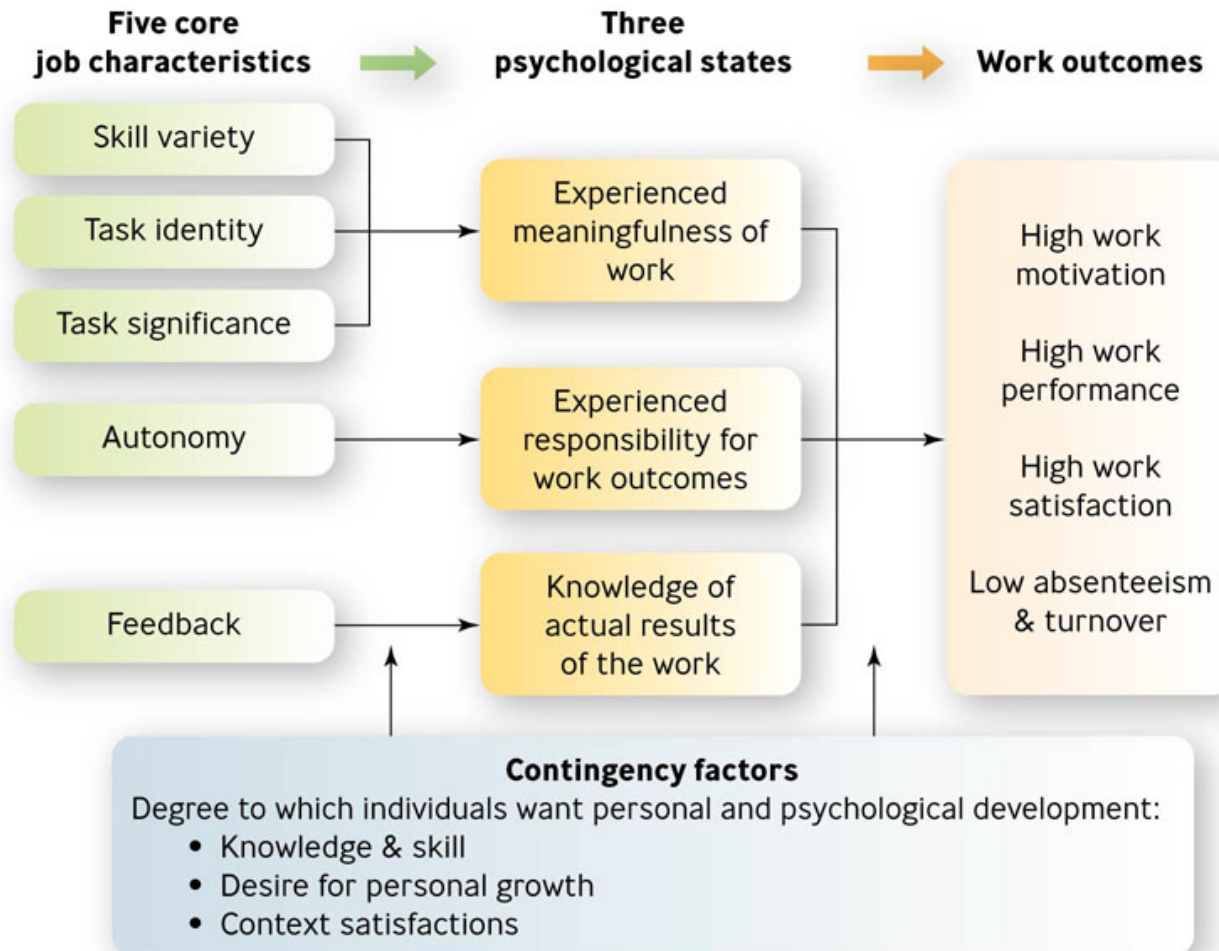↳ Job simplification, job enlargement, job enrichment

Question?

Melvin, a manager, asks Edna, his subordinate, to work on one machine for three hours and then move to another machine every other hour. Melvin has engaged in:

A. Job enlargement
B. Job rotation
C. Job simplification
D. Vertical loading

Job Characteristics Model

Figure 12.9

Reinforcement Perspectives on Motivation

Reinforcement theory

↳ attempts to explain behavior change by suggesting that behavior with positive consequences tends to be repeated, whereas behavior with negative consequences tends not to be repeated

Types of Reinforcement

Positive reinforcement

↳ use of positive consequences to encourage desirable behavior

Negative reinforcement

↳ process of strengthening a behavior by withdrawing something negative

Question?

When a manager stops nagging a subordinate, the manager is using:

A. Positive reinforcement

B. Negative reinforcement

C. Punishment

D. Intrinsic motivation
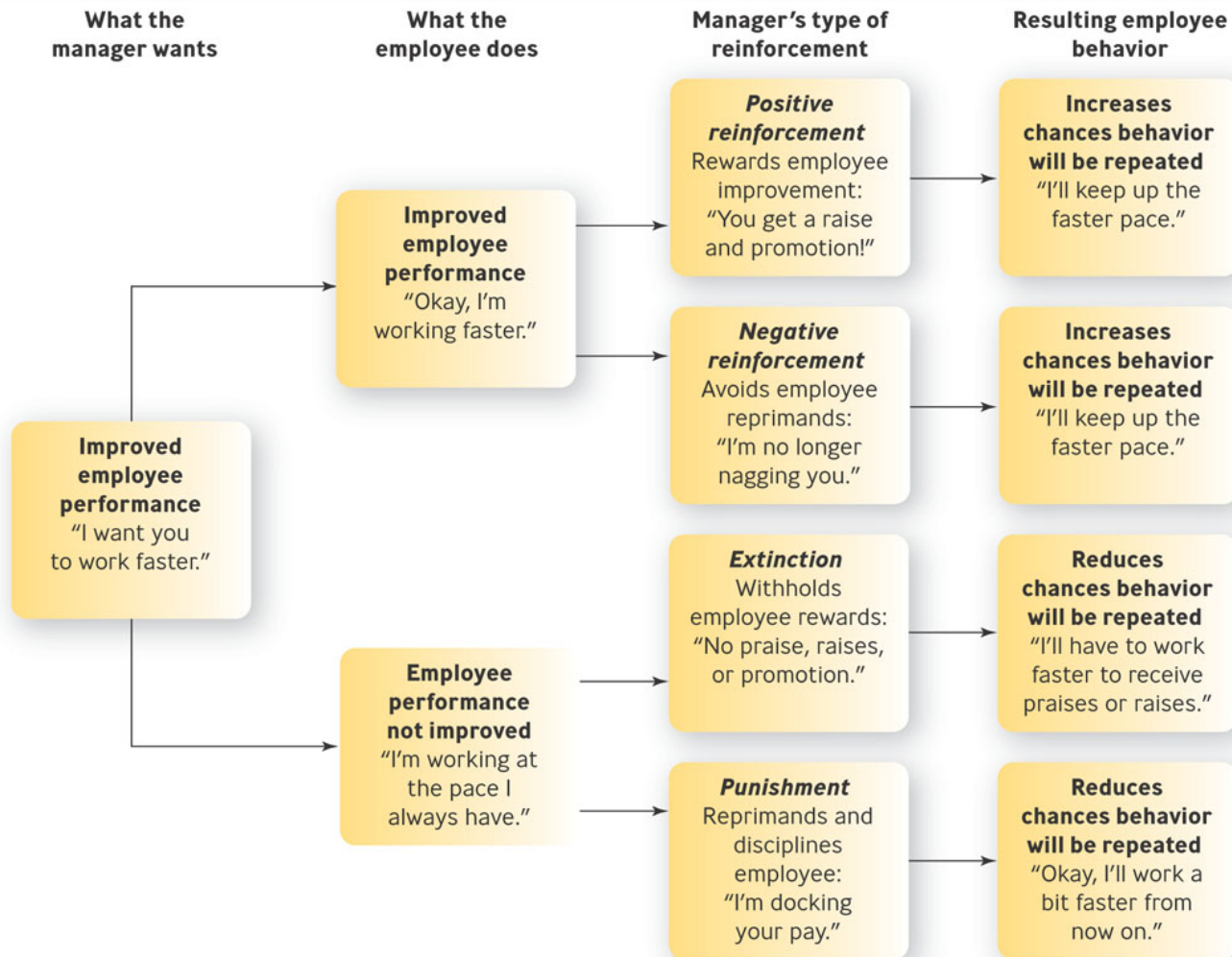
Types of Reinforcement

Extinction
  ↳ weakening of behavior by ignoring it or making sure it is not reinforced.

Punishment
  ↳ process of weakening behavior by presenting something negative or withdrawing something positive

Four Types of Reinforcement

Figure 12.9

Using Reinforcement to Motivate Employees

Positive reinforcement

- ✦ Reward only desirable behavior
- ✦ Give rewards as soon as possible
- ✦ Be clear about what behavior is desired
- ✦ Have different rewards and recognize individual differences

Popular Incentive Compensation Plans

✦ Piece rate

✦ Sales commission

✦ Bonuses

✦ Profit-sharing

✦ Gainsharing

✦ Stock options

✦ Pay for knowledge

Question?

In Earl's department at Pencilchicken, Inc. employees get money based on how much the department has been able to save in costs. This is an example of a _____ compensation plan.

A. Pay for performance
B. Pay for knowledge
C. Bonus
D. Gainsharing

Nonmonetary Ways of Motivating Employees

- ✦ Flexible workplace
- ✦ Thoughtfulness
- ✦ Work-life benefits
- ✦ Surroundings
- ✦ Skill-building & educational opportunities
- ✦ Sabbaticals