Human Relations in Organizations

Chapter Eight

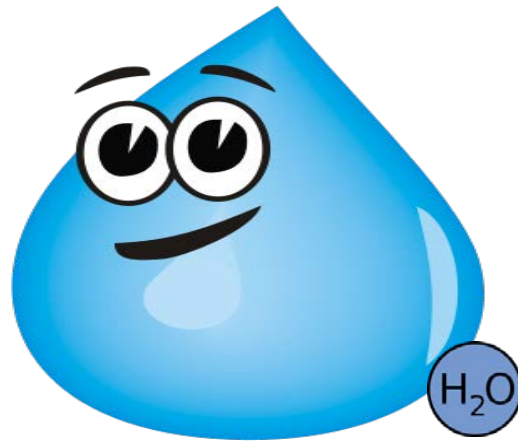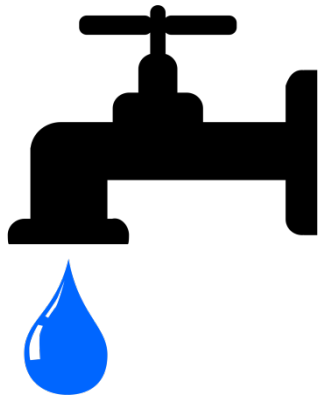- <u>Motivating Performance</u>

Motivating Performance

- **The primary reason people do what they do is to meet their needs/wants - Motivation is the internal process leading to behavior to satisfy those needs/wants**

  - Motivation is about answering people's often unasked question, "What's in it for me?" by helping them meet their needs/wants

Motivation

- <u>The process people go through to meet their need</u>:

  - **Need – Motive – Behavior – Satisfaction or Dissatisfaction**

    - <u>For Example</u>:
      - You are thirsty (Need) and have a drive (Motive) to get a drink. You drink (Behavior) that quenches your thirst (Satisfaction)

Motivation

- Your ability to motivate yourself and others is critical to your career success - Motivation is the key to success or failure because it affects performance

  ○ Motivated, engaged employees give companies a competitive advantage through increased performance

The Performance Formula

- <u>The level of performance attained is determined by three independent factors</u>:

  1. Ability
  2. Motivation
  3. Resources

PERFORMANCE

☑ EXCELLENT
☐ GOOD
☐ AVERAGE
☐ POOR

- For performance levels to be high, it is the manager's responsibility to ensure all three factors are addressed

  ○ **Performance = Ability x Motivation x Resources**

Content Motivational Theories

- Content Motivational Theories focus on identifying people's needs in order to understand what motivates them
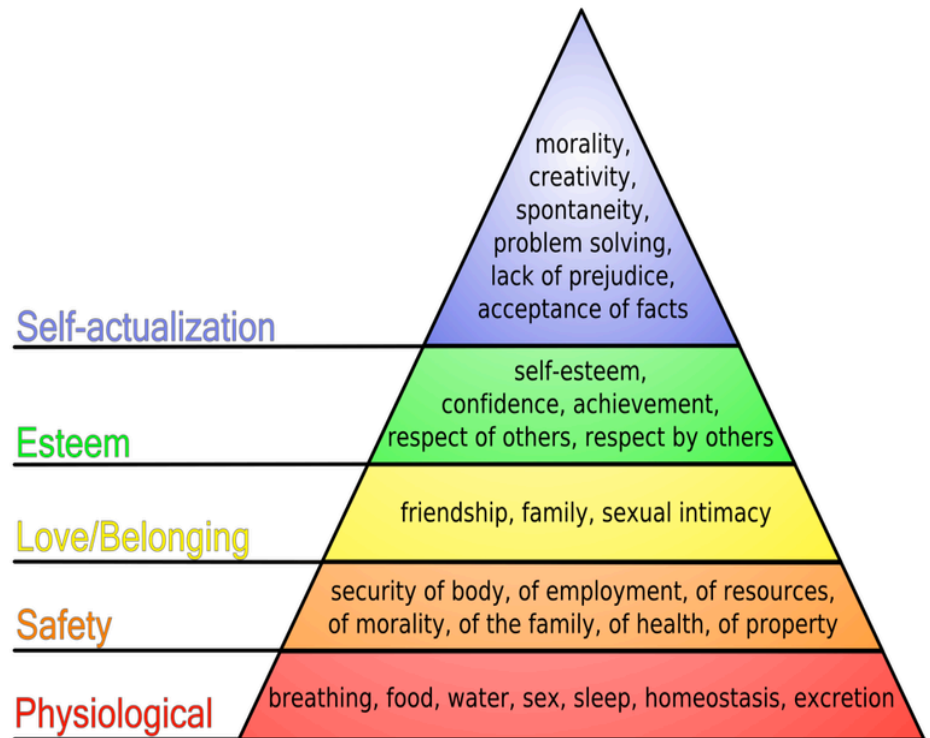
Needs Hierarchy

- <u>Maslow's Theory of Motivation is based on a Hierarchy of Needs</u>:

  1. Physiological
  2. Safety
  3. Social
  4. Esteem
  5. Self-Actualization

Needs Theory

- <u>Consider the following</u>:

    1. What need does the individual have?
    2. What needs have already been satisfied?
    3. Which unsatisfied need is the highest/lowest in the hierarchy?
    4. How can the unsatisfied needs be satisfied?

Two-Factor Theory

- <u>**Two-Factor Theory is Herzberg's classification of needs as**</u>:

  1. <u>Hygienes</u>
     - Hygienes are called "extrinsic factors" because attempts to motivate come from outside the job itself

  2. <u>Motivators</u>
     - Motivators are called "intrinsic factors" because motivation comes from the job itself
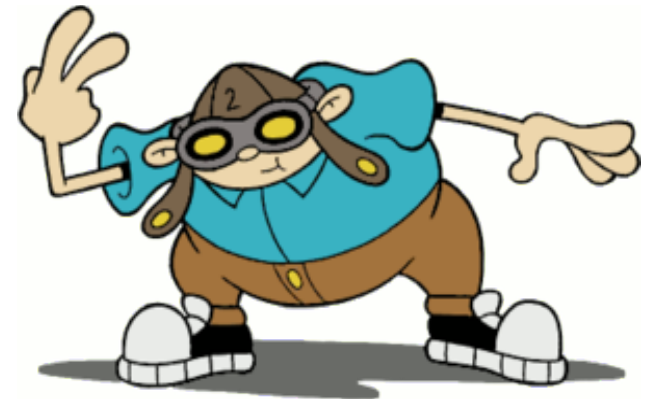
Two-Factor Theory

- Herzberg contends: providing hygiene factors keeps people from being dissatisfied, but it does not motivate people
- To motivate, you must first ensure that hygiene factors are adequate – once employees are satisfied with their environment, they can be motivated through their jobs
  - The best way to motivate employees is to build challenge and opportunity for achievement into the job itself

Your job

Biggest Challenge

Manifest Needs Theory

- <u>**The Manifest Needs Theory of motivation is primarily McClelland's classification of needs as**</u>:

  1. Achievement (Esteem and Self-Actualization)
  2. Power (Esteem and Self-Actualization)
  3. Affiliation (Social and Relatedness Needs)

- **It is a personality-based approach to motivation**
  - All people possess the need for achievement, power, and affiliation – but, to varying degrees
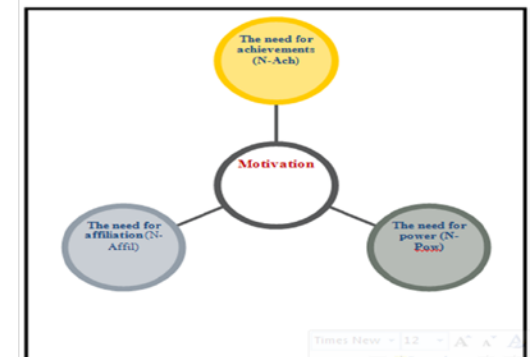
Manifest Needs Theory

- ## The Need for Achievement

  - Wanting to take personal responsibility for solving problems; goal-oriented; seeking challenge, excellence and individuality; taking calculated, moderate risks; desiring concrete feedback on their performance; willing to work hard

Certificate of Achievement

THIS CERTIFICATE IS PROUDLY
PRESENTED FOR HONORABLE ACHIEVEMENT TO

Name

AWARDED THIS DAY OF JULY 25TH 2011

President   Vice President

Manifest Needs Theory

- ## The Need for Power

  - Wanting to control the situation; wanting influence or control over others; enjoying competition in which they can win; willing to confront others

INFLUENCE

Manifest Needs Theory
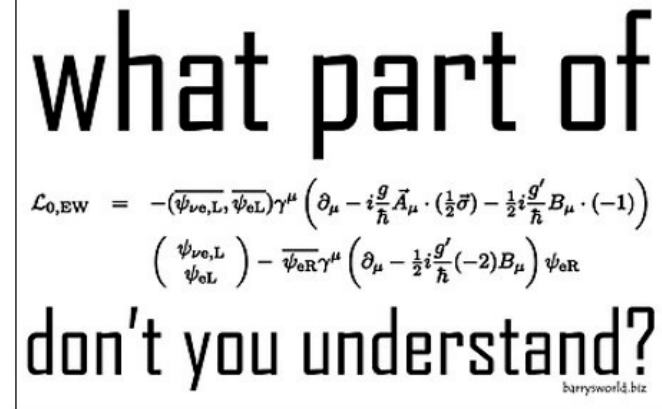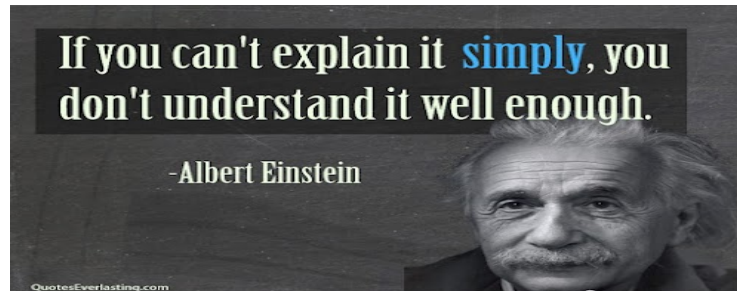
- ## The Need for Affiliation

  - Seeking close relationships with others; wanting to be liked by others; enjoying list of social activities; seeking to belong

Process Motivation Theories

- Process Motivation Theories attempt to understand how and why people are motivated

  - Process Motivation Theories focus more on behavior than needs

Expectancy Theory

- <u>The Expectancy Theory states</u>:

  - **Motivation = Expectancy x Valence**

  - <u>Expectancy</u>
    - A person's perception of his or her ability/probability to accomplish an objective

  - <u>Valence</u>
    - The value a person places on the outcome or reward

- In short, Victor Vroom's Expectancy Theory states that motivation depends on how much people want something and how likely they are to get it

Motivating with Expectancy Theory

- <u>The following conditions should be implemented to motivate employees</u>:

    1. Define objectives and the necessary performance needed to achieve
    2. Tie performance to rewards
    3. Be sure rewards are of value to the employee
    4. Make sure employees believe you will do what you say you will do – you need their trust to motivate

Equity Theory

- According to Equity Theory, people compare their inputs –
  (effort, experience, seniority, status, intelligence, and so forth) –and outputs –
  (praise, recognition, pay promotions, increased status, supervisor's approval, and the like)
  with those of relevant others

  - If employees believe there is inequity, they will change their behavior to create equity, such as doing less work, changing the situation – like getting a raise, or getting another job

- Most employees tend to inflate their own efforts or performance when comparing themselves with others
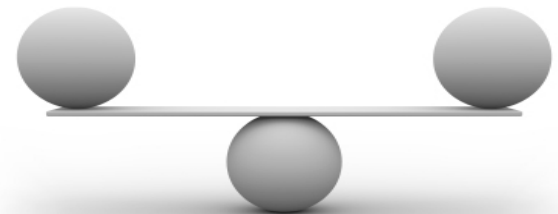
Motivating with Equity Theory

- <u>**General Equity Theory Principles**</u>:
  - Rewards should be equitable
  - High performance should be rewarded, but employees must understand the inputs needed to attain certain outputs
  - Equity is based on perception, which may or may not be correct
  - Realize that what people know or don't know isn't important – all that really counts is what they feel

- **Using Equity Theory in practice can be difficult because you don't know:**
  1. Who the employee's reference group is
  2. What his or her view of inputs and outcomes is

Reinforcement Theory

- <u>Reinforcement Theory focuses on getting people to do what you want them to do through incentives and consequences, because both motivate behavior and performance</u>

  - B.F. Skinner contends that people's behavior is learned through experiences of positive and negative consequences

Four Types of Reinforcement

1. ## Positive Reinforcement
   - A method of encouraging continued behavior is to offer attractive consequences (rewards) for desirable performance

2. ## Avoidance/Negative Reinforcement
   - The employee avoids the negative conseuence

3. ## Extinction
   - Extinction attempts to reduce or eliminate undesirable behavior by withholding reinforcement when behavior occurs

4. ## Punishment
   - Punishment is used to provide an undesirable consequence for undesirable behavior

4

Schedules of Reinforcement

- The frequency and magnitude of the reinforcement may be as important as the reinforcement itself

- The two major classifications are:

  - Continuous Reinforcement
    - Each desired and undesired behavior is reinforced

  - Intermittent Reinforcement
    - The reward is given based on the passage of time or output
      - When the reward is based on the passage of time it is called an "interval schedule" When it is based on output, it is called a "ratio schedule"
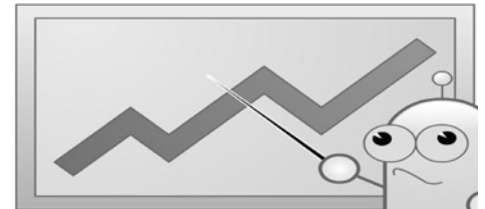
Motivating with Reinforcement

- <u>Generally, positive reinforcement is the best motivator – following are some general guidelines</u>:
  - Make sure employees know exactly what is expected of them
  - Select appropriate awards
  - Select the appropriate reinforcement schedule
  - Do not reward mediocre or poor performance
  - Look for the positive and give praise, rather than focusing on the negative and criticizing
  - Never go a day without giving praise
  - Do things for people, instead of to them, and you will see improvement

Incentives and Recognition

- People do respond to incentives and we can nearly always get them to do what we want them to do as long as we find the right levers – combination of types and schedules of reinforcement – to motivate the desired behavior
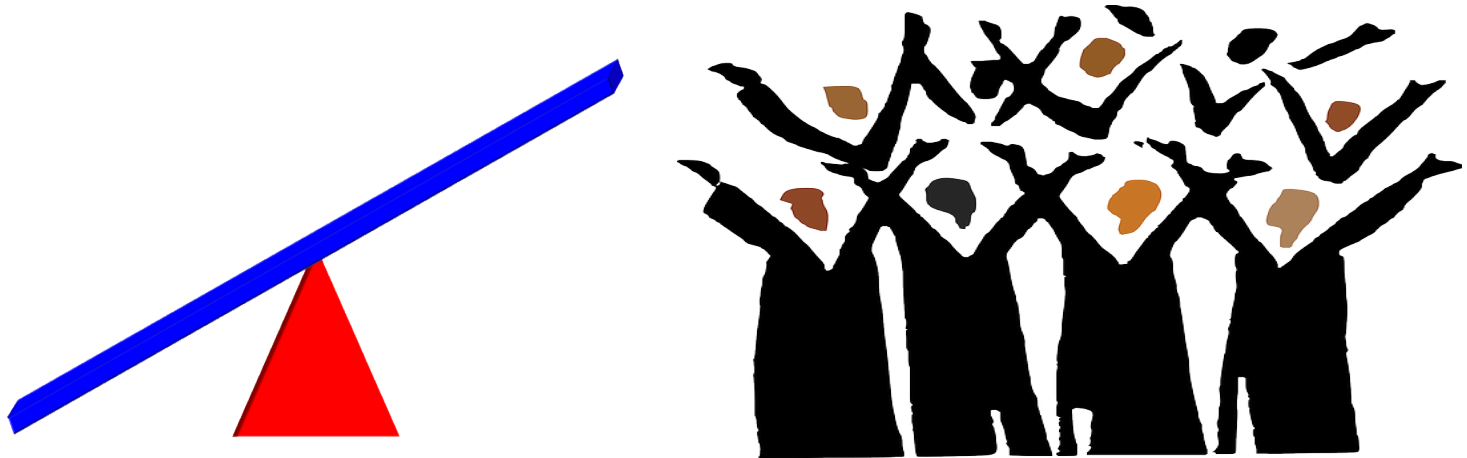
Giving Praise

- One great method of recognition that we can all use, and that is not part of a formal program is giving praise
  - Employees want full appreciation for work done
- Giving praise develops a positive self-concept and leads to better performance through the Pygmalion Effect
  - It is probably the most powerful, least expensive, simplest, and yet most underused motivational technique

Giving Praise

- <u>The steps in the Giving Praise are as follows</u>:

  1. Tell the person exactly what was done correctly
  2. Tell the person why the behavior is important
  3. Stop for a moment of silence
  4. Encourage repeat performance

- **Praise is a reinforcement that is very effective when used with a variable interval schedule**
  - <u>Send "thank you" notes</u>:
    - The handwritten note is personal and powerful

Objectives and MBO

- ## Setting difficult objectives leads to higher levels of motivation and performance

  - To motivate people to high levels of performance, objectives should be:

1. Difficult but Achievable
2. Observable and Measurable
3. Specific – with a Target Date
4. Participatively Set when Possible
5. Accepted
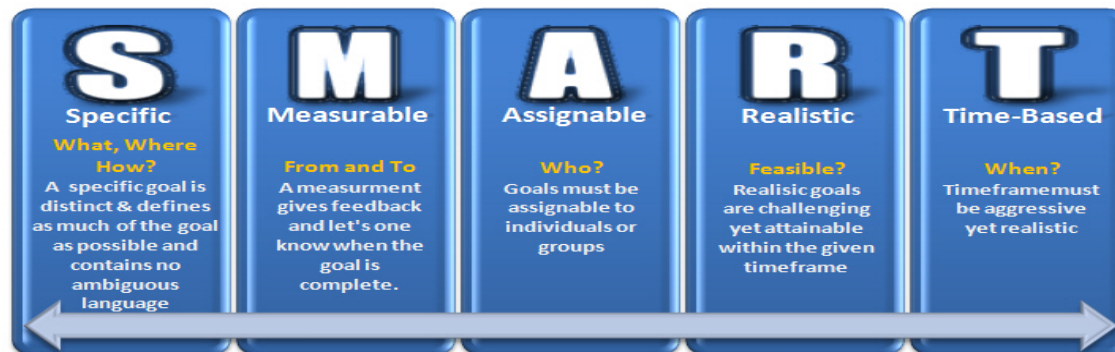
Job Enrichment

- Job Enrichment is the process of building motivators into the job itself by making it more interesting and challenging –
it is a means of job engagement

- <u>Here are some ways managers can enrich jobs</u>:

  - Delegate more variety and responsibility
  - Form natural work groups
  - Make employees responsible for their own identifiable work
  - Give employees autonomy

Job Design

- Job simplification is the process of eliminating, combining, and/or changing the work sequence to increase performance

- <u>To motivate employees, have them break the job down into steps, and see if they can</u>:

  - ○ Eliminate
  - ○ Combine
  - ○ Change Sequence

  Simplify

- The danger lies in making the job too simple and boring, rather than making it more interesting and challenging as with job enrichment

Summary

- <u>Researchers suggest an integration of motivation theories</u>:

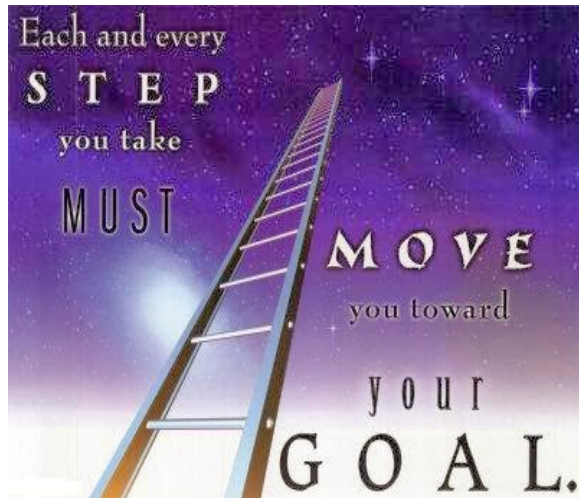   - **Needs – Motive – Behavior - Satisfaction or Dissatisfaction**

Self-Motivation

- <u>Self-Motivation Model</u>

  1. Set Objectives
  2. Develop Plans
  3. Measure Results
  4. Reinforce Results

Bored or Feeling Trapped on the Job?

- If you are in these situations, you can keep things the same, or you can take responsibility and change it with two major alternatives:
  1. You can look for another job – within or leaving the firm – following the four steps of the self-motivation model
  2. Think about how your job can be enriched or change the design