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Foundations of Employee Motivation

Employee Engagement and Motivation at DHL Express



DHL Express, the courier division of Germany's Deutsche Post, has been building a workforce of highly engaged employees in Africa and globally. "Motivated and engaged employees are crucial to the success of any business," says a DHL Express executive.

How to Motivate Express Employees (kuai di guys)



Motivation Defined



- The forces within a person that affect the direction, intensity, and persistence of voluntary behavior
- Motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal (direction)

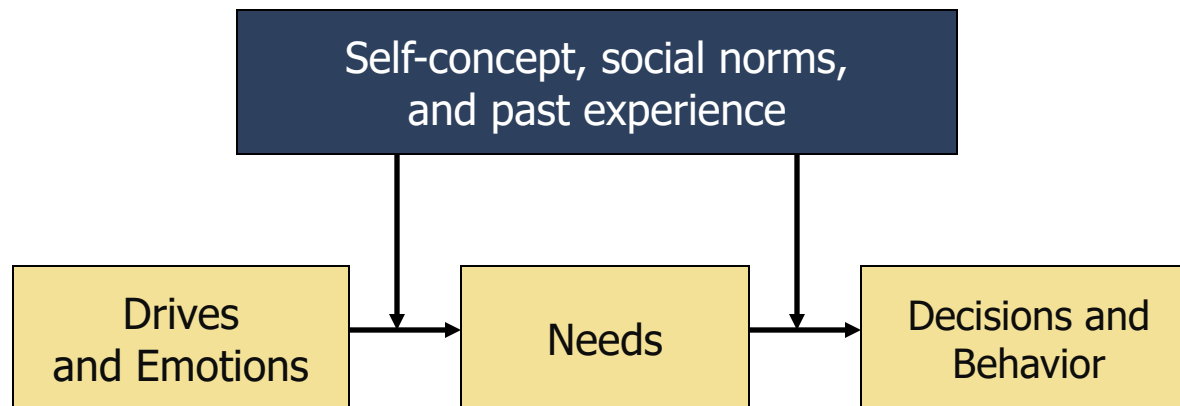
Employee Engagement



- Both emotional and cognitive motivation
- Focused, intense, persistent, purposive effort toward goals
- High level of absorption (focus)
- High self-efficacy

Drives and Needs

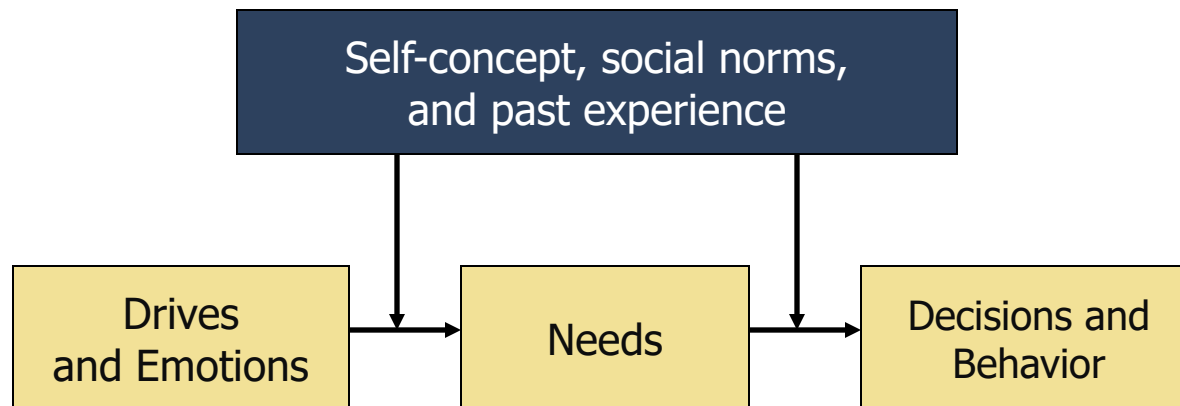
- Drives (primary needs)
 - Hardwired brain activity (neural states) that energize individuals through generation of emotions to correct deficiencies and maintain equilibrium
 - Prime movers of behavior -- activate emotions that put us in a state of readiness



Drives and Needs

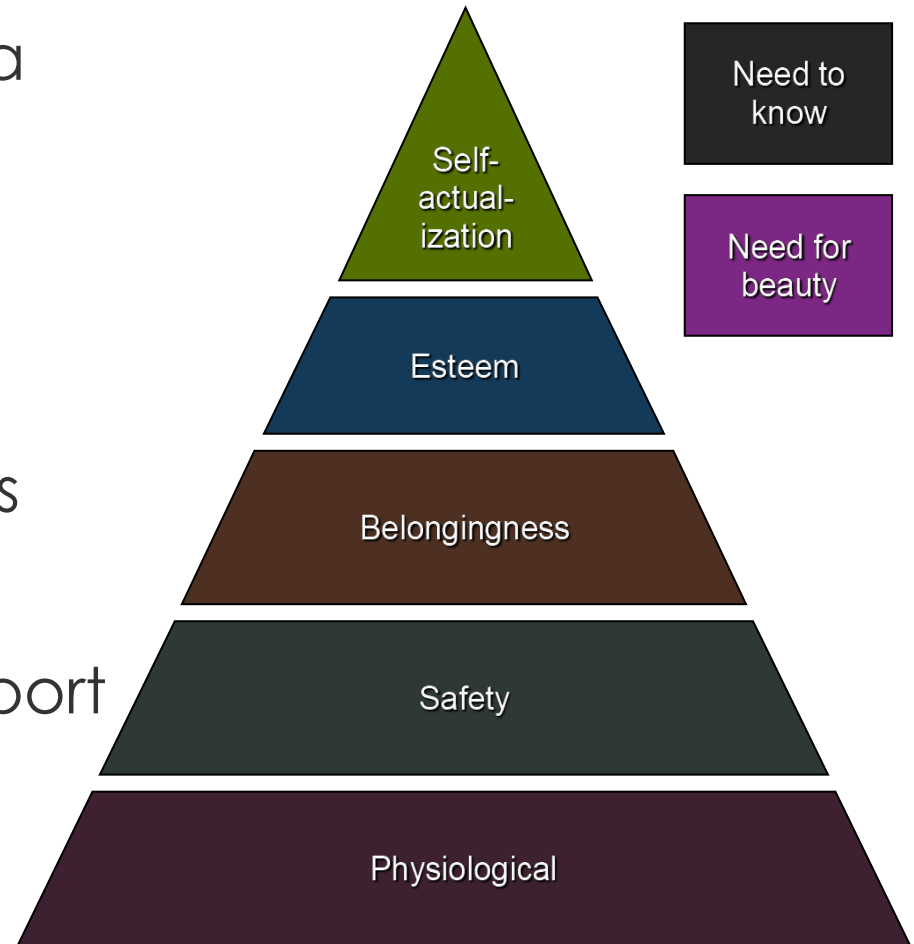
■ Needs

- Goal-directed forces that people experience.
- We channel emotional forces toward specific goals
- Goals formed by self-concept, social norms, and experience



Maslow's Needs Hierarchy Theory

- Seven categories – five in a hierarchy -- capture most needs
- Lowest unmet need is strongest -- when satisfied, next higher need becomes primary motivator
- Model lacks empirical support
 - Main problem: Needs hierarchy is unique to each person, not universal



Maslow's Contribution to Motivation



Abraham Maslow

- Holistic perspective
 - Study multiple needs together
- Humanistic perspective
 - Influence of social dynamics, not just instinct
- Positive perspective
 - Self-actualization (growth needs)
 - Foundation of positive OB

Learned Needs Theory



- Needs are amplified or suppressed through self-concept, social norms, and past experience
- Therefore, needs can be “learned”
 - strengthened through reinforcement, learning, and social conditions

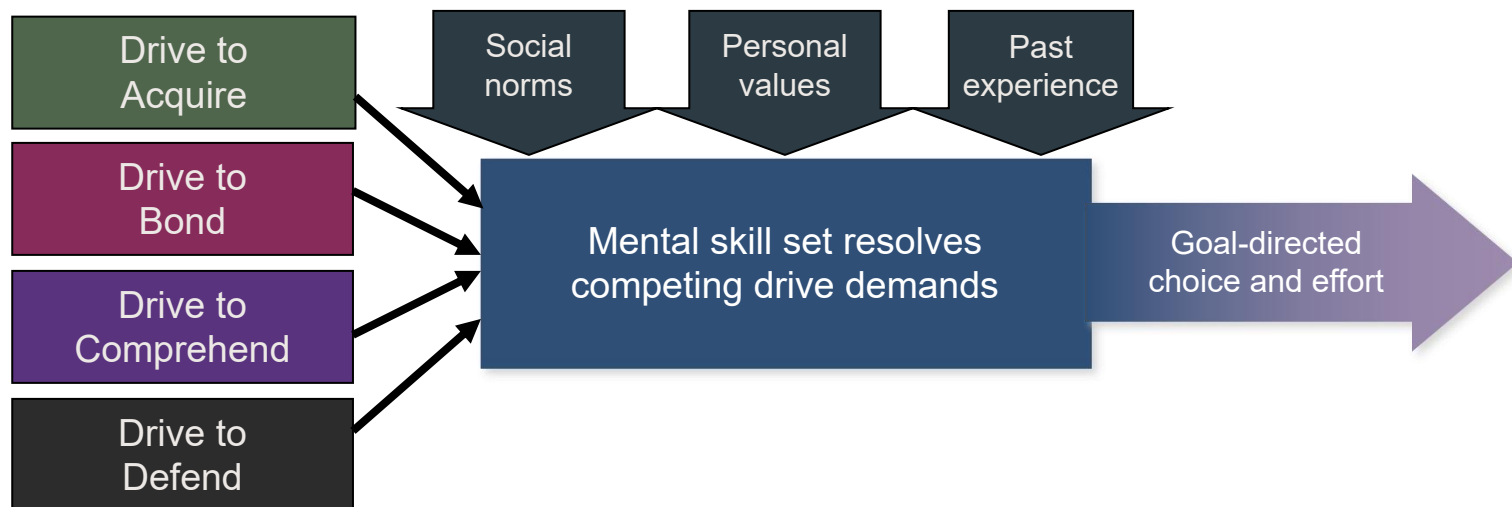
Three Learned Needs



- Need for achievement (nAch)
 - Want to accomplish reasonably challenging goals
 - Desire clear feedback, moderate risk tasks
- Need for affiliation (nAff)
 - Seek approval from others, conform to others' wishes, avoid conflict
 - Effective decision makers have low nAff
- Need for power (nPow)
 - Desire to control one's environment
 - Personalized versus socialized power

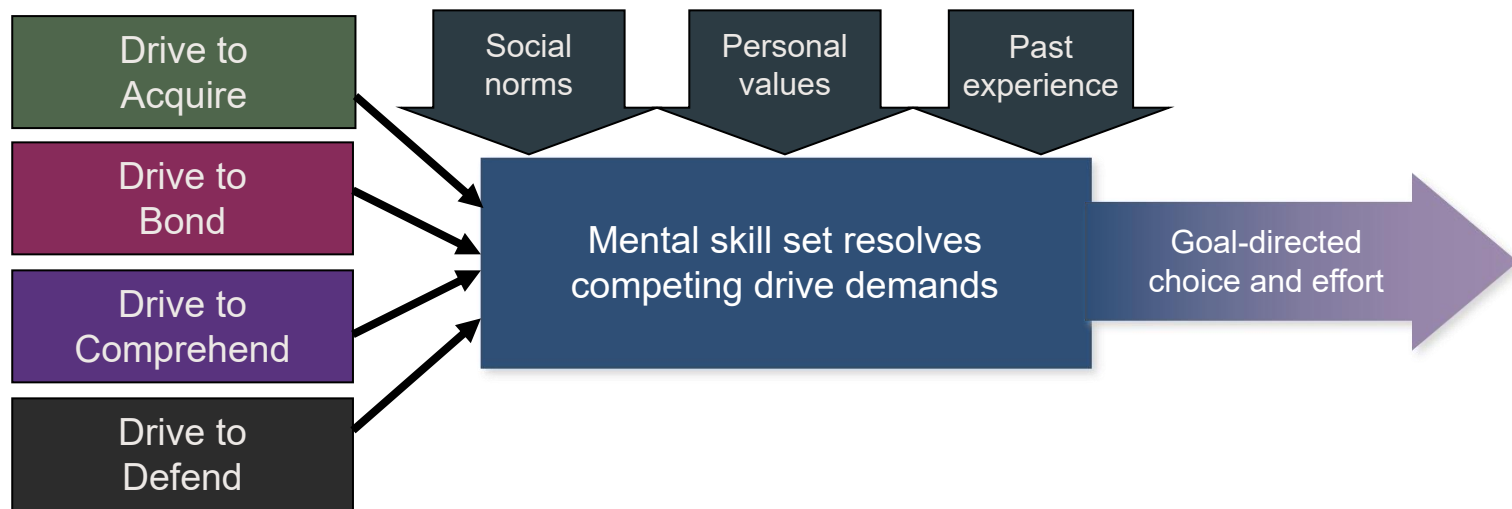
Four Drive Theory

- **Drive to acquire:** seek, acquire, control, retain objects or experiences
- **Drive to bond:** form social relationships and develop mutual caring commitments with others
- **Drive to comprehend:** satisfy our curiosity, know and understand ourselves and the environment
- **Drive to defend:** protect ourselves physically and socially



How Four Drives Motivate

1. Four drives determine which emotions are automatically tagged to incoming sensory information
2. Emotions are usually nonconscious, but become conscious experiences when sufficiently strong or conflict with each other
3. Mental skill set relies on social norms, personal values, and experience to transform drive-based emotions into goal-directed choice and effort.

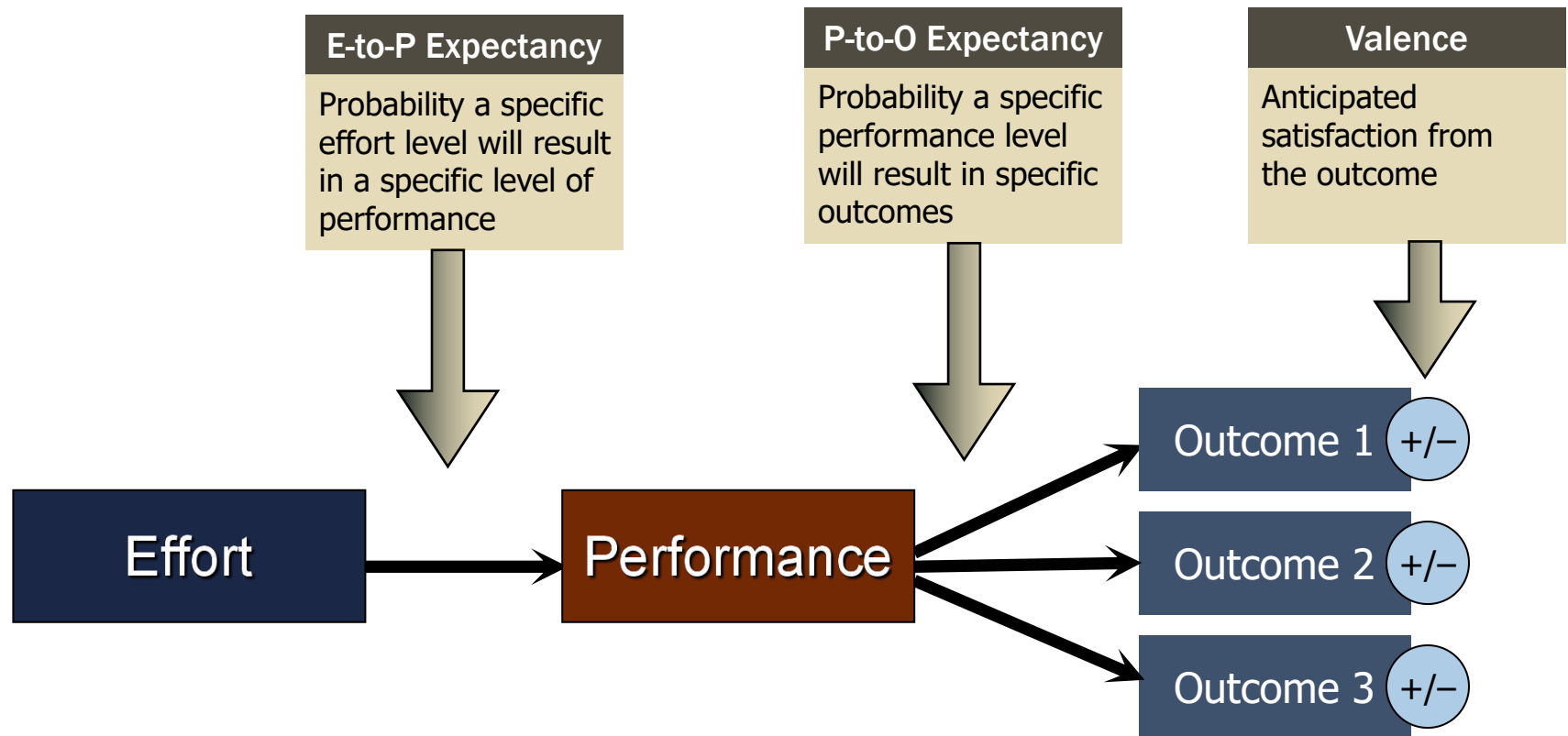


Four Drive Theory Implications



- Provide a balanced opportunity for employees to fulfill all four drives
 - Employees continually seek fulfillment of drives
 - Keep fulfillment of all four drives in balance
 - Avoid conditions supporting one drive more than others

Expectancy Theory of Motivation

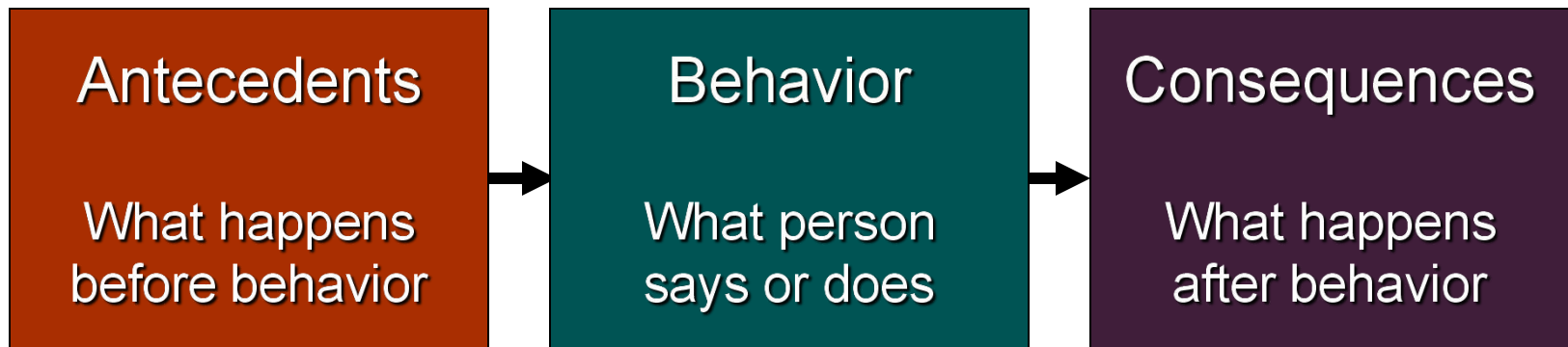


Expectancy Theory in Practice

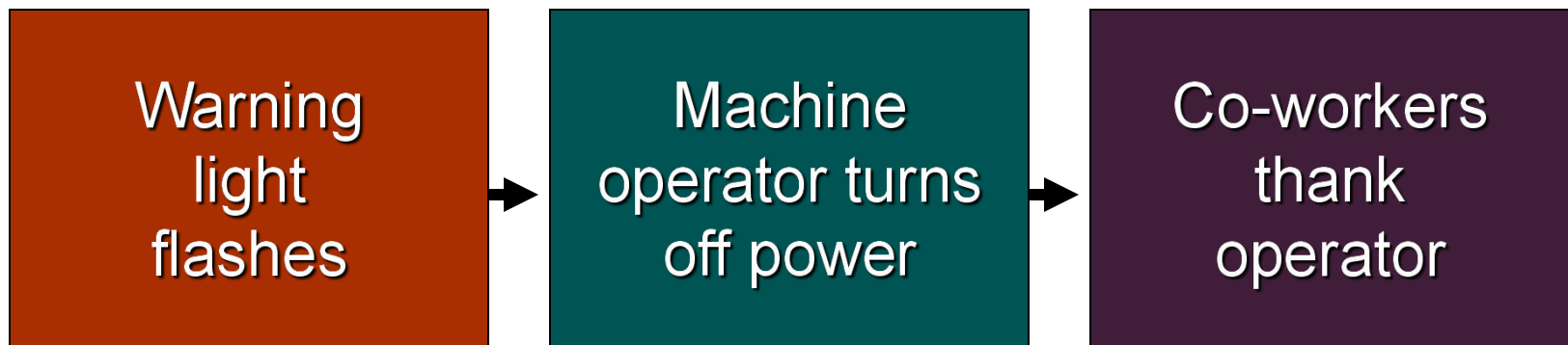


- Increasing E-to-P Expectancies
 - Hire, train, and match people to job requirements
 - Provide role clarity and sufficient resources
 - Provide behavioral modeling and coaching
- Increasing P-to-O Expectancies
 - Measure performance accurately
 - Explain how rewards are linked to performance
 - Explain how rewards are caused by past performance
- Increasing Outcome Valences
 - Ensure that rewards are valued
 - Individualize rewards
 - Minimize countervailing outcomes

A-B-Cs of Behavior Modification



Example



Four OB Mod Consequences

- Positive reinforcement – when reinforcer (consequence) is introduced, the behavior is increased/maintained
- Punishment – when introduced, the frequency or probability of the behavior decreases
- Negative reinforcement –when this consequence is removed, behavior is increased/maintained
- Extinction –behavior decreases when no consequence occurs



Social Cognitive Theory



- Learning behavior outcomes
 - Observing consequences that others experience
 - Anticipate consequences in other situations
- Behavior modeling
 - Observing and modeling behavior of others
- Self-regulation
 - We engage in intentional, purposive action
 - We set goals, set standards, anticipate consequences
 - We reinforce our own behavior (self-reinforcement)

Effective Goal Setting Features

S

Specific – What, how, where, when, and with whom the task needs to be accomplished

M

Measurable – how much, how well, at what cost

A

Achievable – challenging, yet accepted (E-to-P)

R

Relevant – within employee's control

T

Time-framed – due date and when assessed

E

Exciting – employee commitment, not just compliance

R

Reviewed – feedback and recognition on goal progress and accomplishment

Balanced Scorecard



- Organizational-level goal setting and feedback
- Usually financial, customer, internal, and learning/growth process goals
- Several goals within each process

Characteristics of Effective Feedback



- Specific – connected to goal details
- Relevant – Relates to person's behavior
- Timely –links actions to outcomes
- Credible – trustworthy source
- Sufficiently frequent
 - Employee's knowledge/experience
 - Task cycle

Strengths-Based Coaching

- Builds on employee's strengths rather than trying to correct weaknesses
- Motivational because:
 - People inherently seek feedback about their strengths, not their flaws
 - Person's interests, preferences, and competencies stabilize over time

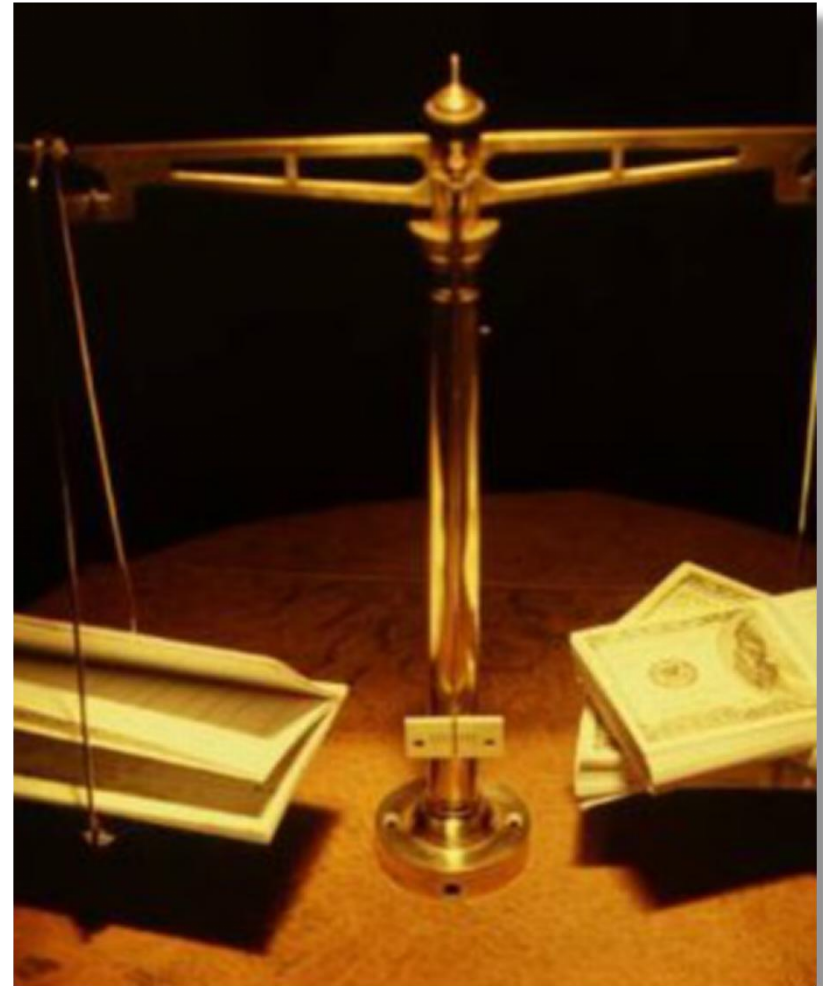


Sources of Feedback

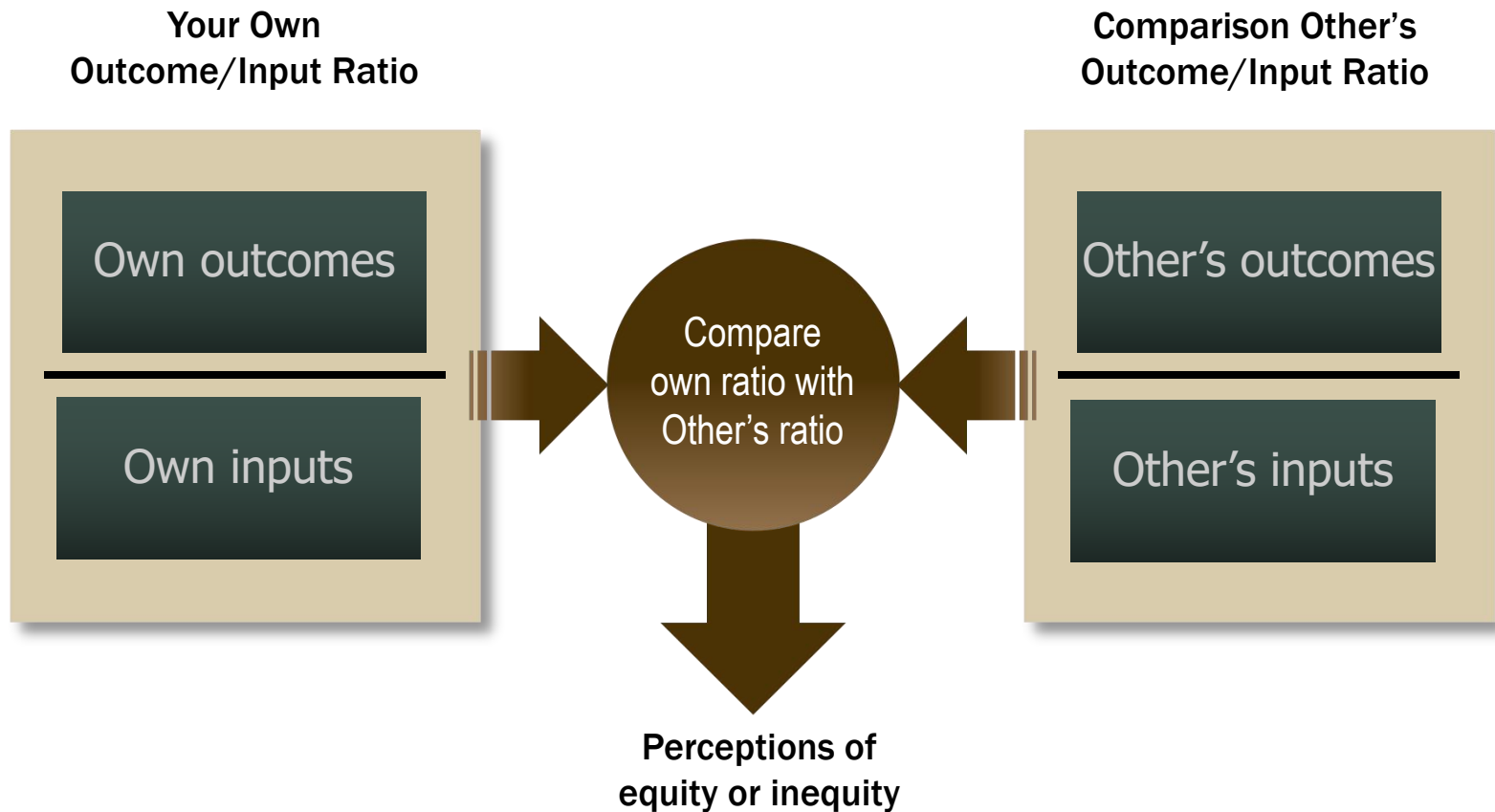
- Social sources -- feedback directly from others
 - e.g., boss, customers, multisource
- Nonsocial sources -- feedback not conveyed directly by people
 - e.g., electronic displays, customer survey results
- Preferred feedback source:
 - Nonsocial feedback for goal progress feedback
 - considered more accurate
 - negative feedback less damaging to self-esteem
 - Social sources for conveying positive feedback
 - Enhances employee's self-esteem

Organizational Justice

- Distributive justice
 - Perceived fairness in outcomes we receive relative to our contributions and the outcomes and contributions of others
- Procedural justice
 - Perceived fairness of the procedures used to decide the distribution of resources



Equity Theory

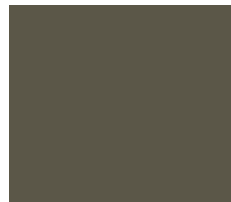


Elements of Equity Theory



- Outcome/input ratio
 - inputs -- what employee contributes (e.g., skill)
 - outcomes -- what employee receives (e.g., pay)
- Comparison other
 - person/people whom we compare our ratio
 - not easily identifiable
- Equity evaluation
 - Compare ratio with the comparison other

Correcting Inequity Tension



Actions to correct underreward inequity

Example

Reduce our inputs	Less organizational citizenship
Increase our outcomes	Ask for pay increase
Increase other's inputs	Ask coworker to work harder
Reduce other's outputs	Ask boss to stop giving preferred treatment to coworker
Change our perceptions	Start thinking that coworker's perks aren't really so valuable
Change comparison other	Compare self to someone closer to your situation
Leave the field	Quit job

Procedural Justice



- Perceived fairness of procedures used to decide the distribution of resources
- Higher procedural fairness with:
 - Voice
 - Unbiased decision maker
 - Decision based on all information
 - Existing policies consistently
 - Decision maker listened to all sides
 - Those who complain are treated respectfully
 - Those who complain are given full explanation

Csae Discussion

■ Staff motivation of Haidilao hotpot

