 10.1 Define motivation and identify the classical motivation theories.

 10.2 Explain why many consider expectancy theory to be the best current explanation of employee motivation.

 10.3 Identify the strength and weaknesses of goal.setting theory.

 10.4 Describe the job characteristics model and explain how it helps predict motivatio and performance.

 10.5 Define reinforcement theory and differentiate between positiv and negative reinforcement.

 10.6 List five managerial strategies that are vital to maintaining a motivated workforce.

 10.7 Discuss the potential strength and

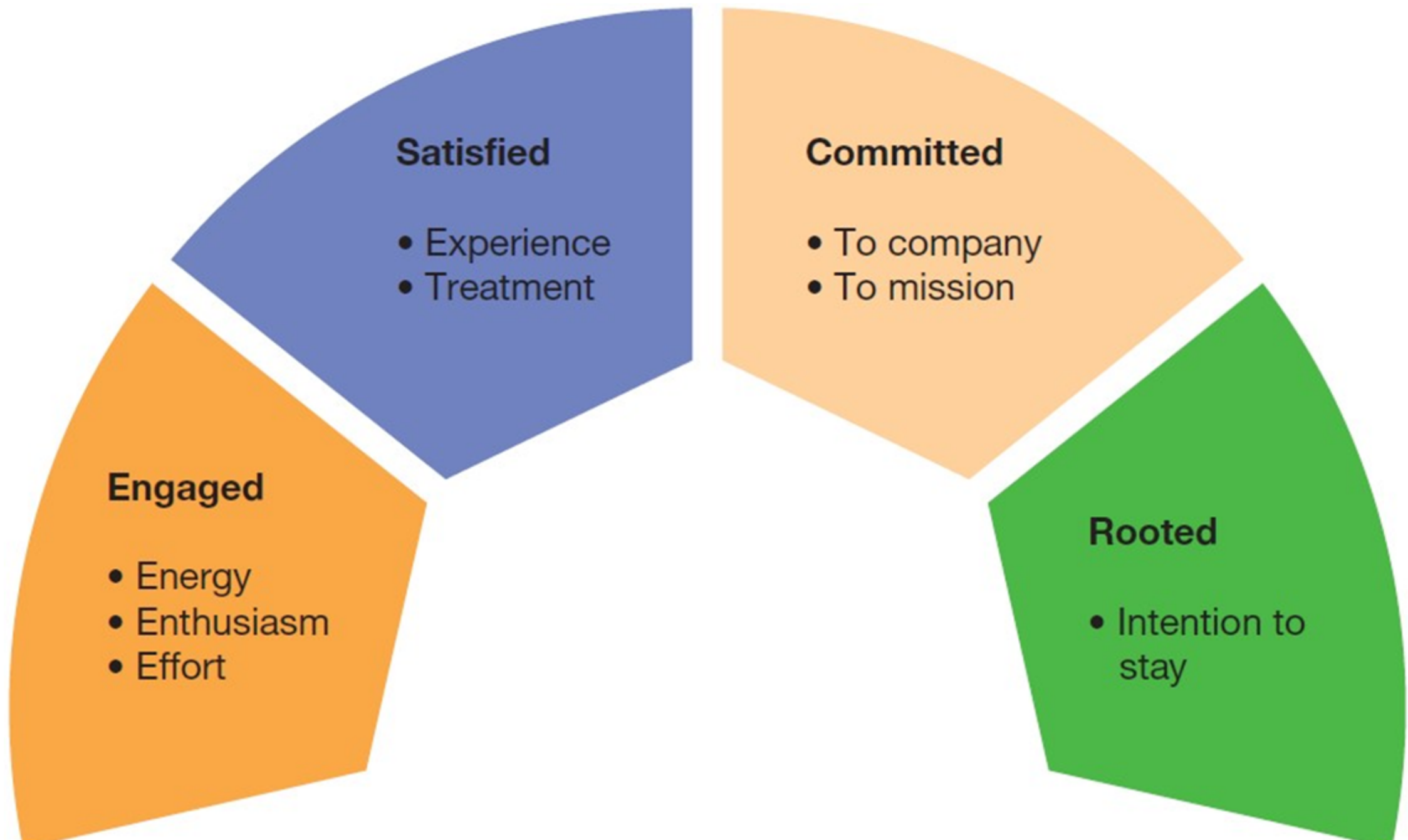# What Motivates Employees to Peak Performance?

Motivation

The combination of forces that move individuals to take certain action and avoid other actions

Engagement

An employee's rationa and emotional commitment to his or her work

Exhibit 10.1 Four Indicators of Motivation

Satisfied

- Experience
- Treatment

Committed

- To company
- To mission

Engaged

- Energy
- Enthusiasm
- Effort

Rooted

- Intention to stay

Four Fundamental Needs

The drive to acquire

The drive to **bond**

The drive to comprehend

The drive to **defend**

Classical Theories of Motivation

Scientific management

A management approach designed to improve employees'efficiency by scientifically studying their work

The Hawthorne Studie and the "Hawthorne Effect"

The Hawthorne effect

A supposed effect of organizational research. in which employees change their behavior because they are being studie and given special treatment

Validity of the effect is uncertain and the Hawthorne studies were riche and more influential than this simple outcome would suggest
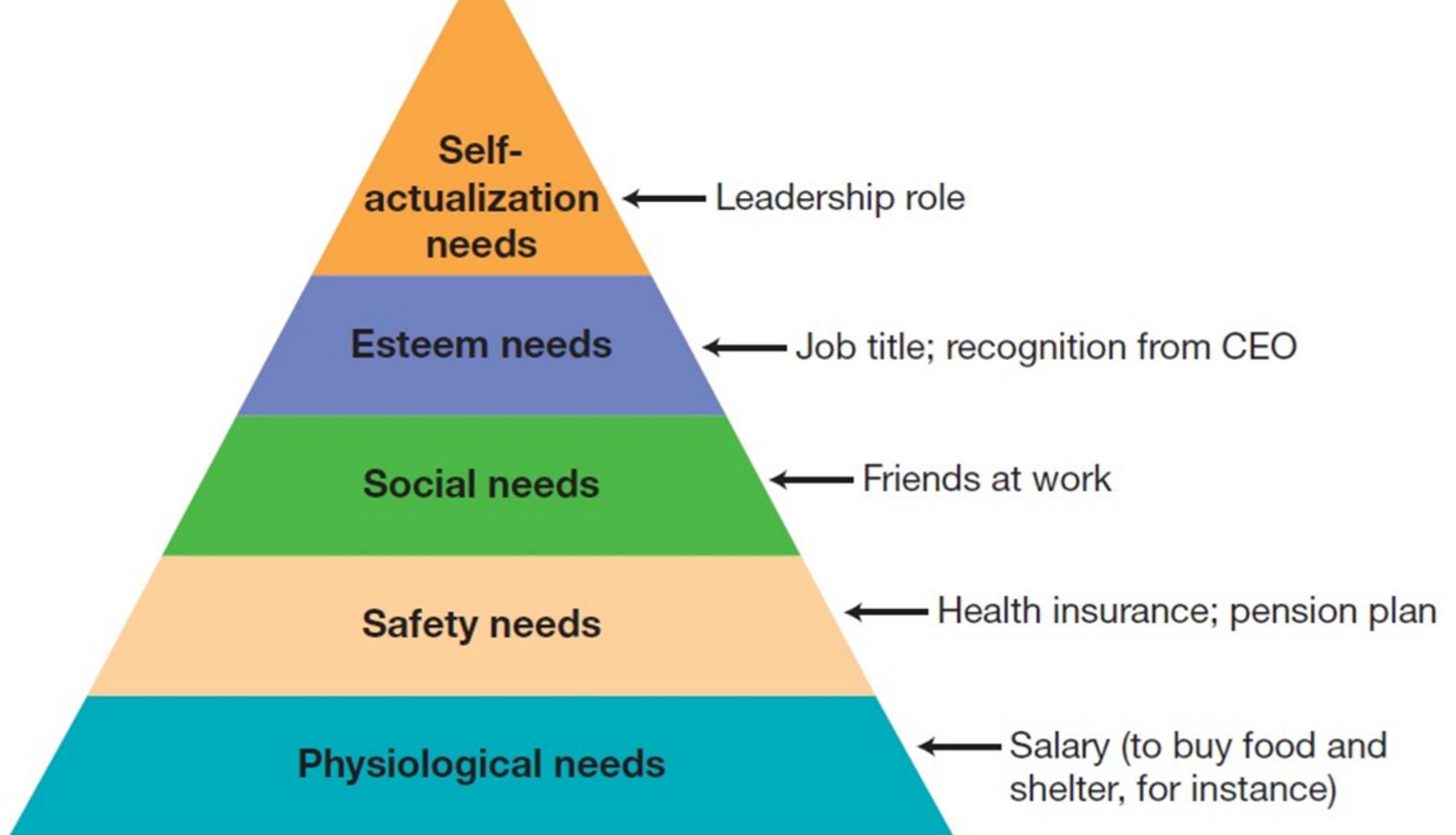
Maslow's hierarchy

Theory X

A managerial assumption that employees are irresponsible. are unambitious and dislike wor and that managers must use force. control. or threats to motivate them

Theory Y

A managerial assumption that employees enjoy meaningful work. are naturally committed to certain goals. are capable of creativity and seek out responsibility under the right conditions

Herzberg's Two Factors

Herzberg ' s two.factor theory

A model that divides motivational forces into satisfiers ."motivators" and dissatisfiers ."hygiene factors".

Highly
satisfied

**Area of
satisfaction**

Motivators

Motivators
influence level
of satisfaction

Achievement
Recognition
Responsibility
Work itself
Personal growth

Neither
satisfied nor
dissatisfied

**Area of
dissatisfaction**

**Hygiene
factors**

Hygiene factors
influence level
of dissatisfaction

Working conditions
Pay and security
Company policies
Supervisors
Interpersonal
relationships

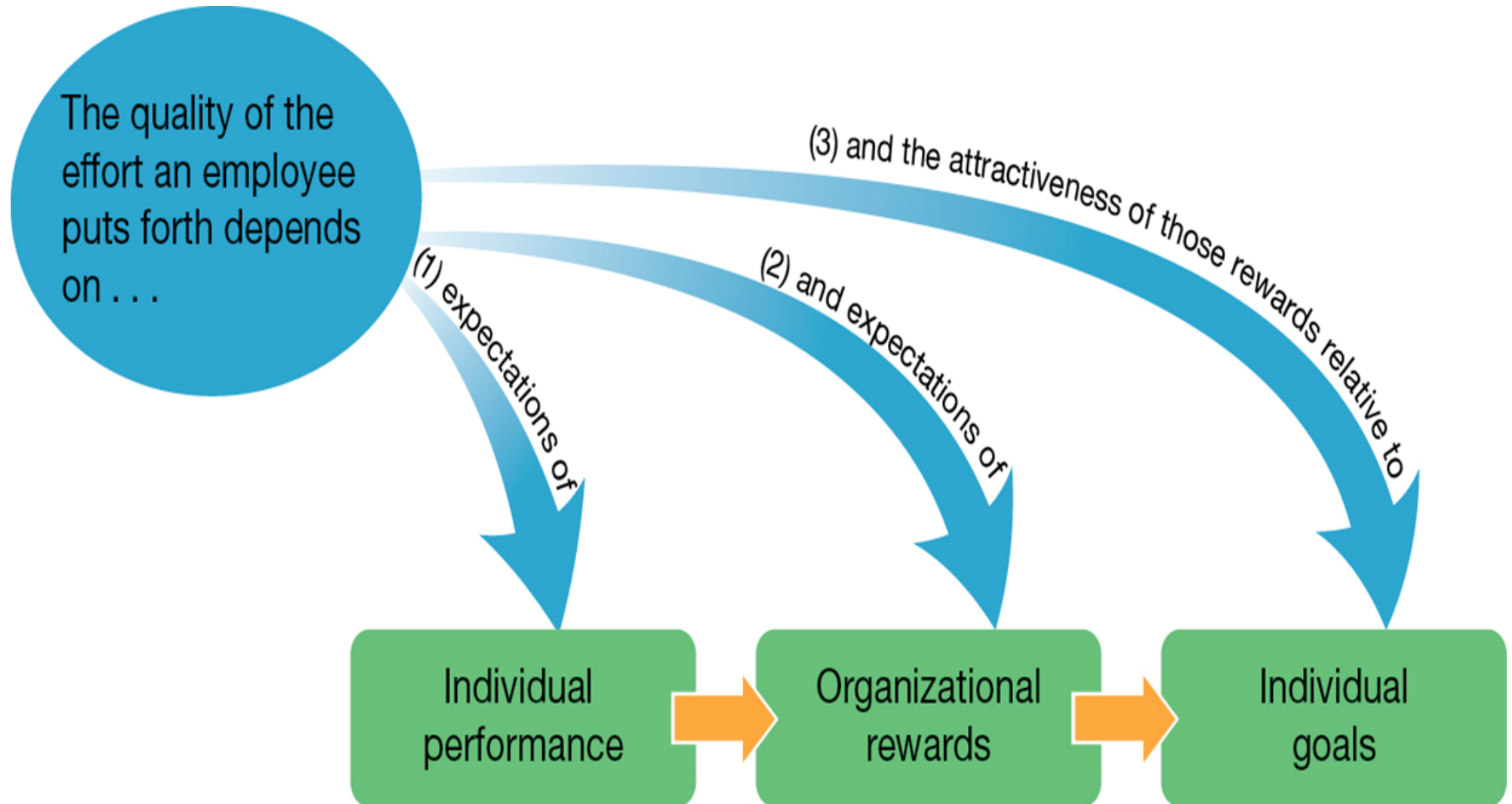# McClelland's Three Needs

Three.needs theory

David McClelland's model of motivation that highlights the needs for power. affiliation and achievement

Explaining Employee Choices (1 of 2)

Expectancy theory

The idea that the effort employees put into their work depends on expectations about their own ability to perform. expectations about likely rewards and the attractiveness of those rewards

Exhibit 10.4 Expectancy Theory

The quality of the effort an employee puts forth depends on . . .

(1) expectations of

(2) and expectations of

(3) and the attractiveness of those rewards relative to

Individual performance → Organizational rewards → Individual goals

Explaining Employee Choices (2 of 2)

Equity theory

The idea that employees base their level of satisfaction on the ratio of their inputs to the jo and the outputs or rewards they receive from it

Goal.setting theory

A motivational theory suggesting that setting goals can be an effective way to motivate employees

Goals should be specific enough to give employees clarit and focus

Goals should be difficult enough to inspire energeti and committed effort

There should be clear"ownership"of goals so that accountability can be established
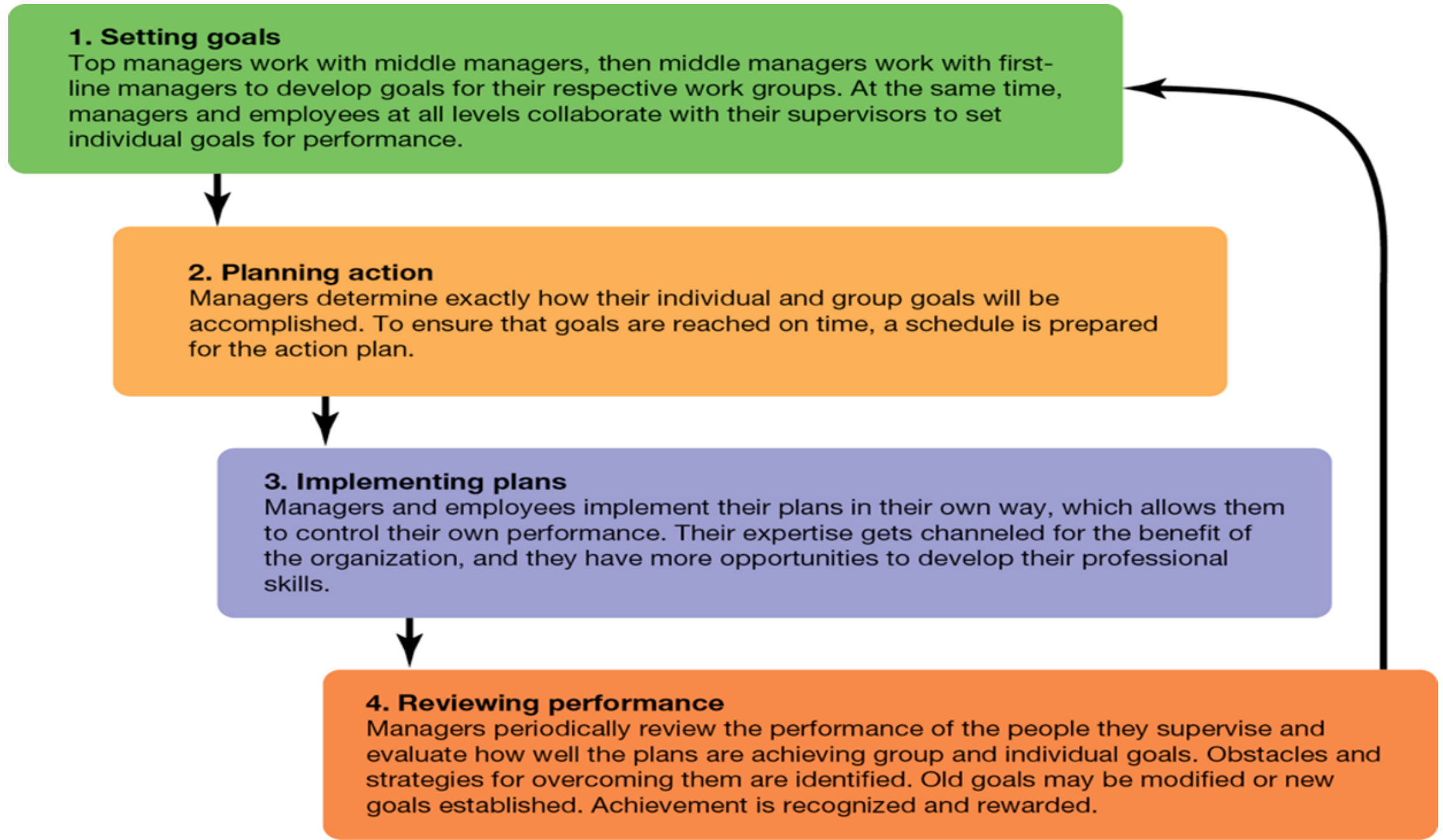
Individuals'should have belief in their ability to meet their goals

Management by Objectives

Management by objectives .M B O.

A motivational approach in which manager and employees work together to structure personal goal and objectives for every individual. department and project to mesh with the organization's goals

Exhibit 10.5 Management by Objectives (M B O)

1. Setting goals
Top managers work with middle managers, then middle managers work with first-line managers to develop goals for their respective work groups. At the same time, managers and employees at all levels collaborate with their supervisors to set individual goals for performance.

2. Planning action
Managers determine exactly how their individual and group goals will be accomplished. To ensure that goals are reached on time, a schedule is prepared for the action plan.

3. Implementing plans
Managers and employees implement their plans in their own way, which allows them to control their own performance. Their expertise gets channeled for the benefit of the organization, and they have more opportunities to develop their professional skills.

4. Reviewing performance
Managers periodically review the performance of the people they supervise and evaluate how well the plans are achieving group and individual goals. Obstacles and strategies for overcoming them are identified. Old goals may be modified or new goals established. Achievement is recognized and rewarded.

Risk and Limitations of Goal-Setting Theory

Overly narrow goals

Overly **challenging goals**

Inappropriate time horizons

Unintentional performance **limitations**

Missed learning opportunities

Unhealthy **internal competition**

Decreased intrinsic motivation

Redesigning Jobs to Stimulate Performance

Job characteristics model

A model suggesting that five core job dimensions influence three critical psychological states that determine motivation. performance and other outcomes

Critical Psychological States (1 of 2)

Experienced meaningfulness of the work

A measure of how much employees care about the jobs they are doing

Experienced responsibility for results

The sense each employee has that his or her efforts contribute to the outcome

Knowledge of actual results

Employees'awareness of the real.life results of their efforts

Approaches to Modifying Core Job Dimensions

Job enrichment

Making jobs more challengin and interesting by expanding the range of skills required

Cross.training

Training workers to perform multiple job and rotating them through these various jobs to combat boredom or burnout

Reinforcing High-Performance Behavior

Reinforcement theory

A motivational approach based on the idea that managers can motivate employees by influencing their behaviors with positiv and negative reinforcement
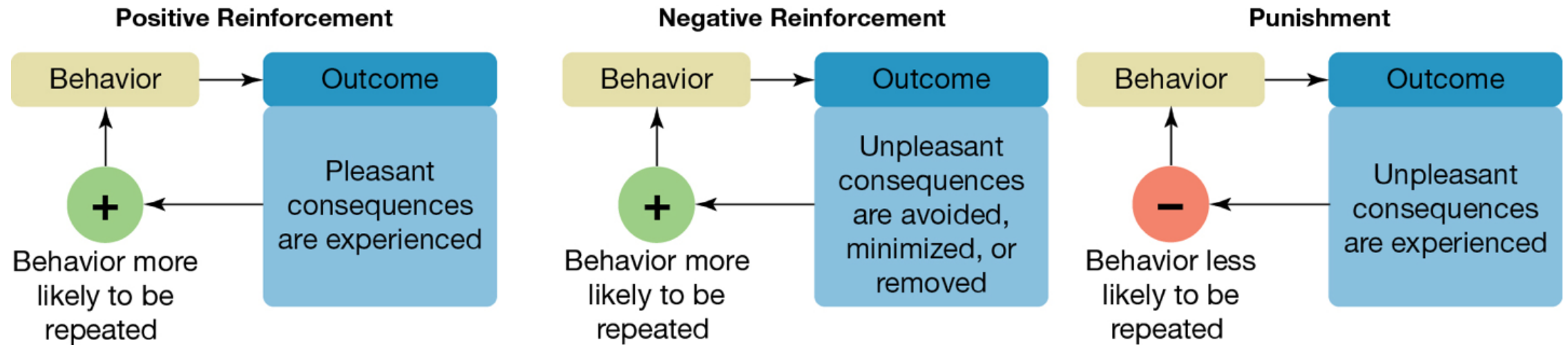
Types of Reinforcement

Positive reinforcement

Encouraging desired behaviors by offering pleasant consequences for completing or repeating those behaviors

Negative reinforcement

Encouraging the repetition of a particular behavior .desirable or not. by removing unpleasant consequences for the behavior

Exhibit 10.6 Reinforcemen and Punishment

Positive Reinforcement

Behavior → Outcome

+ ← Pleasant consequences are experienced

Behavior more likely to be repeated

Negative Reinforcement

Behavior → Outcome

+ ← Unpleasant consequences are avoided, minimized, or removed

Behavior more likely to be repeated

Punishment

Behavior → Outcome

− ← Unpleasant consequences are experienced

Behavior less likely to be repeated

Motivational Strategies

Providing _*timely* and **frequent** feedback

Personalizing motivational efforts

Adapting to circumstance and special needs

Tackling workplace problems before they have a chance to **destroy morale**

Being inspirational leaders

Exhibit 10.7 Personalizing Motivation

1. Establish systems and policies that are fair and automatic

2. Be as flexible as possible while still being fair

3. Get to know employees as individuals

Thriving in the Digital Enterprise: Performance Management Systems

Performance management systems

Systems that help companies establish goals for employee and track performance relative to those goals

Applying What You've Learned (1 of 2)

Define **motivation** and identify the classical motivation theories.

Explain why many consider expectancy theory to be the best current explanation of employee motivation.

Identify the strength and weaknesses of goal.setting theory.

Describe the job characteristics model and explain how it helps predict motivatio and performance.

Define **reinforcement theory** and differentiate between positiv and negative reinforcement.

List five managerial strategies that are vital to maintaining a motivated workforce.

Discuss the potential strength and weaknesses of performance management systems.