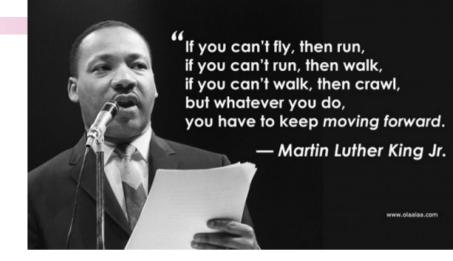


CB2300Work Motivation and Meaning

Dr. You Jin (YJ) Kim
Department of Management
City University of Hong Kong

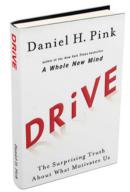




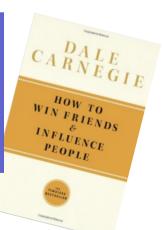
Motivation

YESTERDAY YOU SAID TOMORROW









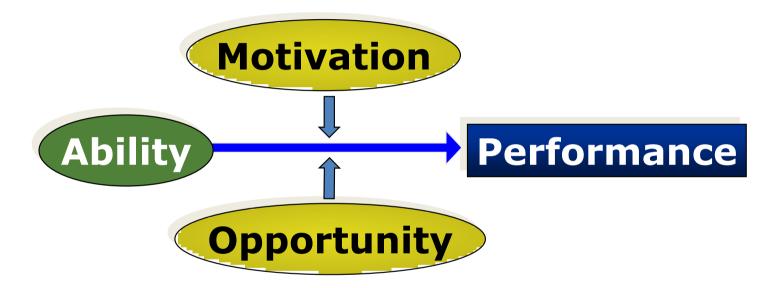
<u>intro</u>

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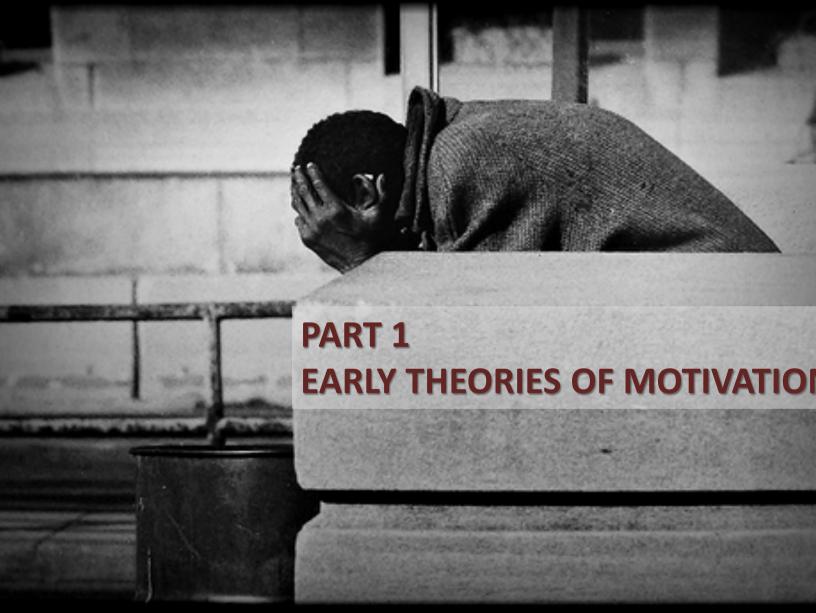
Why does motivation matter?





Content

- 1. Early theories of motivation
- 2. Contemporary theories of motivation
- 3. Ultimate Motivators: Relationships & Meaning of work





What Is Motivation?

Motivation - the process by which a person's efforts are energized, directed, and sustained toward attaining a goal.

3 components:

- Intensity the amount of effort put forth to meet the goal
- Direction efforts are channeled toward organizational goals
- Persistence how long the effort is maintained



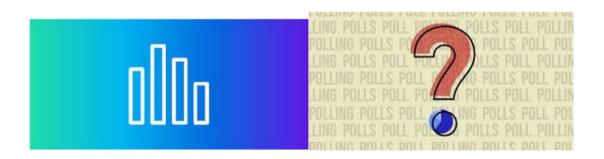


Early Theories of Motivation

- McGregor's Theories X and Y
- Maslow's Hierarchy of Needs
- Herzberg's Two-Factor Theory



Are we good or bad? What do you think? Poll





McGregor's Theory X and Theory Y

- Theory X the assumption that employees dislike work, are lazy, avoid responsibility. Need to be controlled, threatened and pushed.
- Theory Y the assumption that employees are creative, enjoy work, seek responsibility, and can exercise selfdirection. Better motivated by autonomy, open communication and trust.

Criticism:

??







McGregor's Theory X and Theory Y

- Theory X the assumption that employees dislike work, are lazy, avoid responsibility. Need to be controlled, threatened and pushed.
- Theory Y the assumption that employees are creative, enjoy work, seek responsibility, and can exercise selfdirection. Better motivated by autonomy, open communication and trust.

Criticism:

Over-simplistic

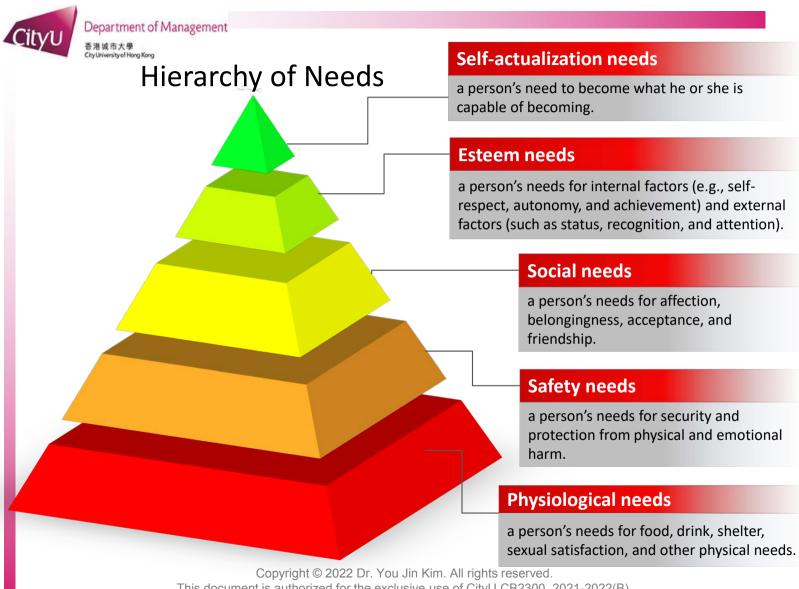






Maslow's Hierarchy of Needs Theory

- ♦ Maslow (1943) suggested that people are motivated to achieve certain needs. Only when one need is fulfilled a person seeks to fulfill the next one.
- ♦ Needs are said to motivate people when they are unmet.



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Criticism

• Any issues?





Criticism

- Individuals must satisfy lower-order needs before they can satisfy higher order needs
- Satisfied needs will no longer motivate
- Motivating a person depends on knowing at what level that person is on the hierarchy



Herzberg's Two-Factor Theory

I HATE MY JOB

- What makes you increase your job satisfaction?
- What makes you decrease your job dissatisfaction?



Two questions are different? (Poll)



Herzberg's Two-Factor Theory

I HATE MY JOB

• Job satisfaction and job dissatisfaction are not opposites.

2-stage process to motivation:

Step 1:

Eliminate job dissatisfaction with 'hygiene factors'.

Step 2:

Create conditions for job satisfaction with 'motivators'.



Hygiene vs Motivator

- Hygiene factors factors that eliminate job dissatisfaction, but don't motivate.
- Motivators factors that increase job satisfaction and motivation.

SALARY

WORKING CONDITIONS

RECOGNITION

RELATIONSHIP WITH CO-WORKERS

GROWTH OPPORTUNITIES



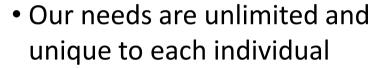
Motivation and Hygiene factors

Motivators		Hygiene Factors
 Achievement Recognition Work Itself Responsibility Advancement Growth 		 Supervision Company Policy Relationship with Supervisor Working Conditions Salary Relationship with Peers Personal Life Relationship with Subordinates Status Security
Extremely Satisfied	Neutral	Extremely Dissatisfied

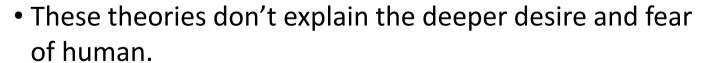


Criticisms













Part 2 Contemporary theories of motivation



Reinforcement Theory

- Punishment
- Negative reinforcement
- Positive reinforcement
- Video clip



Reinforcement theory

Positive reinforcement refers to adding a reward following good behavior. Puppies enjoy treats while employees favor praise or cold, hard cash.







Negative reinforcement refers to removing a deterrent after good behavior is established. Removing the leash from a puppy who has learned to not run away is valued, much like well-trained employees may value not being watched over their shoulder once they prove their competence.



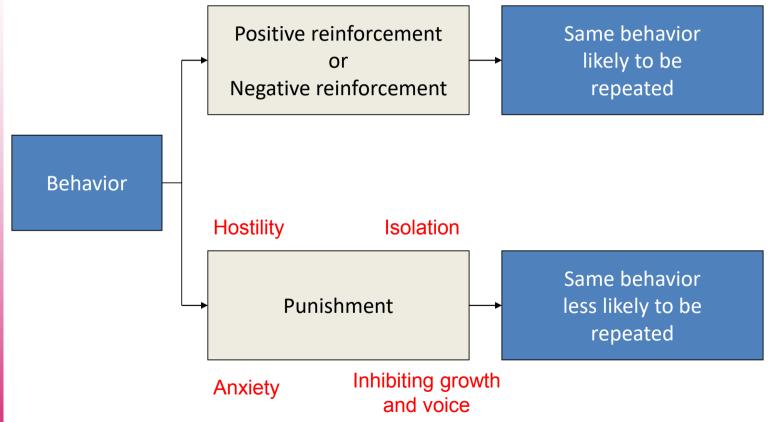
Punishment refers to adding a negative consequence following bad behavior. Tap a puppy on the nose if he tries to bite, or issue a written warning for poor employee behavior.







The Consequences of Behavior



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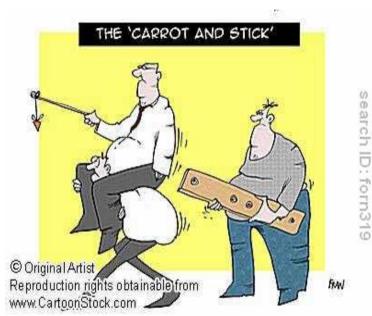
Reinforcement Summary

- + Reinforcement
 - -GIVE GOOD
- - Reinforcement
 - -TAKE BAD
- Punishment
 - -GIVE BAD



Motivate Others

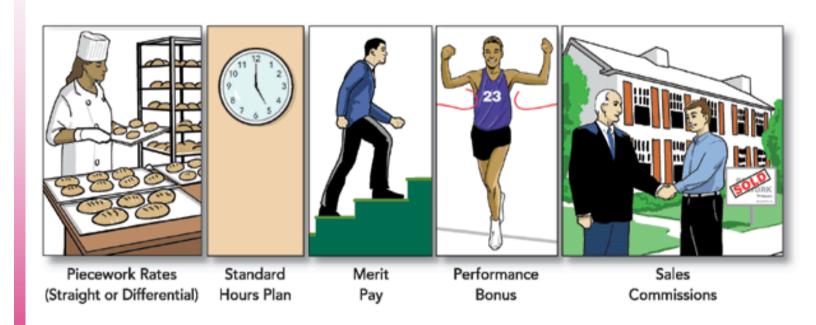




Carrot and Stick



Pay for Individual Performance





Cameron, J., & Pierce, W. D. (2002). Rewards and intrinsic motivation: Resolving the controversy. London: Bergin & Garvey, chapter 10.

- The most prevalent form of behavior control in our society is punishment (doesn't mean it's a good way to motivate)
- Behaviorists view both animal and human behavior as determined by the principle of reinforcement



Let's see if punishment works...

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https://www.hk01.com/%E8%A6%AA%E5%AD%90/277099/%E7
%84%A1%E6%95%B5%E7%A0%B4%E5%A3%9E%E7%8E%8B-
%E5%A4%96%E5%82%AD%E9%A0%BB%E5%B0%87%E5%AE%B6
%E4%B8%AD%E7%89%A9%E5%93%81%E7%A0%B4%E5%A3%9E
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%E6%89%A3%E4%BA%BA%E5%B7%A5%E9%83%BD%E6%96%BC %E4%BA%8B%E7%84%A1%E8%A3%9C



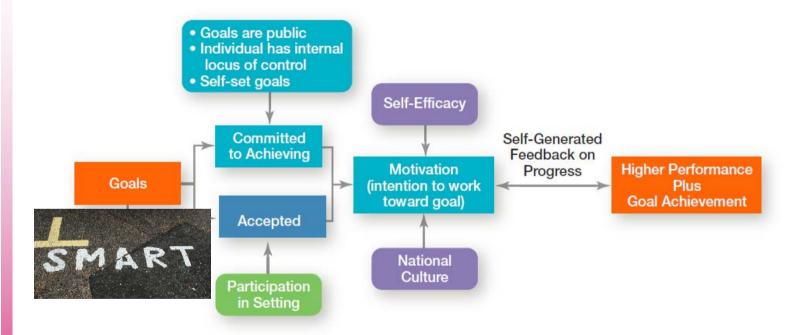
Goal Setting Theory

- Goal What a person is trying to accomplish through his efforts and behaviors
- Willingness to work towards a goal is the main source of motivation
- Workers should be encouraged to develop action plans to attain goals.
 - Why?
 - Any goal will do?





Goal-Setting Theory



'I approach everything step by step....I had always set short-term goals'
— Michael
Jordan

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Solid Goal Characteristics

S Specific

M Measurable

A Achievable

R Relevant/Resources

T Time specific



- Be better at sales.
- Be a good person.
- Become a space traveler.
- Read 5 pages of CB2300 textbook every day (not doable ⊗)
- This month increase sales revenue from product A by 10%.
- Watch 5 Youtubes about "how to chase a girl/guy" every day.
- Go for a 15-minute run twice a week for 2 weeks. Increase to 20 minutes next 2 weeks.



SMART Goal

Broad Goal: I want to write a book.

- Specific: I will write a book on work engagement that is a minimum of 150 pages.
- Measurable: I will write one chapter per month, or 3-5 pages per week.
- Attainable: I will work on the manuscript first, and once that is completed, I will begin to search for a publisher or explore self-publishing.
- Relevant: Writing a book on work engagement will help me establish myself as an expert.
- Time-Based: My manuscript will be completed and ready to be published in 10 months.



Equity Theory

 Focuses on people's perceptions of the fairness (or lack of fairness) of their work outcomes in proportion to their work inputs.



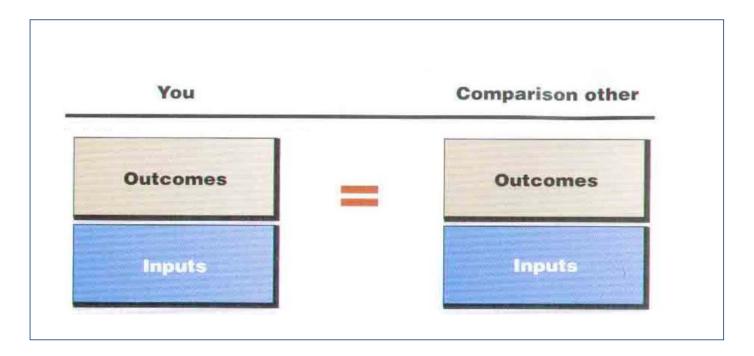
You are the boss, and somehow one of your employee's high salary is made known among his/her peers.

His/her peers are upset now: what can you do?



- **Equity theory** the theory that an employee compares his or her job's input-outcome ratio with that of relevant others and then corrects any inequity.
 - If the ratios are perceived as equal then a state of equity (fairness) exists.
 - If the ratios are perceived as unequal, inequity exists and the person feels under- or over-rewarded.
 - When inequities occur, employees will attempt to do something to rebalance the ratios (seek justice).







Overreward vs Underreward Inequity

Overreward Inequity

Comparison You
Other

Outcomes
Inputs
Inputs

Underreward Inequity Outcomes Inputs

Outcomes
Inputs



Correcting Inequity Feelings

Actions to correct 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 outcomes	Ask boss to stop giving other preferred treatment
Change our perceptions	Start thinking that other's perks aren't really so valuable
Change comparison other	Compare self to someone closer to your situation
Leave the field	Quit job



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Class Agenda

- Announcement
- Review
- Motivation & Leadership





Announcement

- Quiz 3 (By March 18, 11:59PM)-Unlimited attempts & No Time Limit
- Keep the highest score
- No late submissions will be accepted



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Criticism

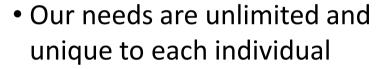
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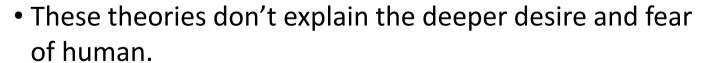


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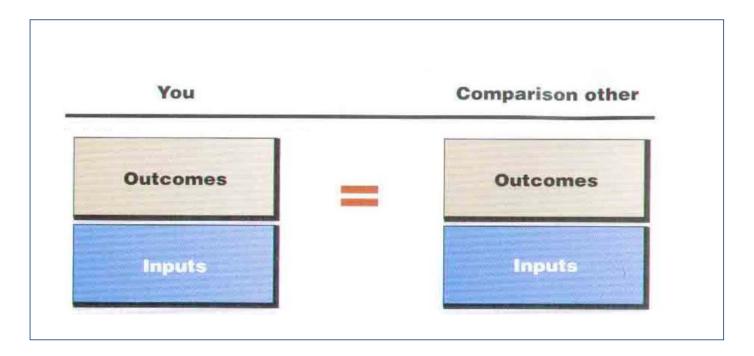


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Equity Theory





UNOS

UNOS: United Network for Organ Sharing



UNOS

What do we need to consider to determine the order of organ transplants?



UNOS versus Singapore: which is more fair? Hard to decide. Will come back to this later on ethics

- 1. Efficacy 2 points for each of the six possible antigen matches, plus a bonus of up to 6 points if the logistics of getting kidney to the candidate are favourable.
- 2. 2. Need 6 points for medical urgency.
- 3. Disadvantage 1 point for each 10% of population against which the candidate has antibodies.
- 4. Length of time on waiting list.
- Antibody level
- 6. The potential organ candidate is a child/age
- 7. Body size
- 8. Blood type compatibility
- 9. Location of the donor

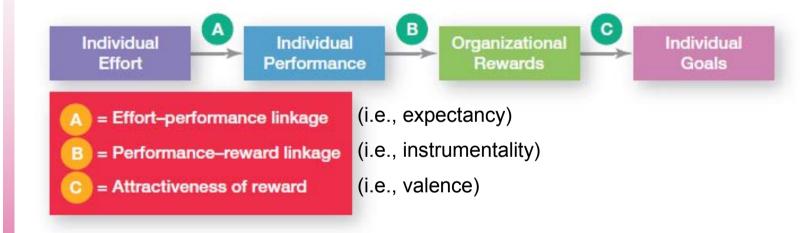
People who chose not to be organ donor are given only secondary access to organ transplants.



- Expectancy theory the theory that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
 - ➤ Key to the theory is understanding and managing the linkages among and between effort, performance and rewards.



Expectancy Model





Expectancy Relationships

- Expectancy (effort-performance linkage)
 - The perceived probability that an individual's effort will result in a certain level of performance.
- Instrumentality (performance reward linkage)
 - The perception that a particular level of performance will result in attaining a desired outcome (reward).
- Valence
 - The attractiveness/importance of the performance reward (outcome) to the individual.



Longer hours → Sold more cars than coworkers

• Sold more cars → A bonus

• A \$ 2000 bonus





 Longer hours → Sold more cars than coworkers (High E)

Sold more cars → A bonus (High I)

• A \$ 2000 bonus (High V)



Motivational Problems





 Longer hours → Sold fewer cars than coworkers

• Sold more cars → No bonus

• A \$ 2 bonus





 Longer hours → Sold fewer cars than coworkers (Low E)

• Sold more cars → No bonus (Low I)

• A \$ 2 bonus (Low V)





Managerial implication

- Increasing E-to-P expectancy
 - Train employees
 - Select people with required competencies
 - Provide sufficient resources
 - Provide feedback
- Increasing P-to-O instrumentality
 - Measure performance accurately
 - Clear rules and transparent procedures
- Increasing outcome valence
 - Ensure that rewards are valued
 - Individualize rewards (Pay for performance)



Job Design

How to design work to make it more motivating?





The Most Boring Jobs

name ONE most boring job you have ever seen or experienced.





Some jobs are boring





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Job Design Theory

Job Characteristics Model (JCM)

Hackman & Oldham's concept that any job can be described through five core job dimensions:

Skill variety

- Requirements for different tasks in the job.

Task identity

Completion of a whole piece of work.

3.

Task significance – The job's impact on others.

Autonomy

Level of discretion in decision making.

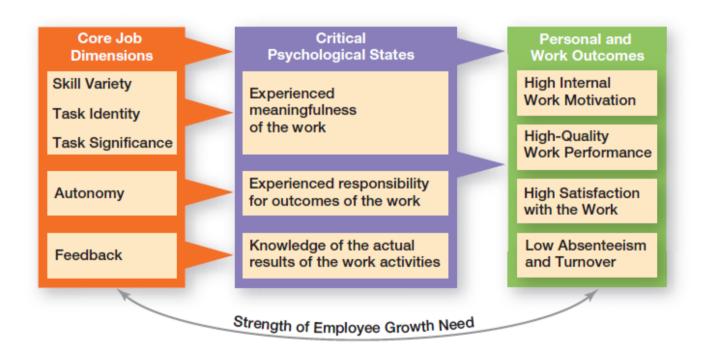
Feedback

 Amount of direct and clear information on the effectiveness of performance.

The way elements in a job are organized (job design) impacts motivation, satisfaction, and performance.



Job Characteristics Model





How Can Jobs be Redesigned?

Job Rotation → Skill variety

The periodic shifting of an employee from one task to another

Job Enlargement → Skill variety and *Task identity*

Increasing the number and variety of tasks, form a meaningful whole

Job Enrichment → Autonomy

Increasing the degree to which the worker controls the planning, execution and evaluation of the work

Open Feedback channels -> Task significance and feedback



Is work-from-home a good idea?



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Is work-from-home a good idea?

Pros:

- Time is more flexible
- People don't travel long distance
- Sleep more
- More time with family
- Less chit chat with coworker -> thus productive?
- Work-life balance
- No commute time or expense
- Less traveling time
- More privacy, less gossip
- Have autonomy in terms of the type of environment you work in
- Reduce energy usage in office



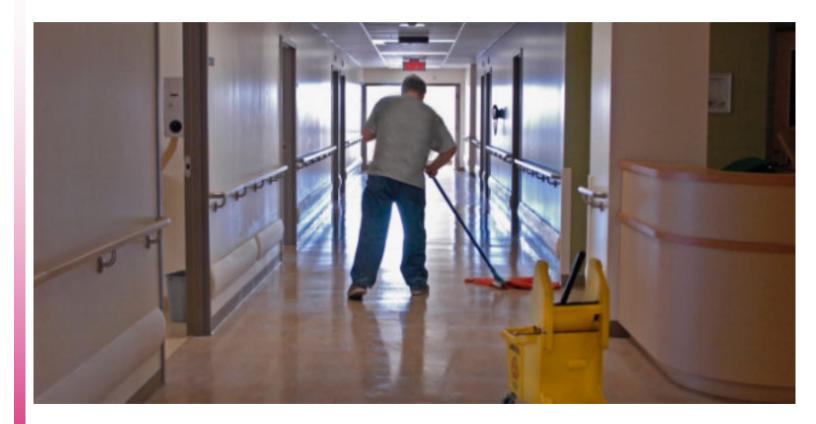
Is work-from-home a good idea?

Cons:

- Can't ensure that employees are really working (hard to monitor performance)
- If workers have low discipline (engagement), we are screwed
- Lack of communication; can't engage with other people and share ideas
- Misunderstand cues as lack of non-verbal communication*
- No chit-chat, casual convo with colleagues
- Technological difficulties
- Too much interruption from social media
- Difficult to calculate work time if workers need OT
- Difficult to keep confidentiality
- Poor self-control



How do you motivate a janitor?





What makes work meaningful?

- Customers
- Colleagues
- Family

All about relationships!!