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## Motivation

### Chapter 6

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### Class Agenda

- Assessment
- Motivation defined
- How important is motivation?
- Theories of motivation
  - Expectancy theory
  - Goal setting theory
  - Equity theory
  - Psychological empowerment
- Best practices

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### Discussion Starter

NOW PLAYING



*Motivation by:*  
*Bonny*  
*Jonathan*

Please  
listen  
& take  
notes...




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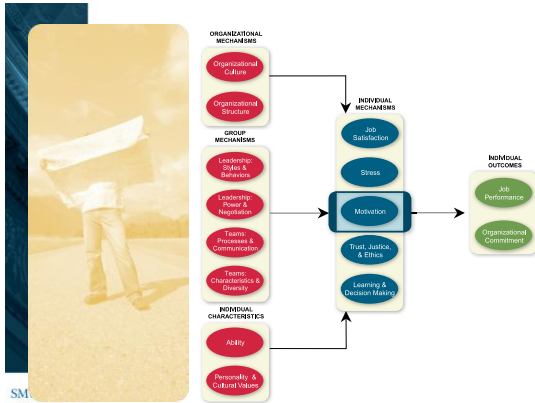
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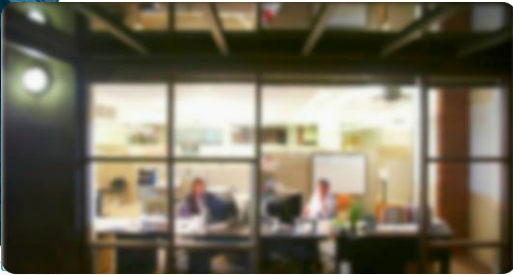
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## Why Are Some Employees More Motivated than Others?



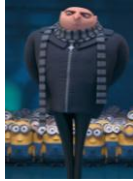
## Motivation Defined

- A set
  - energetic forces
  - originate *within* and *outside* an employee
  - initiates work-related effort
  - to determines its direction, intensity, and persistence
- What do you do?
- How hard do you do it?
- How long do you do it?

## Motivation Defined



- OB on Screen:
  - How motivated is are these characters?
  - What motivates them?



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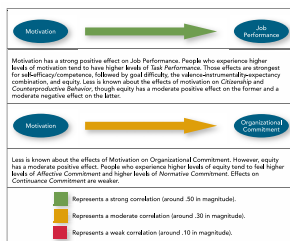
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## How Important is Motivation?



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## When thinking about motivation...most think about money...what say you?

1	2	3	4	5	6	7
STRONGLY DISAGREE	DISAGREE	SLIGHTLY DISAGREE	NEUTRAL	SLIGHTLY AGREE	AGREE	STRONGLY AGREE
1. Money represents one's achievement.						_____
2. Money is a symbol of success.						_____
3. Money is the most important goal in my life.						_____
4. Money can buy everything.						_____
5. Money makes people respect you in the community.						_____
6. Money will help you express your competence and abilities.						_____
7. Money can bring you many friends.						_____
8. Money is honorable.						_____
9. Money gives you autonomy and freedom.						_____
10. Money can give you the opportunity to be what you want to be.						_____
11. Money in the bank is a sign of security.						_____
12. Money means power.						_____

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## Application

ELEMENT	DESCRIPTION
<b>Individual-Focused</b>	
Piece-Rate	A specified rate is paid for each unit produced, each unit sold, or each service provided.
Metric Pay	An increase in base salary is made in accordance with performance evaluation ratings.
Lump-Sum Bonuses	A bonus is received for meeting individual goals but no change is made to base salary. The potential bonus represents "at risk" pay that must be reearned each year. Base salary may be lower in cases in which potential bonuses may be large.
Recognition Awards	Tangible awards (gift cards, merchandise, trips, special events, time off, etc.) or intangible awards (praise) are given on an ad-hoc basis to recognize achievement.
<b>Unit-Focused</b>	
Gainsharing	A bonus is received for meeting unit goals (department goals, plant goals, business unit goals) for criteria controlled by employees (labor costs, costs of materials, quality, etc.). Base salary is made to base salary. The potential bonus represents "at risk" pay that must be reearned each year. Base salary may be lower in cases in which potential bonuses may be large.
<b>Organization-Focused</b>	
Profit Sharing	A bonus is received when the publicly reported earnings of a company exceed some minimum level, with the magnitude of the bonus contingent on the magnitude of the profits. No change is made to base salary. The potential bonus represents "at risk" pay that must be reearned each year. Base salary may be lower in cases in which potential bonuses may be large.



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[illegible]

## During the break...

- Think about what influences motivation:
  - Expectancy theory
  - Goal setting theory
  - Equity theory
  - Psychological empowerment



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## Theories of Motivation

- Several theories attempt to summarize the key factors that foster high motivation:
  - Expectancy theory
  - Goal setting theory
  - Equity theory
  - Psychological empowerment



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## Theories of Motivation

- Get in groups of three or four (four groups total)
- Each group will take one theory
- Each person in the group will present an overview of the theory
  - Define the theory
  - Describe the key components of the theory
  - Describe what each of the components mean
  - Explain HOW & WHY the theory guides a person's motivation (effort, intensity, and persistence)
  - What hinders it?
- Write your answers on the whiteboard
- Use the next slide as a guide

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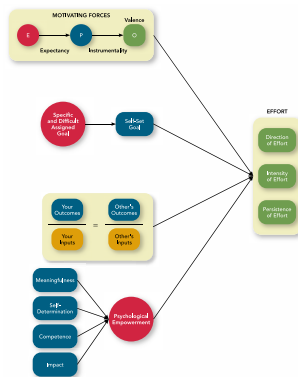
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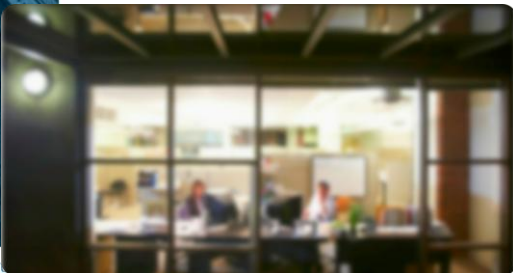
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## Why Are Some Employees More Motivated than Others?



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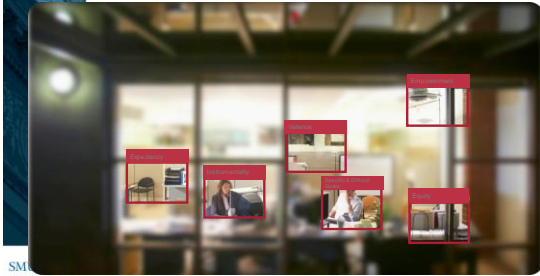
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## Why Are Some Employees More Motivated than Others?



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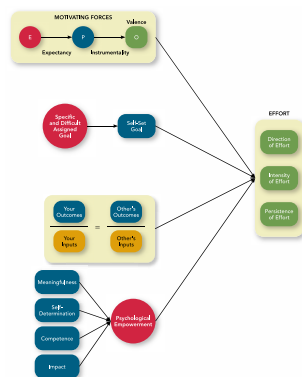
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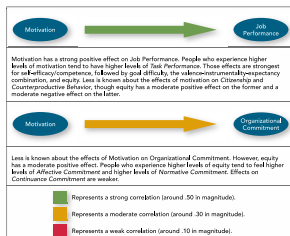
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## How Important is Motivation?



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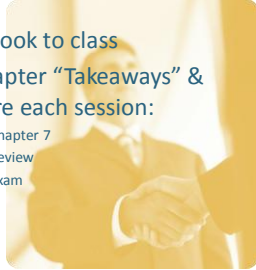
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## Next Time

- Trust, Justice, & Ethics
  - Chapter 7
- Keep bringing book to class
- Read end of chapter “Takeaways” & “exercise” before each session:
 

• Wednesday:	Chapter 7
• Thursday:	Review
• Friday:	Exam



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## Last...

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| <ul style="list-style-type: none"> <li>• What did you learn about <b>you</b> today?</li> </ul> | <ul style="list-style-type: none"> <li>• What did you learn about <b>someone else</b> today?</li> </ul> |
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## Instructor Information

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- Office Hours: M & W 11a-12p & by appointment
- Blackboard: <https://courses.smu.edu/>

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