

Week 6

The logo for Stamford Online features a stylized orange and blue swirl icon to the left of the text "stamfordonline" in a blue sans-serif font. Below this, the tagline "EDUCATION BEYOND BORDERS" is written in a smaller, lighter blue font.

**Motivation Theories
And Application**

Designing Motivating Jobs

- Job Characteristic Model (JCM) is a model that identifies five core job dimensions and their relationship to personal and work outcomes.
- Job Enrichment



JCM – Core Job Dimensions

- Skill variety
- Task identity
- Task significance
- Autonomy
- Feedback



JCM – Critical Psychological States

- Experienced meaningfulness
- Experienced responsibility for outcomes
- Knowledge of the actual results

Exhibit 4-12 – Examples of High and Low Job Characteristics

Skill Variety

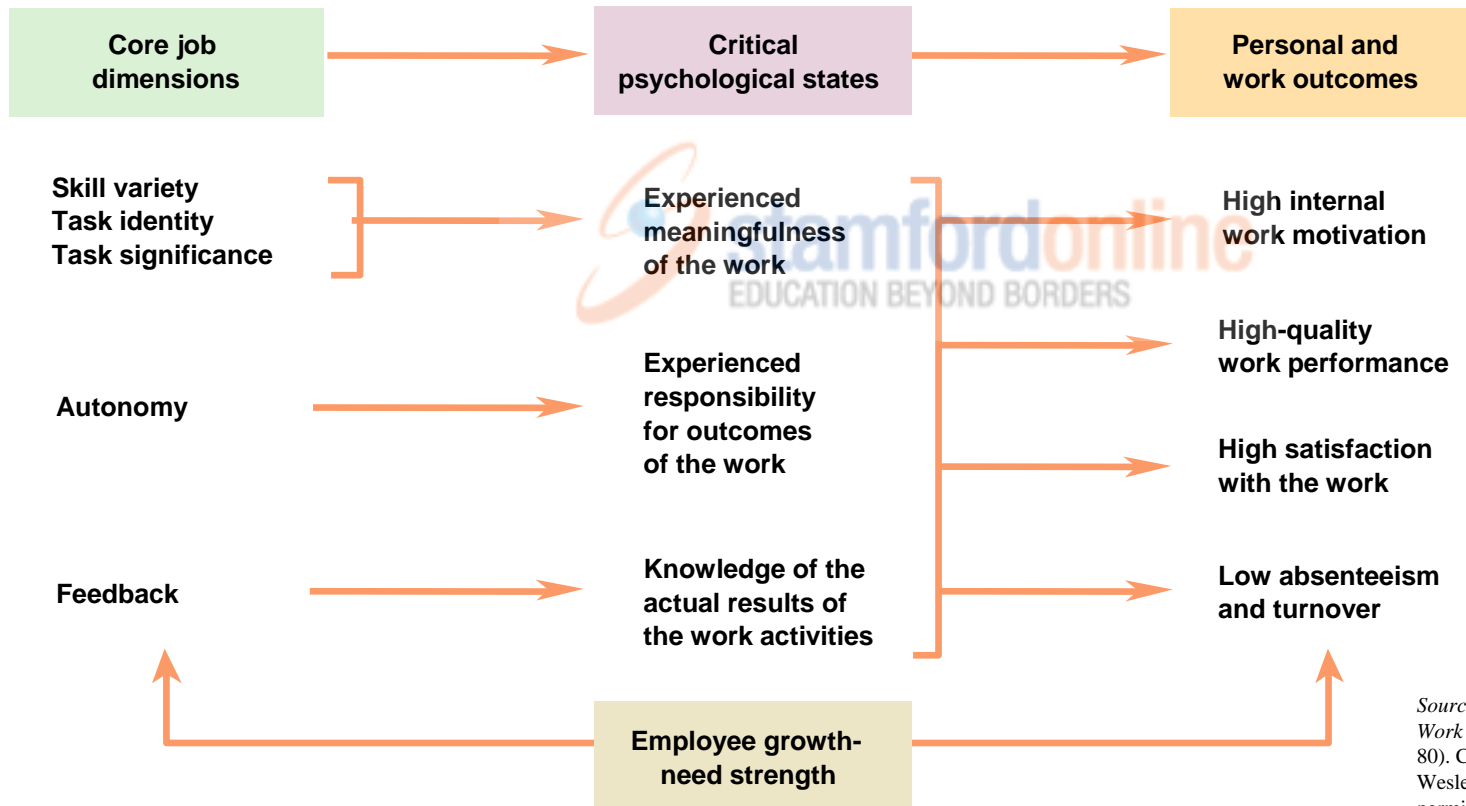
Task Identity

Task Significance

Autonomy

Feedback

Exhibit 4-13 The Job Characteristics Model



Source: J. R. Hackman, G. R. Oldham, *Work Design* (excerpted from pages 78-80). Copyright © 1980 by Addison-Wesley Publishing Co. Reprinted by permission of Addison-Wesley Longman.

Beware the Signals That Are Sent By Rewards

- Often reward systems do not reflect organizational goals:
 - Individuals are stuck in old patterns of rewards and recognition.
 - Organizations don't look at the big picture.
 - Management and shareholders focus on short-term results.

Exhibit 4-10

Management Reward Follies

We hope for:

- Teamwork and collaboration
- Innovative thinking and risk taking
- Development of people skills
- Employee involvement and empowerment
- High achievement
- Long-term growth
- Commitment to total quality
- Candour

But we reward:

- The best individual team members
- Proven methods and no mistakes
- Technical achievements and accomplishments
- Tight control over operations, resources
- Another year's efforts
- Quarterly earnings
- Shipment on schedule, even with defects
- Reporting good news

Why Do Managers Engage in Reward Follies?

- Stuck in old patterns of rewards and recognition
- Don't look at the big picture
- Focus on short-term results



Caveat Emptor: Apply Motivation Theories Wisely

- Motivation Theories Are Culture-Bound
 - Canada and US rely on extrinsic rewards more than other countries.
 - Japan and Germany rarely use individual incentives.
 - China is more likely to give bonuses to everyone.

Can We Just Eliminate Rewards?

- Alfie Kohn suggests that organizations should focus less on rewards, more on creating motivating environments:
 - Abolish Incentives.
 - Re-evaluate Evaluation.
 - Create Conditions for Authentic Motivation.
 - Encourage Collaboration.
 - Enhance Content.
 - Provide Choice.

Putting It All Together

- What we know about motivating employees in organizations:
 - Recognize individual differences.
 - Employees have different needs.
 - Don't treat them all alike.
 - Spend the time necessary to understand what's important to each employee.
 - Use goals and feedback.
 - Allow employees to participate in decisions that affect them.
 - Link rewards to performance.
 - Check the system for equity.

Summary and Implications

1. What is Motivation?

- Motivation is the process that accounts for an individual's intensity, direction, and persistence of effort towards reaching the goal.

2. How do needs motivate people?

- All needs theories of motivation propose a similar idea: individuals have needs that, when satisfied, will result in motivation.

Summary and Implications

3. Are there other ways to motivate people?
 - Process theories focus on the broader picture of how someone can set about motivating another individual. Process theories include expectancy theory and goal-setting theory (and its application, management by objectives).
4. Do equity and fairness matter?
 - Individuals look for fairness in the reward system. Rewards should be perceived by employees as related to the inputs they bring to the job.

Summary and Implications

5. How can rewards and job design motivate employees?
 - Recognition helps employees feel that they matter. Employers can use variable-pay programs to reward performance. Employers can use job design to motivate employees. Jobs that have variety, autonomy, feedback, and similar complex task characteristics tend to be more motivating for employees.
6. What kinds of mistakes are made in reward systems?
 - Often reward systems do not reward the performance that is expected. Also, reward systems sometimes do not recognize that rewards are culture-bound.

Summary

- Need Theories
 - Be aware that individuals differ in their levels and types of needs.
- Goal Setting Theory
 - Clear and difficult goals lead to higher levels of employee productivity.
- Expectancy Theory
 - Offers a relatively powerful explanation of employee productivity, absenteeism, and turnover.

Summary

- Equity Theory
 - Strongest when predicting absence and turnover behaviours.
 - Weakest when predicting differences in employee productivity.
- Cognitive Evaluation Theory
 - When you give extrinsic rewards for behaviour that had been previously intrinsically rewarded, this can result in a decrease in the overall level of motivation.