

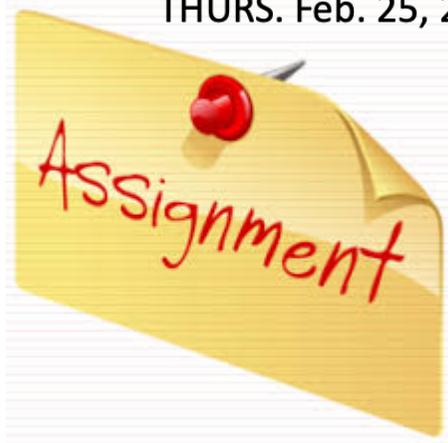


Veriloquent Inc.

Online Class 6: MOTIVATION

FAM4362 – 310. Group Dynamics: Organizational Behaviour

THURS. Feb. 25, 2021



THURS. Apr. 22, 2021

THURS. Mar. 11, 2021





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MOTIVATION



Veriloquent Inc.



- One of the key issues of most organizations is how to motivate its employees. Telus and other Canadian companies tend to call motivation techniques they use “employee engagement”.
- Definition: *“motivation comes from psychological forces that determine the direction of people’s behaviour, their level of effort, and level of persistence”.*
- Motivation of employees has always been recognized as a key issue for managers in relations to their teams.



TWO KEY Myths of Motivation

1. **People are not motivated.** This myth is not true, as every living human being is *motivated* towards something. What employers are at issue with is that an employee is not motivated to do what the manager wants him/her to do. Many employees may only motion through tasks at work but may stay up all night working on a hobby or as a volunteer for a charity with lots of passion. * *The primary task of the manager then is to channel, direct, human energy to the activities, tasks, and objectives that further the organization's mission.*
2. **Managers motivate workers.** Managers do not motivate - motivation is a truly internal state that self-directs people toward certain goals and directions.



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Performance = Ability * Motivation

- Managers cannot directly influence a persons internal state to motivate; they can only create expectations on the part employees that there motives will be satisfied by doing the organizations work and then provide the rewards that satisfy the employees need.
- If managers don't fully understand motivations they may try to manipulate employees which is proven to be an ineffective way to manage employees.
- Successful managers truly understand their own motivations and the the true needs and objectives those they supervise day to day. By understanding the needs and objectives managers can work with subordinates to create the settings where these motives can be satisfied in the work setting.



- Our understanding of human motivation is crucial because it explains why some people behave as they do. It tells us why two people with the same job, the same pay, the same tenure in the same organization put in very different levels of effort.
- When people need help in decoding why an individual does not appear to be motivated to do their job, the following four areas help determine **the cause**:

(1) The person-job-reward fit;

(2) Job design;

(3) The role of the leader;

(4) The role of organizational policies and rewards.



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(1) The Person-Job-Reward Fit.

- A key step to understanding behaviour is to identify the factors that are unique to an individual that *energize, direct, sustain and stop behaviour*. Two 'content' theory's help us focus on the specific internal needs that motivate people.
- The two 'content' theories are Maslow's 'heirarcy of needs' and McClelland's 'need theory'.
- Failure for managers to understand the needs presented in these theories could result in individuals unwittingly seeking jobs that leave them profoundly unmotivated or being promoted into jobs that employees will fail at or become dissatisfied with.

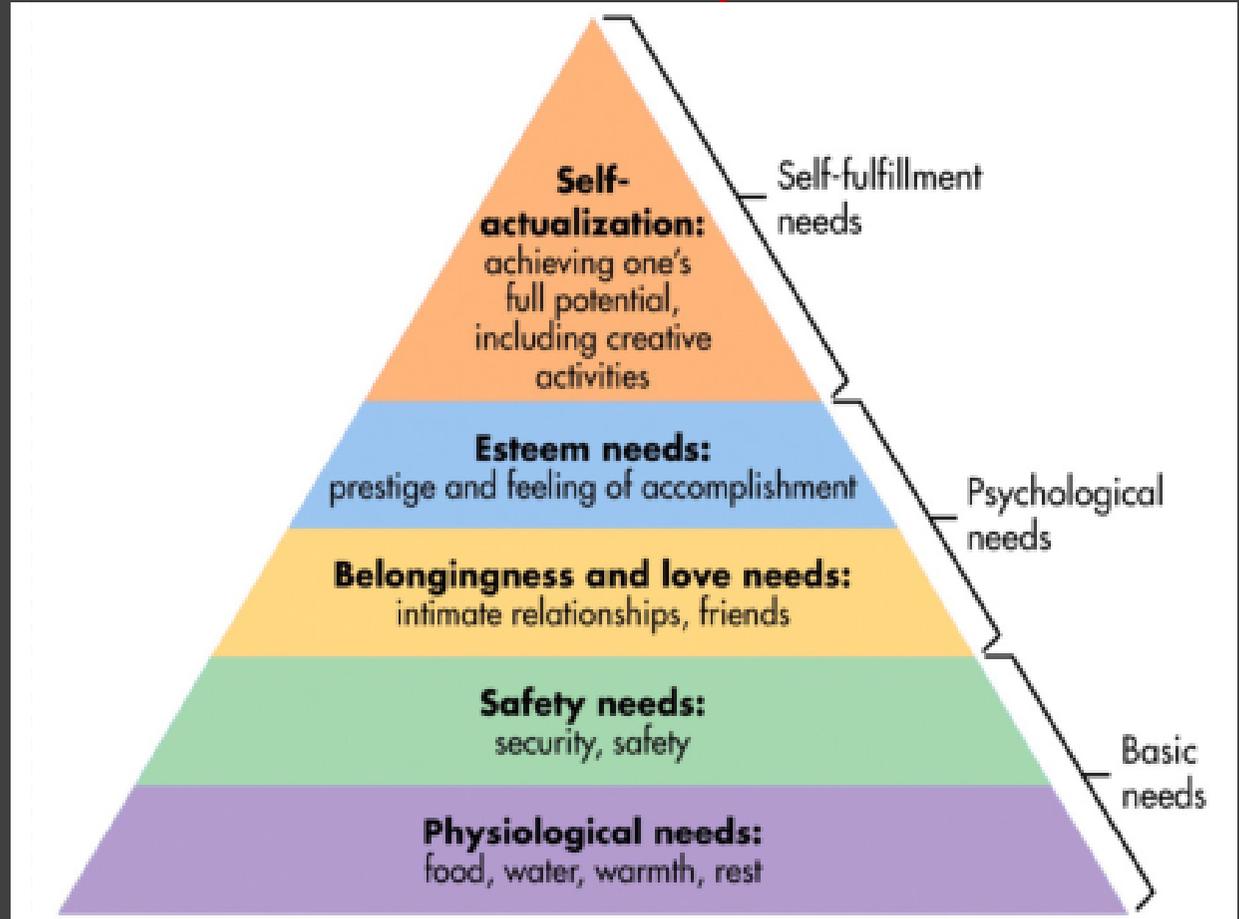


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Theory 1: Maslow's Hierarchy of Needs Theory

- "Maslow suggested that we are motivated simultaneously by several primary needs (drives), but the strongest source of motivation is the lowest unsatisfied need at the time. As the person satisfies a lower-level need, the next higher need in the hierarchy becomes the primary motivator and remains so even if never satisfied. The exception to this need fulfillment process is self-actualization; as people experience self-actualization, they desire more rather than less "of this need. Thus, while the bottom four groups are deficiency needs because they become activated when unfulfilled, self-actualization is known as a growth need because it continues to develop even when fulfilled."

Maslow's Hierarchy of Needs Theory:



Theory 2: McClellands Needs

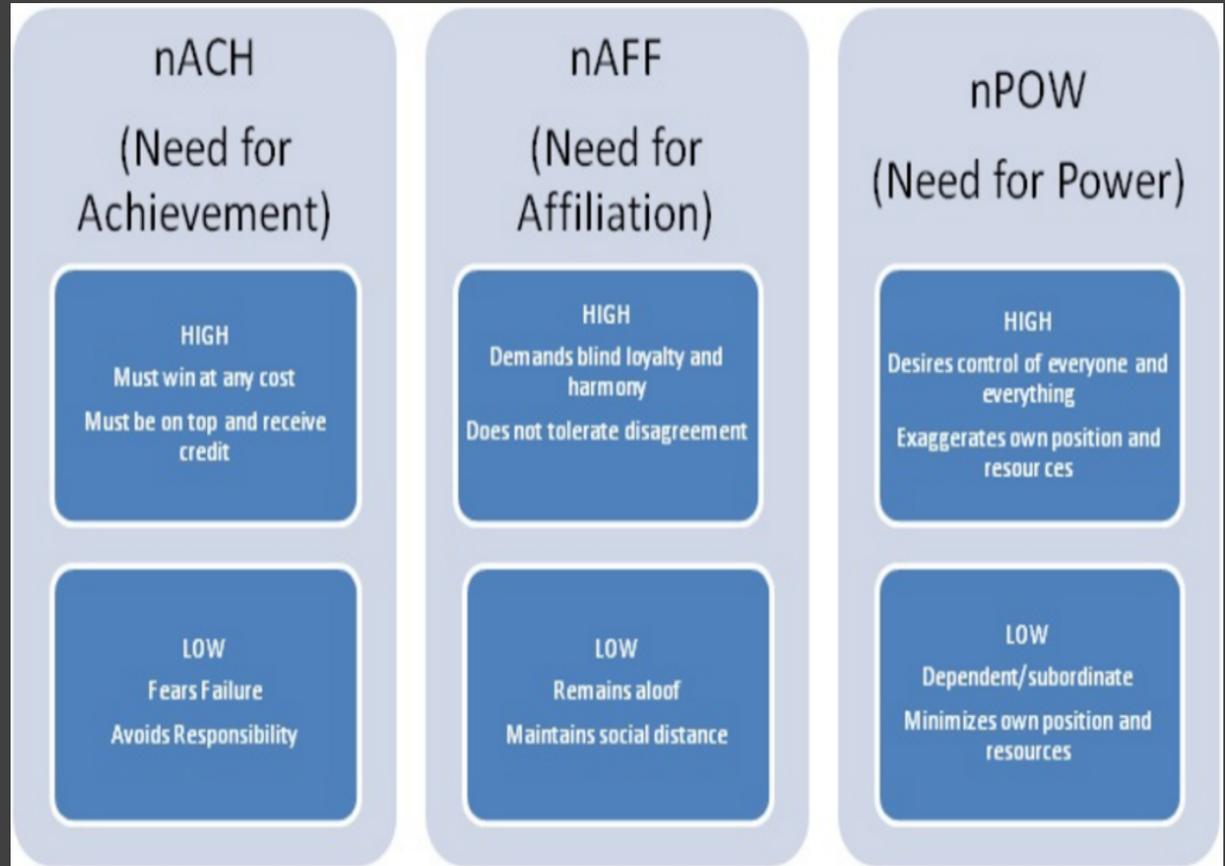
Theory - McClelland examined three “learned” needs: achievement, power, and affiliation.

”Need for **achievement (nAch)** - A learned need in which people want to accomplish reasonably challenging goals and desire unambiguous feedback and recognition for their success.”

”Need for **affiliation (nAff)** - A learned need in which people seek approval from others, conform to their wishes and expectations, and avoid conflict and confrontation.”

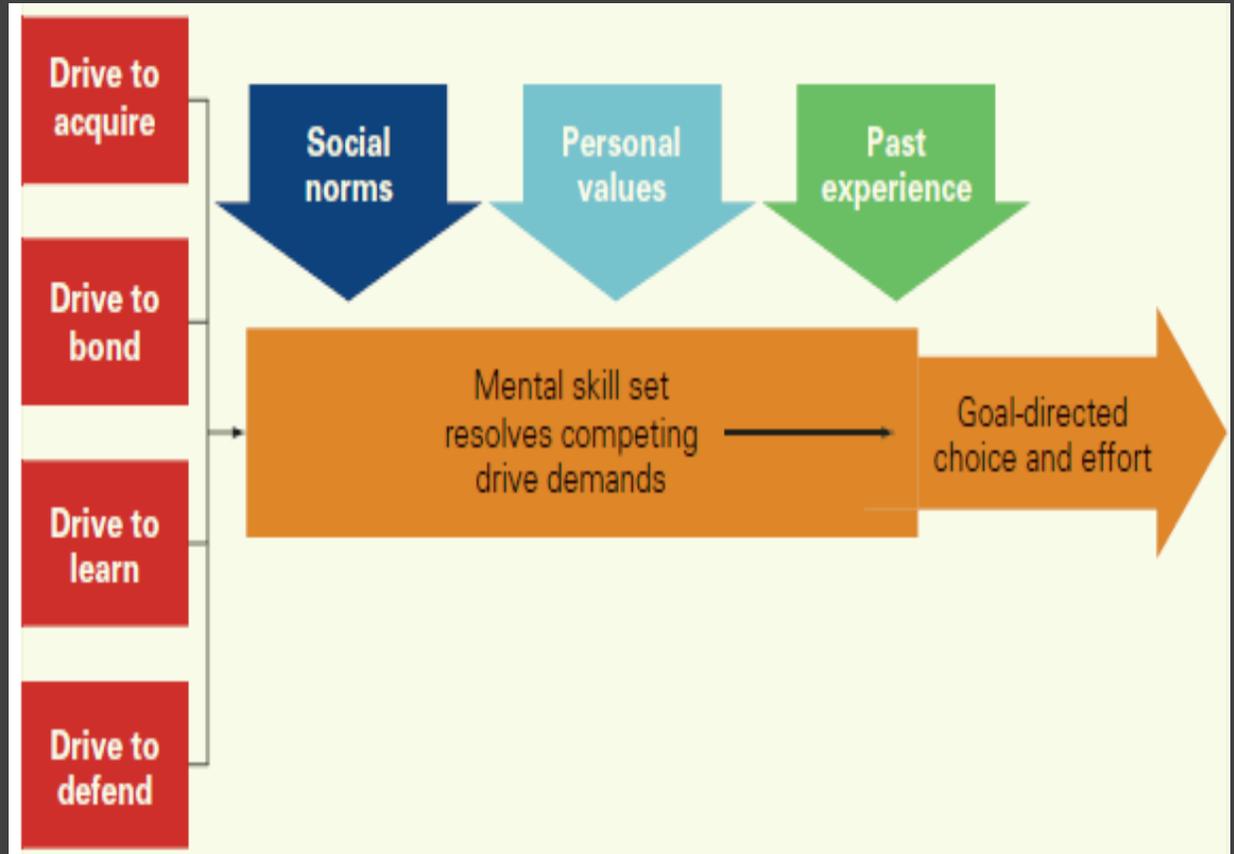
”Need for **power (nPow)** - A learned need in which people want to control their environment, including people and material resources, to benefit either them- selves (personalized power) or others (socialized power).”

McClelland Needs Theory:



- "Most organizational behaviour theories of motivation focus on the cognitive aspects of human motivation; four-drive theory is one of the few to recognize the central role of human emotions in the motivation process. According to the four-drive theory, everyone has the drive to acquire, to bond, to comprehend, and to defend. These drives are innate and universal (hardwired in our brains and are found in all human beings). They are also independent of each other. There is no hierarchy of drives, so one drive is neither dependent on nor inherently inferior or superior to another drive. Four-drive theory also states that these four drives are a complete set—there are no fundamental drives excluded from the model. Another key feature is that three of the four drives are proactive—we regularly try to fulfill them. Only the drive to defend is reactive—it is

Four Drive Needs Theory:



What's your Motivation ?



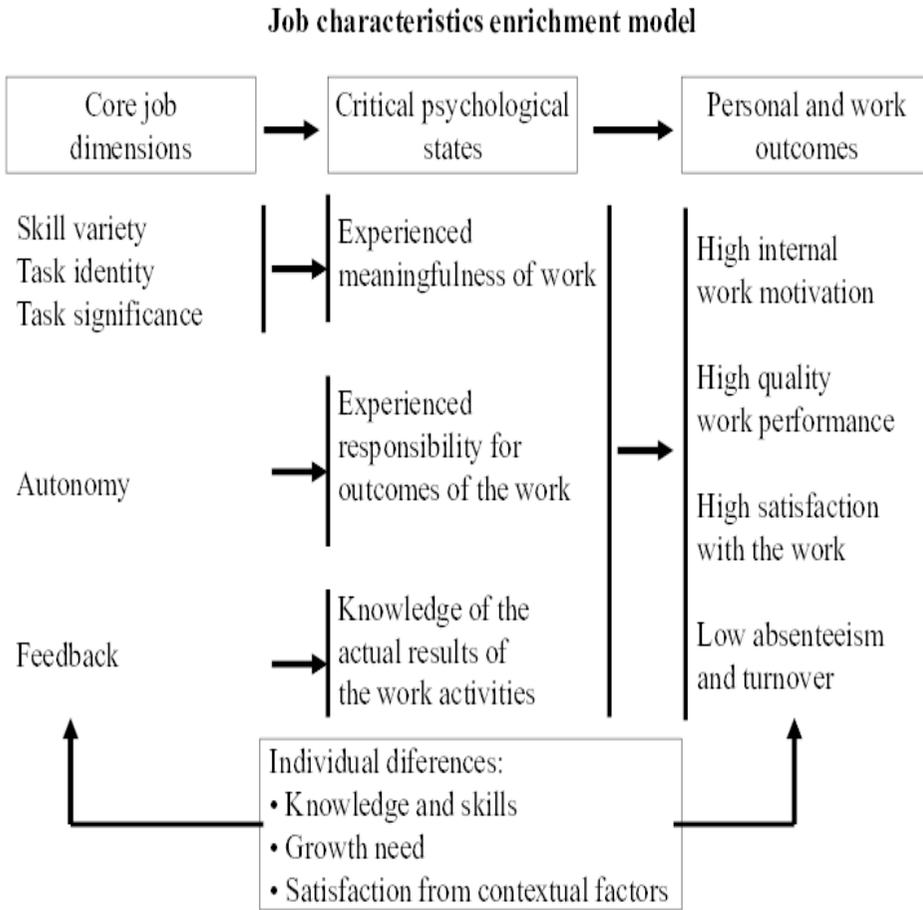
(2) Job Design.

While the intrinsic motivation of employees is very important, job motivation is also affected by the environment in which workers find themselves and in particular, the way in which their jobs are designed. Based on what we know about motivation, alienation, and worker-commitment, job situations that motivate people and lead to job satisfaction have the following characteristics:

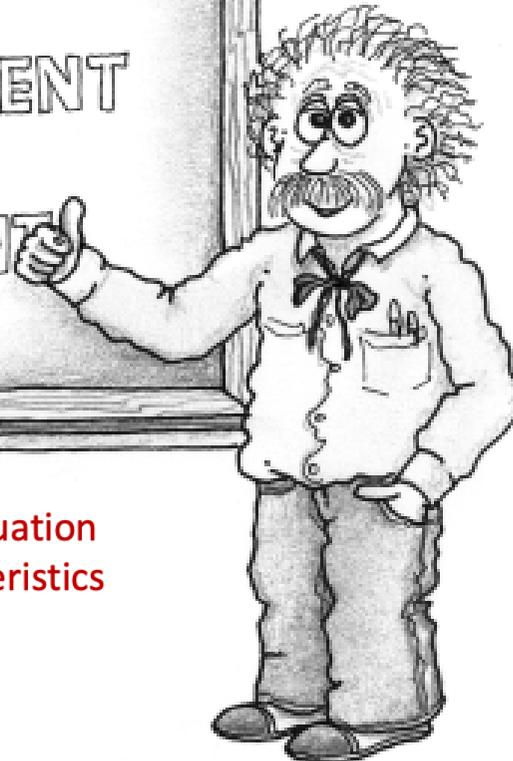
1: Skill Variety	The degree to which a job requires a range of personal competences and abilities in carrying out the work.
2: Task Identity	The degree to which a job requires completion of a "whole" and identifiable piece of work that is doing a good job from beginning to end with a visible outcome.
3: Task Significance	The degree to which a job is perceived by the employee as having a substantial impact on the lives of other people within or outside the organization.
4: Autonomy	The degree to which a job provides freedom, independence, and discretion of the employee to schedule tasks and determine the procedure to completing tasks.
5. Job Feedback	The degree to which carrying out the job-related tasks provides the individual with direct and clear information about the effectiveness of his/ her performance.



Job Characteristics Enrichment Model



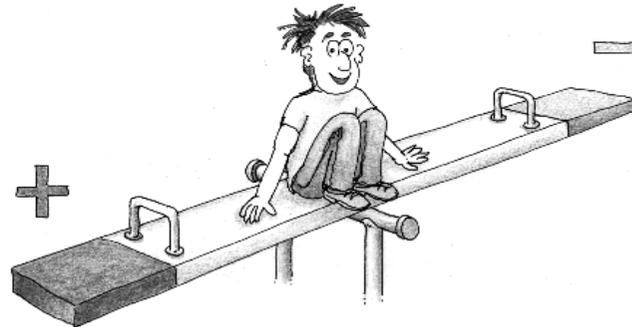
- **Skill variety, Task identity and Task Significance** is geared towards increasing the sense of meaningfulness that is threatened whenever jobs are divided into small, repetitive segments.
- **Autonomy** – granting employees autonomy over their jobs encourages them to feel responsible (powerful and in control) for the outcome of their work. It also helps to keep people from saying “that’s not my job”.
- **Feedback** - Job feedback allows employees to receive immediate feedback and meets what McClelland found to be most important for people with high needs for achievement – immediate and concrete feedback that allows them to adjust their performance to meet their personal and/ or organizational goals.
- Hackman and Oldham in their *Job Characteristics Enrichment Model* show the positive outcomes of job enrichment characteristics.



What elements of this equation
Relate to the Job Characteristics
Enrichment model?

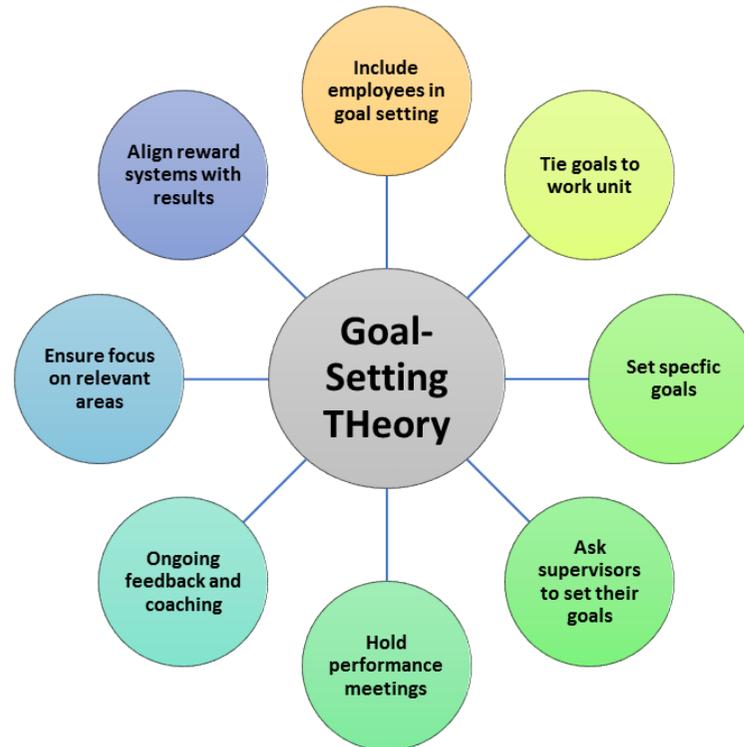
(3) Role of a Leadership Fostering Motivation:

- The managers job is to make sure that there is a good fit and a direct link – between the employee needs and rewards, between performance and rewards, and between employees and jobs. The better the fit, the higher the employee motivation.
- When there are motivation problems, we need to look at what managers and leaders are doing. **Leaders and managers must understand how employees are motivated** and be sure that their actions and words support employee motivation.
- Four “**Process**” theories present leaders and managers with understandings of **how** employees are motivated.
 - (a) Goal Setting Theory
 - (b) Equity Theory
 - (c) Expectancy Theory
 - (d) Reinforcement Theory



(a) Goal Setting Theory:

- One of the easiest and most effective ways to spur motivation is through goal setting. “Goal setting involves setting a clear objective and ensuring every participant is aware of what is expected from him/ her, if this objective is to be achieved”



(b) Equity Theory:

- The equity that people perceive in their situation also influences motivation. *According to equity theory, employees evaluate what they receive from a job (such as pay, bonuses, job security, promotions, recognition, etc.).*

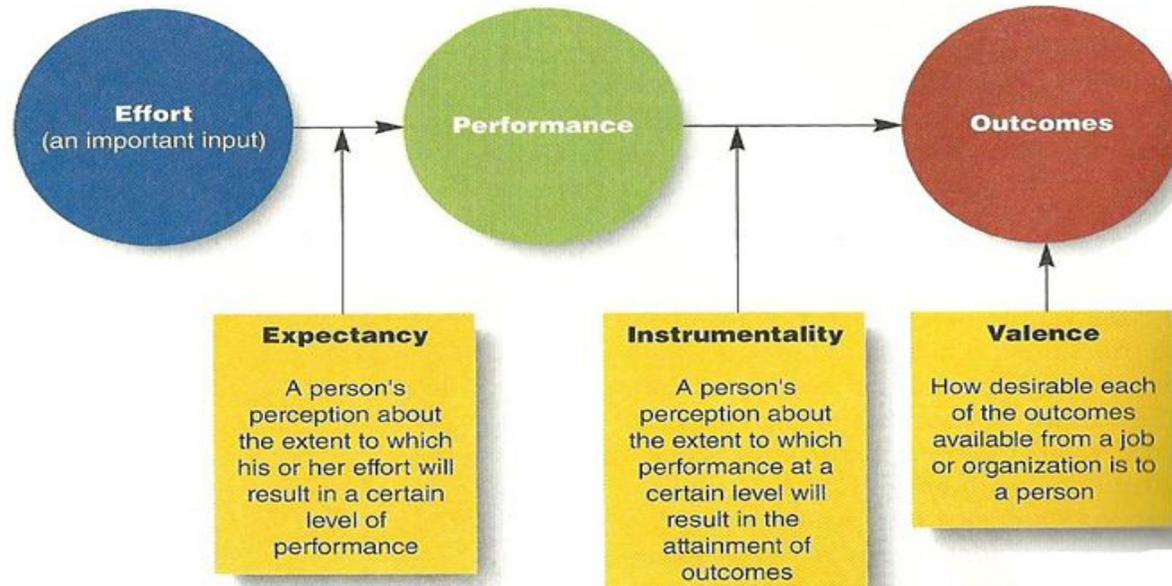
The structure of equity in the workplace is based on the ratio of inputs to outcomes.

RATIO COMPARISONS	PERCEPTION	SITUATION OF AN EMPLOYEE
$\frac{\text{Individual's outcome}}{\text{Individual's input}} < \frac{\text{Other's outcome}}{\text{Other's input}}$	Inequity	Anger
$\frac{\text{Individual's outcome}}{\text{Individual's input}} = \frac{\text{Other's outcome}}{\text{Other's input}}$	Equity	Satisfied
$\frac{\text{Individual's outcome}}{\text{Individual's input}} > \frac{\text{Other's outcome}}{\text{Other's input}}$	Inequity	Pride, Over confidence and Guilt



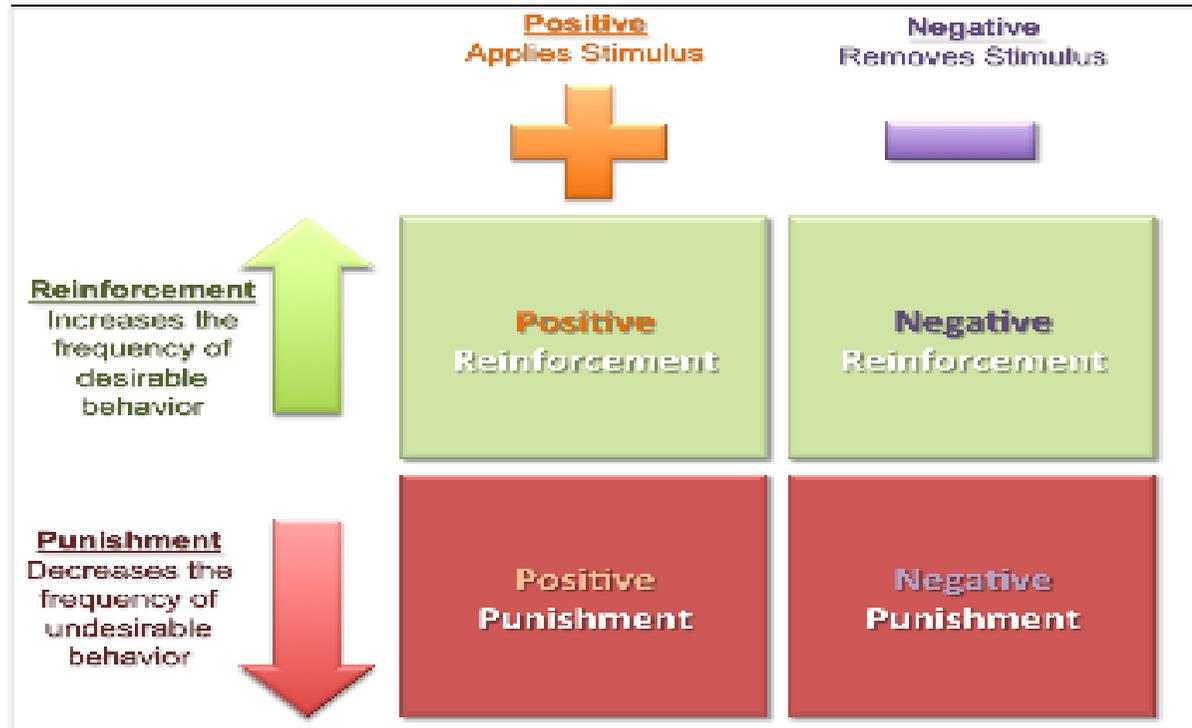
(c) Expectancy Theory:

- The expectancy theory assumes that motivation is a function of three linkages: (1) the effort-performance expectation that if a person makes an effort, it will result in good performance; (2) the performance-outcome expectation that good performance will result in a particular outcome or reward; and (3) the valence (value) of the reward to the person.



(d) Reinforcement Theory:

- The Reinforcement Theory ignores internal motivation and focuses instead on learned behaviour. B.F. Skinner developed this model with the idea that people continue behaviour that is rewarded and suppress behaviour that does not lead to desired consequences.



What's your experience with Motivation with jobs you've had?



(4) Role of the Organization in Fostering Motivation:

- There are many aspects of organizations that influence motivation. The vision, mission, culture, policies, and HR practices are a few examples.
- There are many leading companies that have a reputation for having highly motivated employees.
- Look up Southwest Airlines and try to find one Canadian company that is popular for being one of the best companies to work for.
- Be ready to discuss in class what makes them great companies to work for (think wages, benefits, and other perks).



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