

MOTIVATING EMPLOYEES

Goal Setting
Expectancy Theory
Organizational Justice
Job Enrichment

Deborah Balsler, PhD
Associate Professor, Public Policy
Administration & Management
University of Missouri – St. Louis
April 24, 2017

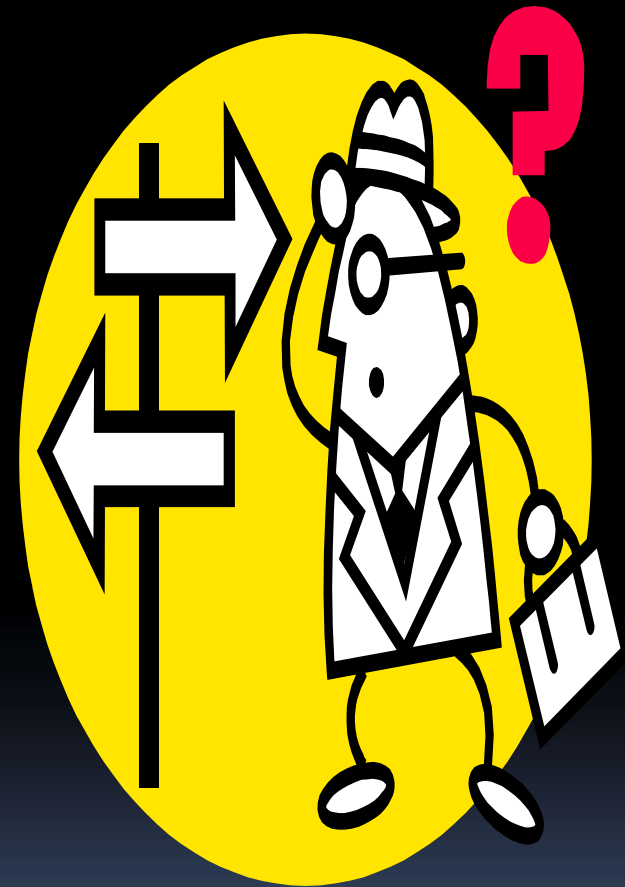


Motivation

- Process which governs choices we make among alternative forms of voluntary behavior
- Processes that arouse, direct, & maintain human behavior toward some goal

Where does motivation originate?

- Internally driven or environmental?



GOAL SETTING:

Motivate by setting performance objectives

Goals clarify role expectations

Goals direct ee behavior in particular way to meet performance objectives → improves job performance

- Specific goals (in quantitative terms)
- Long term goals → short term goals
- Accepted goals
- Challenging goals (given acceptance)
- Necessary:
 - Skills & abilities for tasks
 - Feedback to gauge progress

Expectancy Theory

- Based on assumption of rationality: people choose alternatives that maximize their gains and minimize their costs
- We make choices based on what we value & on what we anticipate will result from our actions
- Maximize motivation by maximizing expectancy, instrumentality, and valence

Components

- Expectancy: strength of one's belief that if I make an effort, I will perform (probability I assign to link b/w effort resulting in desired level of performance) $E \rightarrow P$
- Instrumentality – strength of belief that my performance will lead to particular outcomes/rewards (probability I assign to the link between my behavior & outcomes I will receive) $P \rightarrow O$
- Valence – the value I attach to each possible outcome/reward

Option 1: On-time assignment

	Prob $P \rightarrow O$	Valence	Utility
Bonus	.5	.7	.35
Day off	.2	.75	.15
Promotion	.75	.85	.64
Stress	.6	-.5	<u>-.3</u>
Expected Utility			.84
If $E \rightarrow P = .65$	Motivation	=.55	

Option 2: Late assignment

	Prob $P \rightarrow O$	Valence	Utility
Angry Boss	.75	-.2	-.15
Baseball Game	.8	.8	.64
Date w/ Spouse	.4	.4	.16
Expected Utility			.65
If $E \rightarrow P = .95$	Motivation	=.62	

How to Motivate Employees?

- Enhance valence – find out what employees value, make outcomes available
- Enhance instrumentality ($P \rightarrow O$)
 - Experience link
 - Demonstration effect
 - Publicize contingency
 - Accurate performance evaluation
- Enhance expectancy ($E \rightarrow P$)
 - Facilitate employees job performance
 - Build employee self-efficacy

Organizational Justice:

Employees react to their perceptions of fairness at work

- Distributive – Are outcomes distributed fairly? Do they reflect effort and contribution to the organization?
- Procedural – perceptions about procedures used in making decisions
 - Opportunity for voice/input, methods for appeal built into the d.m. process, lack of bias in the d. m. process
- Interpersonal – perceptions about being treated with respect, dignity & sensitivity
- Informational – perceptions of adequacy of explanations – clear, reasonable, timely, thorough

Consequences of Justice Perceptions

(correlations - Colquitt et al., 2001)

	Distributive	Procedural	Interpersonal	Informational
Outcome Satisfaction	.61	.48	.19	.30
Job Satisfaction	.56	.62	.35	.43
Organization Commitment	.51	.57	.19	.29
Withdrawal Behaviors	-.50	-.46	-.02	-.24
Negative Reactions	-.30	-.31	-.35	-.33
Job Performance	.15	.36	.03	.13

Job Enrichment

Design jobs to make them intrinsically motivating

Extrinsic vs. intrinsic rewards

- Employees feel responsibility for their work (autonomy)
- Work itself yields knowledge of results (outcomes act as rewards – direct feedback)
- Work is meaningful:
 - task significance, task identity, skill variety

Consequences: high quality work performance, satisfaction with work, lower absenteeism & turnover

Employee Engagement

- Sense of energetic and affective connection with work activities
- Feelings of urgency, focus, intensity, enthusiasm
- Comprised of vigor, dedication, absorption

- Outcomes: higher productivity, lower turnover, higher customer satisfaction, ee & org performance

Antecedents to Engagement

- Culture promoting ee development, recognition, and trust
- Job design: meaningful tasks, autonomy, feedback, (to provide sense of competence and progress)
- Conscientiousness, optimism, PE fit (skills, abilities, values match job & org requirements)
- Implications?