

Unit 3: Organisation and Behaviour

Lesson 9

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Learning Outcome 3

- ▶ Learning Objectives:
- ▶ LO3 Understand ways of using motivational theories in organisations:
 - 3.1 Discuss the impact that different leadership styles may have on motivation in organisations in periods of change
 - 3.2 Compare the application of different motivational theories within the workplace
 - 3.3 Evaluate the usefulness of a motivation theory for managers

In This Session

- ▶ LO 3 Understand ways of using motivational theories in organisations
 - AC 3.3 Evaluate the usefulness of a motivation theory for managers:
- ▶ Assessment Criteria
- ▶ Review Questions
- ▶ References

Assessment Criteria: 3.3

Evaluate  the usefulness of a motivation theory for managers

Introduction

- ▶ In AC 3.2 we learn about the different types of motivation theories and how they may be applied to the workplace to improve employees' performance and productivity. As a manager/leader the use of the theory must be adopted appropriately to ensure effective results.
- ▶ According to accel-team.com (2015) in spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation one must understand human nature itself. And there lies the problem.

Who is a Manager?

- ▶ An individual who is in charge of a certain group of tasks, or a certain subset of a company. A manager often has a staff of people who report to him or her.

(Business Dictionary)

- ▶ As an example, a restaurant will often have a front-of-house manager who helps the patrons, and supervises the hosts; or a specific office project can have a manager, known simply as the project manager. Certain departments within a company designate their managers to be line managers, while others are known as staff managers, depending upon the function of the department.

What Does Managers Do?

- ▶ By definition managers aim to achieve certain goals in a way that adds most value and gets the most out of all available resources. Management is like investment in its aim to get the best return.
- ▶ Managers have a wider range of resources to invest, however. And they intervene to help make their resources effective. They are not passive like financial investors (McCrimmon, 2011).

What Does Managers Do?

- ▶ McCrimmon (2011) indicates that managers:
 - managers must monitor their goals and investments regularly to make sure that they are getting the best return.
 - Effective managers realize that people need to be empowered, valued and engaged in order to be motivated and committed to doing a good job.
 - Highly skilled managers know how to get the balance right between measuring what people do and empowering them.
 - As much as possible, people need to be allowed to manage themselves, to be taught what key performance indicators to monitor and to be allowed to improve their own performance without being told or watched over.

Motivating Employees

- ▶ Heathfield (2015) notes that as a manager or supervisor, your impact on employee motivation is immeasurable. By your words, your body language, and the expression on your face, you telegraph your opinion of their value to the people you employ.
- ▶ Feeling valued by their supervisor in the workplace is key to high employee motivation and positive morale. Feeling valued ranks right up there for most people with liking the work, competitive pay, opportunities for training and advancement, and feeling in on the latest news.
- ▶ Building high employee motivation and morale is both challenging and yet supremely simple.

Motivation and Performance

- ▶ Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Influencing people's motivation means getting them to *want* to do what you know must be done (Military Leadership, 1993).
- ▶ Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Motivation can be **intrinsic**, such as satisfaction and feelings of achievement; or **extrinsic**, such as rewards, punishment, and goal obtainment. Not all people are motivated by the same thing and over time their motivations might change.

Motivational Issues

- ▶ Often an employee knows how to perform correctly, the process is good, and all resources are available, but for one reason or another, chooses not to do so, which normally means it is a motivational issue. While many jobs have problems that are inherent to the position, it is the problems that are inherent to the person that normally cause us to lose focus from our main task of getting results. These motivational problems could arrive from family pressures, personality conflicts, a lack of understanding on how the behaviour affects other people or process, etc.

- ▶ When something breaks the psychological contract between the employee and the organization, the leader must find out what the exact problem is by looking beyond the symptoms, finding a solution, focusing on the problem, and then implementing a plan of action. One of the worst situations that a leader can get into is to get the facts wrong.

Motivational Issues cont

- ▶ Start by collecting and documenting what the employee is not doing or should be doing, such as tasks, special projects, reports, etc. Try to observe the employee performing the task. Also, do not make it a witch hunt, but rather observe and record what the employee is not doing to standards. Check past performance appraisals, previous managers, or other leaders the employee might have worked with. Try to find out if it a pattern or something new.
- ▶ Once you know the problem, then work with the employee to solve it. Most employees want to do a good job. It is in your best interest to work with the employee as long as the business needs are met and it is within the bonds of the organization to do so.

Motivation Categories

- ▶ One of the most common ways that companies put motivation programs into action is by putting together some type of incentive system (Wengrzyn, 2016).
- ▶ **Incentives** are a type of reward system where somehow an individual receives some type of motivation for their performance. The reason I say 'some type of motivation' is that it can be cash, it could be a trip, tickets to a sporting event, time off or maybe even an award. Let us break down the different categories of incentive programs.

Motivation Categories cont

- ▶ **Monetary:** This type of program incentivizes workers for performance and productivity by giving them more money. The money, if you will, can take the shape of employee stock options, profit sharing plans, paid time off, bonuses and even cash. These rewards can be given over a period of time. They can be annual, semi-annual or any one of a number of options.
- ▶ **Non-monetary:** Moving away from the monetary aspect of incentive programs, non-monetary programs do not use money but instead use perks or different types of rewards. For example, an organization might include flexible work hours, additional training opportunities or the ability for an employee to take time off to go to school and learn a new trade. All of these are examples of non-monetary reward.

Motivation Categories cont

- ▶ **Employee Recognition:** Employee recognition is a means for employers to offer feedback and encouragement to their employees. This type of program can include:
 - verbal praise,
 - some type of award or
 - maybe even a public announcement when an employee does an exceptional job.
- ▶ Many individuals surveyed continually state that they would like employee recognition programs as much if not more than monetary programs. What this tells us is a job well done and recognition of that job by the organization is something that makes people feel motivated.

Motivation and Manager

- ▶ Kaput (2016) identify 5 ways a manager use to inspire workers:
 1. **Recognition:** of a job well-done is a great way to inspire employees. Recognition costs managers nothing and, to employees that feel under-appreciated, can mean everything. Praise doesn't need to be lavish or excessive, but keep track of employee achievement and publicly recognize it.
 2. **Coaching:** Many strategies that managers use to inspire people don't cost much money, and that's why they are effective: they require an investment of the manager's own time. Coaching is one way in which managers can utilize their time as a motivational tool. Sit down one-on-one with employees facing challenges and opportunities at your company and talk it through with them. Offer non-judgmental constructive criticism to help them improve and praise where it's deserved.

Motivation and Manager cont

3. **Leadership Opportunities:** If you can't offer raises to top-performing employees, you can still give them compensation in the form of leadership opportunities. Promoting your best employees. This can also help you retain great employees by presenting them with new challenges.

4. **Breaks from the Norm:** Professional inspiration can also come from taking a break from the daily grind. There are a variety of ways to give employees a chance to recharge their batteries and escape from the norm, including office fun days, casual days and company events. You can even break up the work week with professional development by scheduling on-site and off-site seminars. Not only will employees learn something, they'll also feel they're getting a reprieve from the normal day's work.

Motivation and Manager cont

5. **Importance and Optimism:** Forbes Magazine recommends striving to inspire employees by conveying a sense of importance and optimism about their current work.
 - ▶ "Employees are hungry for success stories," Lisa Quiroz, a vice president at Time Warner, told the magazine. Time Warner inspired employees by sharing the successes of its subsidiary channel CNN, which became a source of pride for employees, regardless of which Time Warner subsidiary they worked for. Share with employees your own company's successes to inspire greater efforts.
 - ▶ If it's been a tough quarter, share the successes of a company similar to your own in a different market to inspire optimism about the future.

Importance of Motivation

- ▶ Motivating employees can lead to increased productivity and allow an organization to achieve higher levels of output (Boundless.com, 2015).
- ▶ Motivation is generally what energizes, maintains, and controls behaviour.
- ▶ Salary is often enough motivation to keep employees working for an organization, but it's not always enough to push them to fulfil their full potential.
- ▶ Motivated employees will retain a high level of innovation while producing higher-quality work at a higher level of efficiency.

Importance of Motivation cont

- ▶ According to Boundless.com (2015) research has shown that motivated employees will:
 - Always look for a "better" way to complete a task
 - Be more quality-oriented
 - Work with higher productivity and efficiency
- ▶ In summary, motivated employees will retain a high level of innovation while producing higher-quality work more efficiently. There is no downside—i.e., the opportunity cost of motivating employees is essentially zero, assuming it does not require additional capital to coach managers to act as effective motivators.

Assessment Criteria

- ▶ To discuss in Class

Review Questions

- ▶ Identify and discuss two ways in which a manager may motivate its employees?
- ▶ Discuss three ways in which managers use motivation in the workplace to achieve his/her goals.
- ▶ List two non-monetary rewards that a manager could used in a restaurant to increase productivity of its staff?

Further Reading

- ▶ [https://www.diva-
portal.org/smash/get/diva2:326289/FULLTE
XT01.pdf](https://www.diva-portal.org/smash/get/diva2:326289/FULLTEXT01.pdf)
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