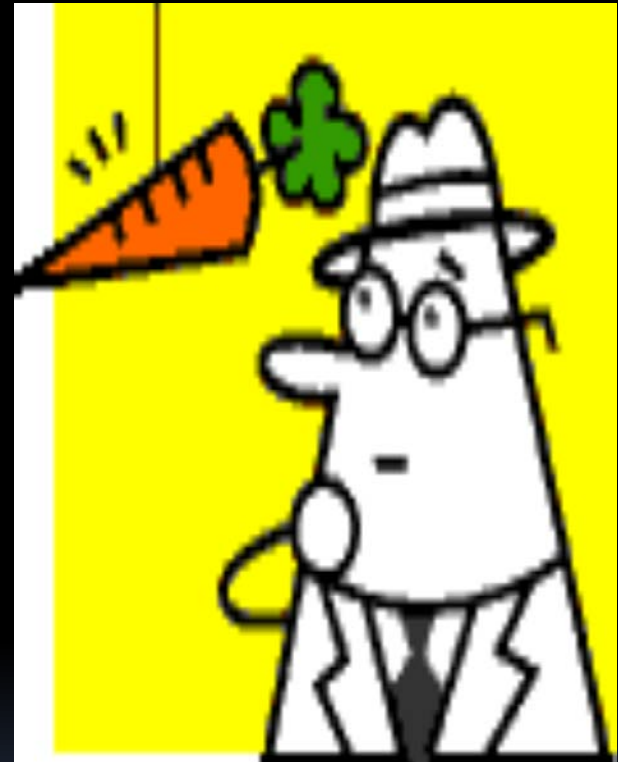


MOTIVATION and CHANGE

Goal Setting
Expectancy Theory
Organizational Justice
Job Enrichment
Resistance to Change

Deborah Balser, PhD
Associate Professor, Public Policy
Administration & Management
University of Missouri – St. Louis
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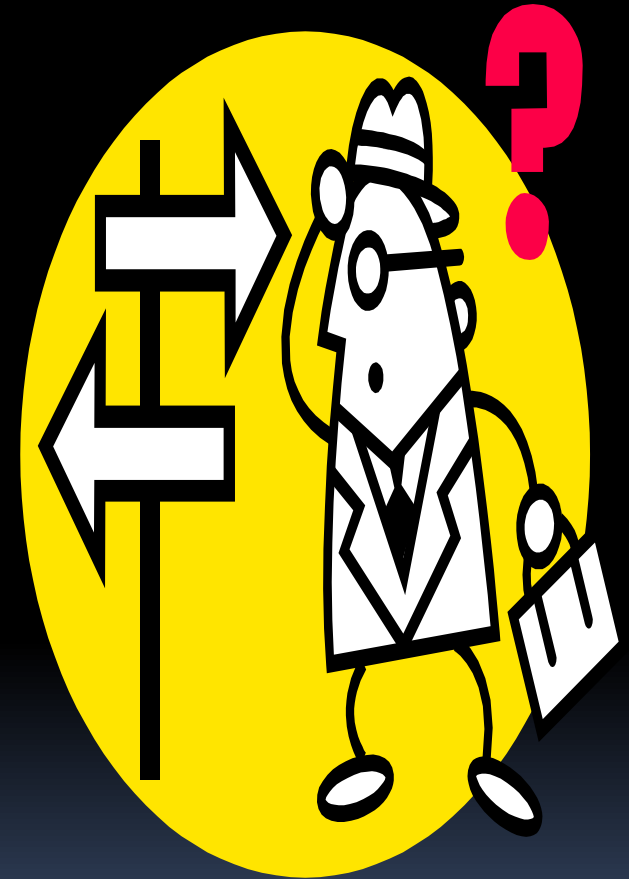


Motivation

- 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 expectance, 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

- Derived from Equity Theory – people compare inputs to outcomes
- 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

Resistance to Change

- Fear of unknown (job security, fear of failure)
- Threat to power base (irrelevant skills?)
- Uncertainty about cost
- Reward system supports old behaviors
- “ain’t broke, so why fix it”
- Timing?
- Introduction & Implementation issues
- Threat to group identity



Minimizing Resistance

- Create urgency for change – provide rationale for change; emotional resonance
- Create and communicate vision
- Two-way communication
 - Information about how change will occur
 - Allow employee questions/provide answers
- Employee participation in change process
- Training/Education
- Alter evaluation & reward systems
- Discipline

Solutions from the Crowd

- Manager needs to talk and/or communicate ...meetings weekly / monthly
- Anonymous suggestion box to encourage employee participation
- Manager needs to address issues in a timely fashion
- Policies and procedures need to be in place & communicated
- Recognize high performing employees
- Organization needs to revisit and redefine the mission statement – periodic checking in with the goal setting
- Managers need to individually revisit their goals and mission
- Employees need to be held accountable – take ownership of their assigned tasks
- Performance evaluations need to be included in process
- Management needs to become more positive / role model
- Force them to do things a different way

Solutions from the Crowd, pg 2

- Management needs to better explain decisions and their rationales
- Staff needs to be empowered to make their own decisions in their areas ... monthly meetings
- MOST IMPORTANT: Communicate! This is more than discussion but should be dialogue



Solutions from the Crowd



Solutions from the Crowd