

天津外国语大学(天外)
**Tianjin Foreign Studies University
(TFSU)**

Organizational Behaviour

Online class starts at 08:00
(Beijing Time, GMT+8)

Ivan Monich, PhD

April 13, 2023, week 08 and 09

Review and Discussion Questions

- ~~1. Think back to a teacher, manager, or coach who believed in your ability and potential. To what degree did a possible Pygmalion effect impact your behavior and performance?~~
- ~~2. Assume you have a team leader who always expects the worst from team members. To what degree can a possible Golem effect negatively impact team performance?~~
3. Why are the perceptions of your skills and abilities typically different from the perceptions that others have of your skills and abilities?
4. What types of schemas do managers use to make better sense of information at work?
5. Give an example of a time when someone used a stereotype to describe you or something you did. Was the stereotype accurate? If not, explain why it wasn't accurate.



2007574042李弈乐LiYile

2.When team members are under constant pressure and criticism, their motivation, morale, and confidence can suffer, resulting in decreased productivity, creativity, and job satisfaction.

Yile Qin 2007574055

2. This performance more or less will be influenced by the golem effect since the managers always think of the worst situation. Unless some workers are really enthusiastic and have motivation on the projects.

2007574023GongXirui

Assuming that the team leader shows a poor attitude towards the team, everyone will approach things negatively, lose enthusiasm and creativity, and will reduce the overall output of the team.

3.Attribution error is the tendency for people to ignore analysis in specific situations and to take too much account of personal characteristics when judging the behavior of others. The analysis of abilities and skills should be influenced by a combination of factors.

Yile Qin 2007574055

3. Maybe because some colleagues don't work with you in person or don't familiar with you. They just hear from somewhere and judge you from their own perspectives. Also, some people have stereotypes on a certain kind of people, such as managers. They're considered to be strict and unapproachable, so workers have little motivation to know the real skills and abilities the managers have.

2007574048XinHairong

3. Everyone knows others from a different perspective, considers things from a different point of view, and grows up differently, like some people may just observe that you are stronger than their skills or abilities.

12:29

2007574042李弈乐LiYile

5.People always subconsciously think that I am a science student, but I am a liberal arts student. They think that a man with glasses and few words always tends to study science.

12:33

2007574100WangYuran

I know a stereotype that chinese people love to drink hot water.Although many chinese people prefer cold drinks, I like to drink hot water more

200718班ChengXuanchao

Because of my red hair, people will define me as a person who is not easy to obey management. This is wrong. In fact, I am easy-going, The pursuit of personality does not represent my attitude to work, just my hobby



Review and Discussion Questions

- ~~6. In what ways does “information overload” (e.g., text messages, e-mails, search engine results, etc.) in today’s work environment affect employees’ attention? Does this divided attention impact their job performance? Explain.~~
- ~~7. Describe an instance at work when you allowed a person’s attractiveness or physical appearance to influence how you interacted with that person. CV = Resume~~
- ~~8. When a normally high performing employee makes a mistake or has a bad day, why should his/her manager not commit a fundamental attribution error when trying to understand the cause of the employee’s behavior?~~
- ~~9. Which impression management tactics, if any, have you used while interviewing for jobs? In what way did these tactics influence the interviewer?~~
10. As an interviewer, what steps can you take to decrease the influence of impression management tactics that are commonly used by interviewees?



2007574063 Li Tongyu

I have used the consistency strategy to agree with the interviewer's comments so that the interviewer feels that I share the culture and values of the company and that I have a good work ethic

2007574048XinHairong

For example, by verbally praising another person, giving compliments to others, and catering to the other person's ideas to achieve a favorable perception of yourself.

Or by describing yourself, your future plans, and past accomplishments in positive terms as a way to make the interviewer think that the person has some good attributes, such as a good attitude, good personality, and ability.

Yile Qin 2007574055

9. Wear formal clothes to participate in an interview. It seems more professional. Also, mention the company's unique culture and values will impress the interviewers.

2007574041 Sun Zhuxuan

Personal story, which shows the employers what personality I possess while in the meantime not so straightforward

2007574042李弈乐LiYile

9. Dressing professionally, using positive body language, highlighting relevant work experience and skills, preparing answers to common interview questions, and expressing enthusiasm for the position and company.

2007574100WangYuran

By slightly exaggerating my achievements and experiences in resume to attract employers to attract employers.

2007574100WangYuran

I may ask some detailed questions and observe their behaviour

Zuo Zhiye

Through meticulous background checks

2007574042李弈乐LiYile

6. With the constant bombardment of text messages, emails, search engine results, and other forms of digital communication, employees are often overwhelmed. This can lead to increased distractions, difficulty concentrating on tasks at hand, and difficulties in managing time effectively.

Yile Qin

6. Yes, workers will spend time checking messages while working and it will affect the efficiency of work. Different messages deliver different missions and sometimes they influence our own plans.

Zuo Zhiye

Employees will be disturbed by a large amount of information, which may disturb their original work plan, affect their time management, and make their work efficiency decline.

2007574042李弈乐LiYile

7. My high school math teacher has a charming personality, which makes me like taking her classes.

Zuo Zhiye

In the service industry, having a good appearance will be more competitive at work

2007574100WangYuran

Employers are more willing to choose the beautiful one when their work abilities are the same

2007574042李弈乐LiYile

8. If the manager assumes that the employee's performance decline is solely due to their lack of ability, they may overlook external factors such as stress or workload that could have contributed to the decline.

Ivan

<https://online.hbs.edu/blog/post/the-fundamental-attribution-error#:~:text=The%20fundamental%20attribution%20error%20refers,factors%20outside%20of%20their%20control>.

zhangyingying张颖滢2007574084

The behavior of the actor is the easiest information to observe compared to other environmental factors. Individuals' words, deeds, and actions are easy to notice, while external conditions such as social environment, social roles, and situational pressures are difficult to pay attention to, so we ignore the role of these external factors and emphasize too much on the individual's own reasons.

Yile Qin

8. Managers should analyze work separately and try to not be affected by the usual high performance of this employee. They should see things rationally.

Zuo Zhiye

Because leaders need to attribute misconduct to internal factors in employees, so that employees are forced to take this part of the responsibility

2007574063 Li Tongyu

This is because the phenomenon of employee error is only explained from the leader's point of view, without exploring from an objective point of view what factors actually contribute to good or bad performance of employees. Leadership attribution theory simply emphasises that the effectiveness of leadership is influenced by the attributions of subordinate employees, without considering other factors together.

Videos on Storytelling

<https://www.youtube.com/watch?v=Nj-hdQMa3uA>

Why is Storytelling so powerful? And how do we use it to our advantage? Presentations expert David JP Phillips shares key neurological findings on storytelling and with the help of his own stories, induces in us the release of four neurotransmitters of his choice. Learn more in this 2nd TEDxStockholm talk of David's.

SUMMARY

•Dopamine

Effects: Focus, motivation and memory
Tips: Create suspense and use a cliffhanger

•Oxytocin

Effects: Trust, generosity, relax and bond
Tips: Create an empathic character

•Endorphin

Effects: Creative, relax and focus
Tips: Make people laugh

Advise: Utilize stories to free the hormone you want in the person you decide



The magical science of storytelling | David JP Phillips | TEDxStockholm

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Videos on Storytelling

<https://www.youtube.com/watch?v=KxDwieKpawg>

Filmmaker Andrew Stanton ("Toy Story," "WALL-E") shares what he knows about storytelling -- starting at the end and working back to the beginning.



Andrew Stanton: The clues to a great story



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10-minute break

Case-study 1:

Questions

1. Think of the initial impressions you formed of Foxconn as you read the case. To what degree did stereotyping influence your thoughts? How much did additional information about the firm change your initial impressions?
2. While the manual labor of assembling electronics is challenging for Foxconn employees, the workers may also face the emotional burden of being away from family and isolation from the outside world. How might management recognize and help employees constructively cope with these challenges and emotions?
3. How has Foxconn engaged in impression management? Have their efforts been successful?

Chapter 4 Perceptions and Attributions 99

Promote Dora since he has been in the present job for over six years.
Other courses of action:

In Class

After you've analyzed this situation, meet with classmates to discuss their reactions. What did you learn about your attribution process? Are your reactions different from your classmates'?

Case

Case 4.1: The Human Cost Associated with Our Electronic Gadgets

The June 14 headline read: "New Foxconn Worker Commits Suicide, First in 2012." While the proclamation of a worker suicide is tragic in its own right, the "First in 2012" may be even more troubling. The headline implies that suicides at Taiwan-based Foxconn Technology Group are, or at least were, typical and expected.

It was a rash of suicides that brought Foxconn into the public light. It was reported that between 2008 and 2010, 19 Foxconn employees "attempted suicide or fell from buildings in manners that suggested suicide attempts." The electronics supplier has been accused of forcing its employees to work long hours under challenging working conditions for low pay. Though wages have been raised on more than one occasion and working hours curtailed, problems at Foxconn have continued. In January 2012, approximately 150 Foxconn employees occupied the roof of their factory and threatened mass suicide over working conditions and wages. Local police and fire representatives talked down these employees after two days. All but 45 of the protesters returned to work. In June 2012, Foxconn was again in the news for an employee uprising. Employees rioted following an argument with a local restaurateur. Several new employees involved in a restaurant altercation raced back to their worker dorms shouting "they are beating us," inciting 100 of their coworkers to rush to their defense and throw bottles at the police and company security. Four employees were arrested as a result of the incident.

Foxconn's responses to its unwanted notoriety have also brought it adverse press coverage. Pictures of the suicide sets the company installed around many of its buildings to dissuade (or save) potential jumpers are taken as evidence of a continuing problem. The company's requirement that employees sign an anti-suicide pledge was the subject of late-night TV jokes in the United States. Foxconn's cancellation of death benefits

for suicides, in response to an employee suicide note stating that he jumped to help his family financially, was largely viewed as cruel.

While Foxconn has been in the news, few in the United States know about this global supplier of electronics. Founded in 1974 by billionaire Terry Gou, Foxconn is a low-cost manufacturer of computer, communication, and consumer electronics products. Foxconn controls its costs by providing low pay (from a United States perspective) to large numbers of low-skilled workers. Foxconn is the largest single private employer in mainland China with a staff of over 1.2 million working on multiple company "campuses." The number of employees at the company flagship plant in Longhua roughly equals the population of Kansas City, MO. Though Foxconn may be best known for producing products for Apple, they in fact manufacture merchandise for all of the major United States electronics firms, including Dell, Hewlett-Packard, IBM, and Motorola, and their output accounts for approximately 40 percent (or \$60 billion) of the world's consumer-electronics revenue. While Foxconn builds high-tech items, its processes are notably low tech with much of its production being completed by hand.

Foxconn facilities are set in compounds that the company compares to college campuses. These facilities contain not only factory space, but also dormitories, cafeterias, restaurants, malls, medical care providers, entertainment and sports venues. Dormitory rooms typically house seven to eight workers. Like a college, Foxconn charges their employees for their housing and meals. The company's compounds are enclosed, separated from their surroundings by fences and walls. Once on campus, employees never really need to leave.

The life of a Foxconn worker is hard to compare to what one would expect in the United States. Thoughts

100 Part Two Understanding and Managing Individual Behavior

of a work compound may bring up images of a company mining town, exploiting or at least restricting the freedoms of workers. Foxconn compounds were in fact built to help the plight of the Chinese worker. Company founder Terry Gou saw workers in Shenzhen factories living in shanties or even sleeping under their workstation. Gou was determined to improve conditions for his employees. His compounds were intended to give workers a better place to live than they could afford on their own, ensure they were well fed, and protect them from city crime.

Foxconn, by Chinese standards, is a good place to work and its positions are highly coveted. Factory work, in general, is seen as a way to escape the poverty of rural China. Young workers seeking a way into the middle class are leaving their family farms and moving to the cities for these jobs. Foxconn wages are among the best in China, and Foxconn continues to address mandatory overtime and child labor abuses.

When one hears of 19 employee suicides since 2008, shock over the poor treatment of employees may be the appropriate emotion, but could further examination of the data show a different side of the story? The suicide rate at Foxconn is less than one-tenth of the national suicide rate in China. In the United States, workplace suicides are labeled as such only if they occur at work or during work time. As Foxconn employees live on campuses, any suicide is naturally related to the company, potentially inflating their numbers. It is also worth noting that the suicide headline reported at the beginning of this case involved a new employee. Also, the riot that took place on a Foxconn campus was sparked by new employees. At the Longhua complex alone, typically 5 percent of the workforce or 24,000 employees quit each month, all requiring replacement. Consequently, there is a steady stream of new employees emigrating from rural China to Foxconn's factory cities. These workers are leaving their families, friends, and lives behind, entering, perhaps friendless, what is

presumably a new and unfamiliar setting. Workers have died at Foxconn, but to what degree are these deaths due only to the working conditions and pressures of the job? Are other factors like the isolation, distance from family and friends, cultural factors, or even individual mental illnesses also contributing to this complicated and tragic situation?

Questions

1. Think of the initial impressions you formed of Foxconn as you read the case. To what degree did stereotyping influence your thoughts? How much did additional information about the firm change your initial impressions?
2. While the manual labor of assembling electronics is challenging for Foxconn employees, the workers may also face the emotional burden of being away from family and isolation from the outside world. How might management recognize and help employees constructively cope with these challenges and emotions?
3. How has Foxconn engaged in impression management? Have their efforts been successful?

Sources: Written by Dr. Michael Dutch, Greensboro College, Greensboro, North Carolina (2012). Adapted from company website, <http://www.foxconn.com>; Victor Luckerson, "Another Worker Has Died at an iPhone Plant in China," *Time*, <http://time.com>, accessed March 2, 2010; government website, "The World Factbook," <https://www.cia.gov>, accessed March 9, 2010; "Foxconn Technology," *The New York Times*, <http://www.nytimes.com>, accessed March 8, 2010; "New Foxconn Worker Commits Suicide, First in 2012," *Electronic Arts*, June 14, 2012, <http://www.electronicarts.com>; Peter Cohen, "23 Died Building Your World: Time to Boycott Apple?" *Forbes*, January 26, 2012, <http://www.forbes.com>; Charles Doherty and David Barbera, "In China, Human Costs Are Built Into an iPad," *The New York Times*, January 25, 2012, <http://www.nytimes.com>; Malcolm Moore, "Mass Suicide Protest at Apple Manufacturer Foxconn Factory," *Telegraph*, January 11, 2012, <http://www.telegraph.co.uk>; Angelo Moscatello, "Foxconn Employees Threaten Mass Suicides," *PC Magazine*, January 10, 2012, <http://www.pcmag.com>; Joel Johnson, "1 Million Workers, 90 Million iPhones, 17 Suicides: Who's to Blame?" *Wired Magazine*, February 15, 2011, <http://www.wired.com>.



2007574023GongXirui

2.Management should establish a mood barometer system, employee communities, in-company social platforms for daily discussions, and festive community events to give employees a greater sense of belonging and alleviate the loneliness of being away from home.

2007574042李弈乐LiYile

2. Encouraging open communication between managers and workers can offer an outlet for discussing issues related to work-life balance, mental health concerns, and personal problems.

Yile Qin 2007574055

2. Managers should open the factory to the public and let workers have free time to contact the world outside instead of living in the certain place. Also, focusing on workers' mental health is very important. Since workers are typically away from friends and families, companies can organize regular meetings for them to see their relatives and communicate with people.

Providing psychological counseling service to workers is also good.

2007574085lei xinyi

I think we should reduce workers' short-term holidays and increase workers' long-term holidays so that they can have time to go home and visit their relatives. In the factory, organize more group activities, so that workers can make friends in the factory, no longer feel lonely and can also relieve the pressure. At the same time, the management's concern and subsidies should be increased, so that workers can gain more sense of belonging.

10:50

Zuo Zhiye

I think managers should pay more attention to work-life balance rather than establishing the principle that work is everything

天津外国语大学(天外)
Tianjin Foreign Studies University
(TFSU)

New Topic
Motivation

Online class starts at 08:00
(Beijing Time, GMT+8)

Ivan Monich, PhD
April 13, 2023

Motivation

Learning Objectives. After completing this lecture, you should be able to:

- Describe the role that need deficiencies play in motivating employees.
- Compare the major differences between the four content approaches of motivation.
- Give examples of how the three process approaches affect employee motivation.
- Examine how the changing nature of the psychological contract influences employee motivation.
- Summarize the action steps that managers can take to motivate employees.



Introduction

One story about the culture of IBM concerns a situation involving company founder Thomas Watson. One of his top senior managers made a very costly mistake costing IBM about \$3 million. The manager started to clean out his desk to be ready for the inevitable “pink slip” firing. When Watson came to his office to talk, the manager started, “I know why you’re here. I’ll offer my resignation and leave.” Watson looked at the manager and warmly replied: “You don’t think I would let you go after I just spent \$3 million to train you.” Watson valued the manager, knew the individual wanted to do well, but had failed.

Although, the manager’s performance goal in this case was not achieved, he exerted every effort to do the job. Watson wanted to provide a positive motivation atmosphere at IBM. This IBM story has become part of the firm’s cultural history concerning motivation. The manager was an important part of IBM and despite his failure in this case, the leader of the firm was there to support the manager’s willingness to perform



Introduction

No one questions the central role motivation plays in shaping behavior and, specifically, in influencing work performance in organizations.² Nonetheless, as important as motivation is, it is not the only factor that determines performance. Over the years, a variety of other variables thought to play an important role in performance have been suggested. These include

- ability,
- instinct, and
- aspiration level as well as
- personal factors such as age,
- education, and
- family background.

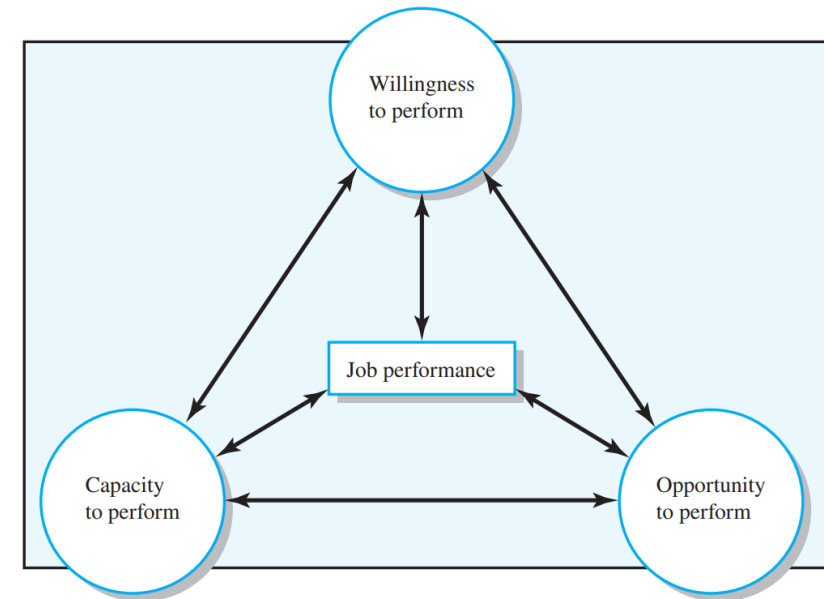
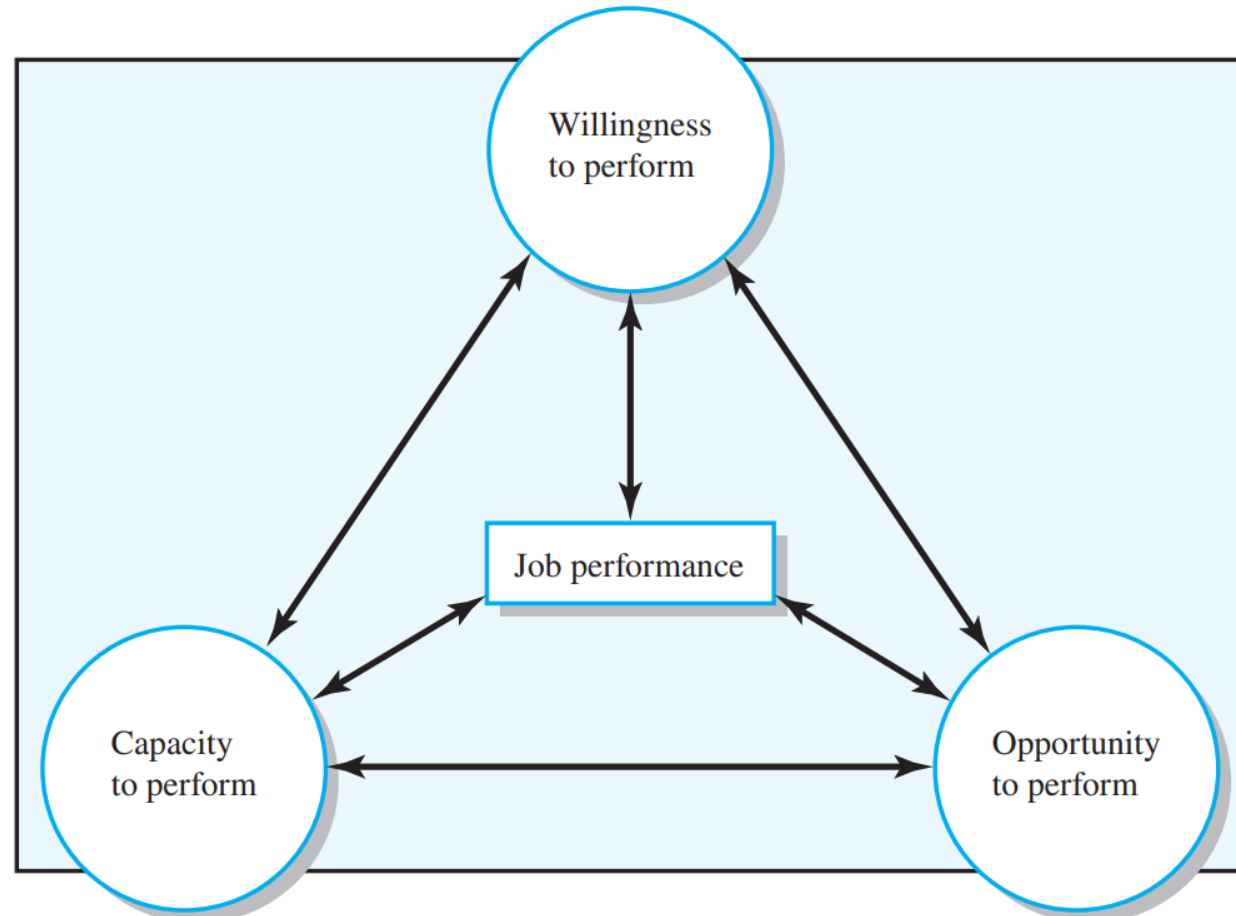


EXHIBIT Determinants of Job Performance Source: Adapted from M. Blumberg and C. Pringle, "The Missing Opportunity in Organizational Research: Some Implications for a Theory of Work Performance," Academy of Management Review, October 1982, p. 565.



Direction, intensity, and persistence.

It is helpful to think of motivation as being made up of at least three distinct components: **direction, intensity, and persistence.**

- Direction relates to what an individual chooses to do when presented with a number of possible alternatives.
- The intensity component of motivation refers to the strength of the response once the choice (direction) is made.
- Finally, persistence is an important component of motivation



<https://pixabay.com/photos/lightbulb-idea-creativity-base-3104355/>

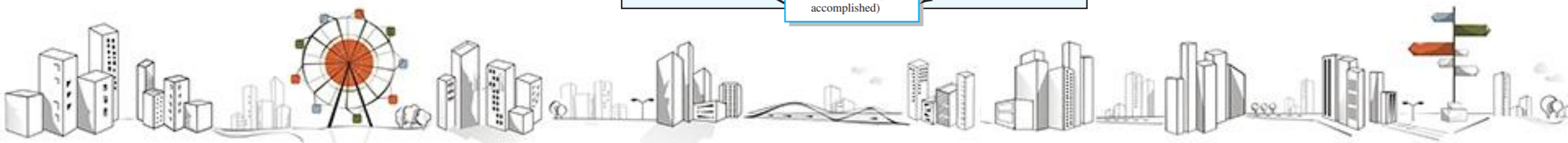
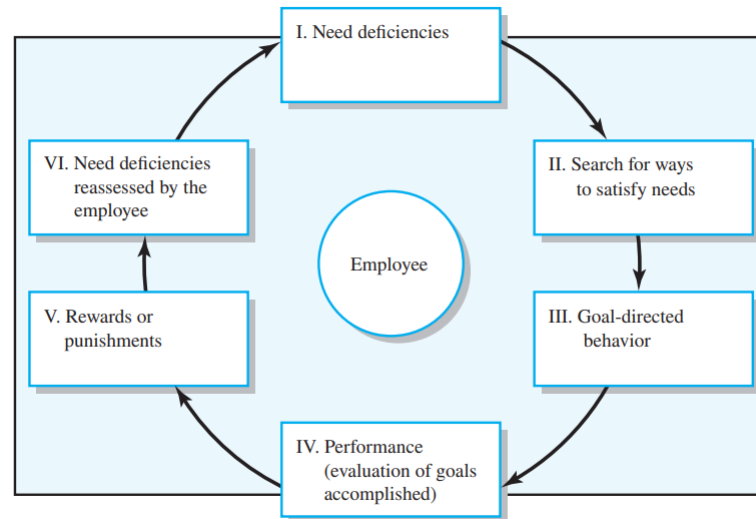


The deficiencies that an individual experiences at a particular point in time.

The Starting Point: Needs Motivate Employees

Most managers must motivate a diverse and, in many respects, unpredictable group of people. The diversity results in different behavioral patterns that are in some manner related to needs and goals. This type of diversity makes the manager's motivational work very challenging.

EXHIBIT 2
The Motivational Process: A General Model



Employee motivation

A study of about 4,000 employees found three main areas that affect employee motivation:

1. organizational issues such as compensation, benefits, career opportunities, and company reputation;
2. job issues including work schedules, opportunities to learn new skills, and challenging work; and
3. leader issues such as whether their leaders/supervisors are trustworthy, good motivators and coaches, and flexible in solving problems



Theoretical Base	Theoretical Explanation	Founders of the Theories	Managerial Application
Content	Focuses on factors within the person that energize, direct, sustain, and stop behavior. These factors can only be inferred.	Maslow—five-level needs hierarchy Alderfer—three-level hierarchy (ERG) Herzberg—two major factors called hygiene factors and motivators McClelland—three learned needs acquired from the culture: achievement, affiliation, and power Vroom—an expectancy theory of choices Adams—equity theory based on comparisons that individuals make Locke—goal-setting theory that conscious goals and intentions are the determinants of behavior	Managers must be aware of differences in needs, desires, and goals because each individual is unique in many ways.
Process	Describes, explains, and analyzes how behavior is energized, directed, sustained, and stopped.		Managers must understand the process of motivation and how individuals make choices based on preferences, rewards, and accomplishments.

Individual theories can be classified as representing either a **content** or a **process** approach to motivation. Content approaches focus on identifying specific motivation factors. Process approaches focus on describing how behavior is motivated. Exhibit 3 summarizes the basic characteristics of content and process theories of motivation from a managerial perspective.

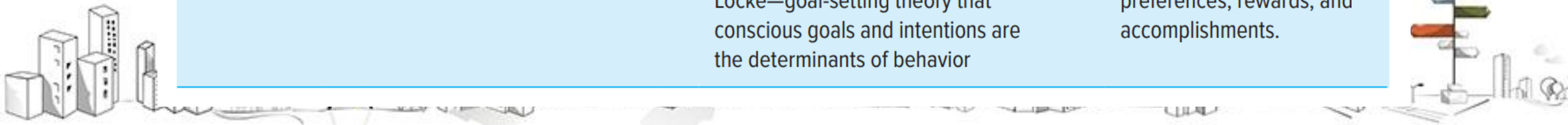
Both categories of theories have important implications for managers, who are—by the nature of their jobs—involved with the motivational process. We will examine several examples of both types, beginning with the content approaches.



EXHIBIT 3

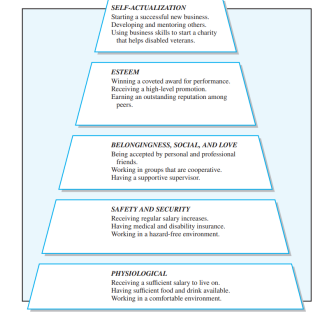
Managerial Perspective of Content and Process Theories of Motivation

Theoretical Base	Theoretical Explanation	Founders of the Theories	Managerial Application
Content	Focuses on factors within the person that energize, direct, sustain, and stop behavior. These factors can only be inferred.	Maslow—five-level needs hierarchy Alderfer—three-level hierarchy (ERG) Herzberg—two major factors called hygiene factors and motivators McClelland—three learned needs acquired from the culture: achievement, affiliation, and power	Managers must be aware of differences in needs, desires, and goals because each individual is unique in many ways.
Process	Describes, explains, and analyzes how behavior is energized, directed, sustained, and stopped.	Vroom—an expectancy theory of choices Adams—equity theory based on comparisons that individuals make Locke—goal-setting theory that conscious goals and intentions are the determinants of behavior	Managers must understand the process of motivation and how individuals make choices based on preferences, rewards, and accomplishments.



Q&A session

Content Approaches



The content theories of motivation focus on the factors within the person that **energize, direct, sustain, and stop behavior**. They attempt to determine the specific needs that motivate people. Four important content approaches to motivation are:

- (1) Maslow's needs hierarchy,
- (2) Alderfer's ERG theory,
- (3) Herzberg's two-factor theory, and
- (4) McClelland's learned needs theory. Each of these four theories has had an impact on managerial practices and will be considered in the paragraphs that follow.

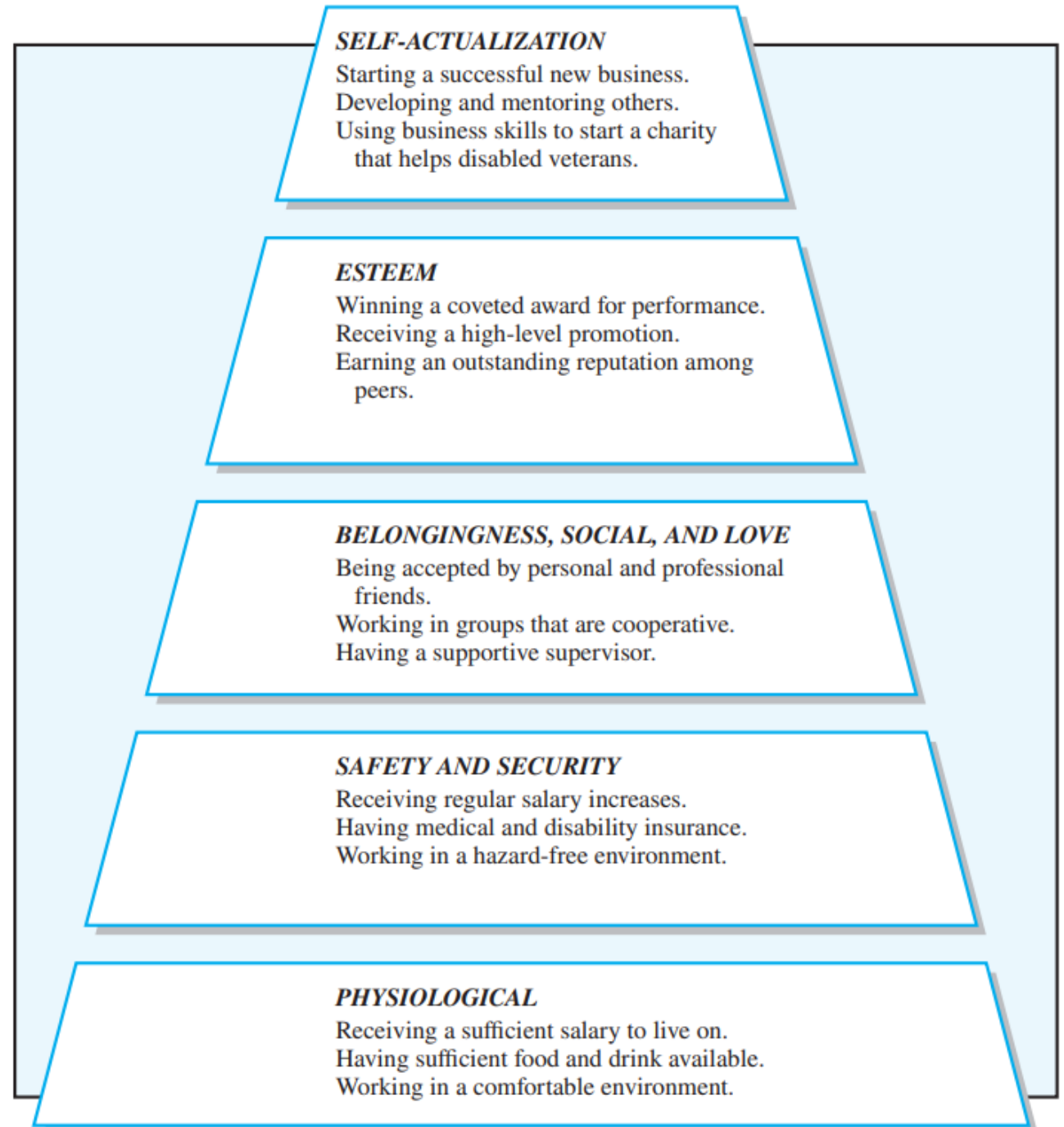


5-minute break

EXHIBIT 5.4

Maslow's Needs Hierarchy Related to the Job

1. Physiological. The need for food, drink, shelter, and relief from pain.
2. Safety and security. The need for freedom from threat, that is, security from threatening events or surroundings.
3. Belongingness, social, and love. The need for friendship, affiliation, interaction, and love.
4. Esteem. The need for self-esteem and for esteem from others.
5. Self-actualization. The need to fulfill oneself by making maximum use of abilities, skills, and potential.



Contribution to the theory made by M. Porter

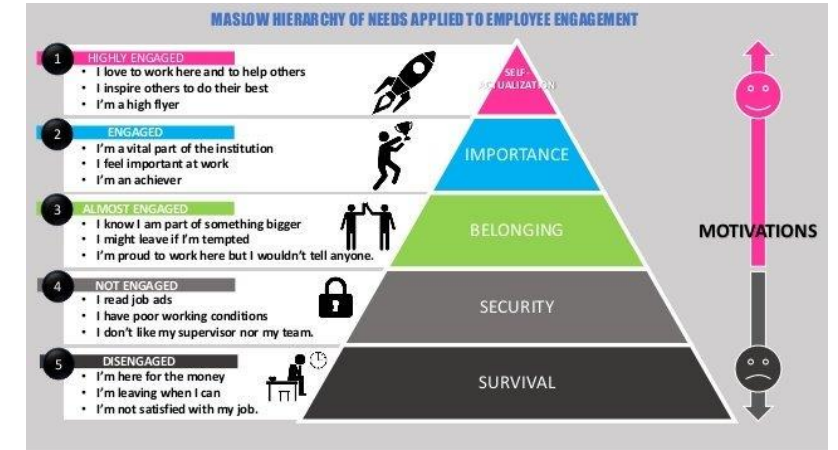
Several research studies have attempted to test the needs-hierarchy theory. The first field-reported research that tested a modified version of Maslow's needs hierarchy was performed by Porter.⁹ At the time of the initial studies, Porter assumed that physiological needs were being adequately satisfied for managers, so he substituted a higher-order need called autonomy, defined as the person's satisfaction with opportunities to make independent decisions, set goals, and work without close supervision.

Research studies have reported:

1. Managers higher in the organization chain of command place greater emphasis on selfactualization and autonomy.
2. Managers at lower organizational levels in small firms (less than 500 employees) are more satisfied than their counterpart managers in large firms (more than 5,000 employees); however, managers at upper levels in large companies are more satisfied than their counterparts in small companies.¹¹
3. U.S. managers overseas are more satisfied with autonomy opportunities than are their counterparts working in the United States.



LEADERSHIP BASICS WITH MASLOW



Alderfer's ERG Theory

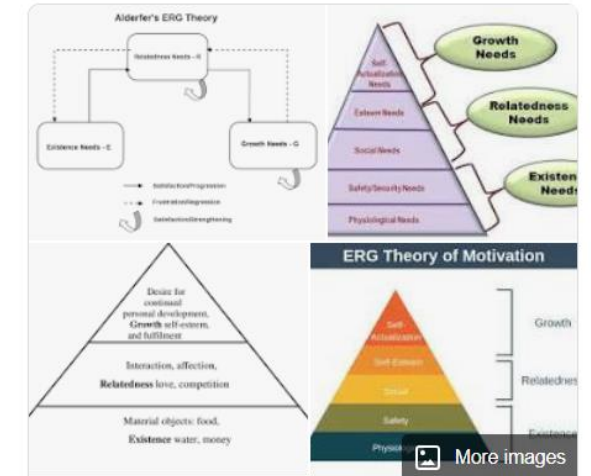
Alderfer agrees with Maslow that individual needs are arranged in a hierarchy. However, his proposed needs hierarchy involves only three sets of needs:

1. **Existence.** Needs satisfied by such factors as food, air, water, pay, and working conditions.
2. **Relatedness.** Needs satisfied by meaningful social and interpersonal relationships.
3. **Growth.** Needs satisfied by an individual making creative or productive contributions.



Abraham Maslow
1908-1970

Clayton Alderfer
1940-



ERG theory

ERG theory is a theory in psychology proposed by Clayton Alderfer. Alderfer further developed Maslow's hierarchy of needs by categorizing the hierarchy into his ERG theory. The existence category is concerned with the need for providing the basic material existence requirements of humans. [Wikipedia](#)

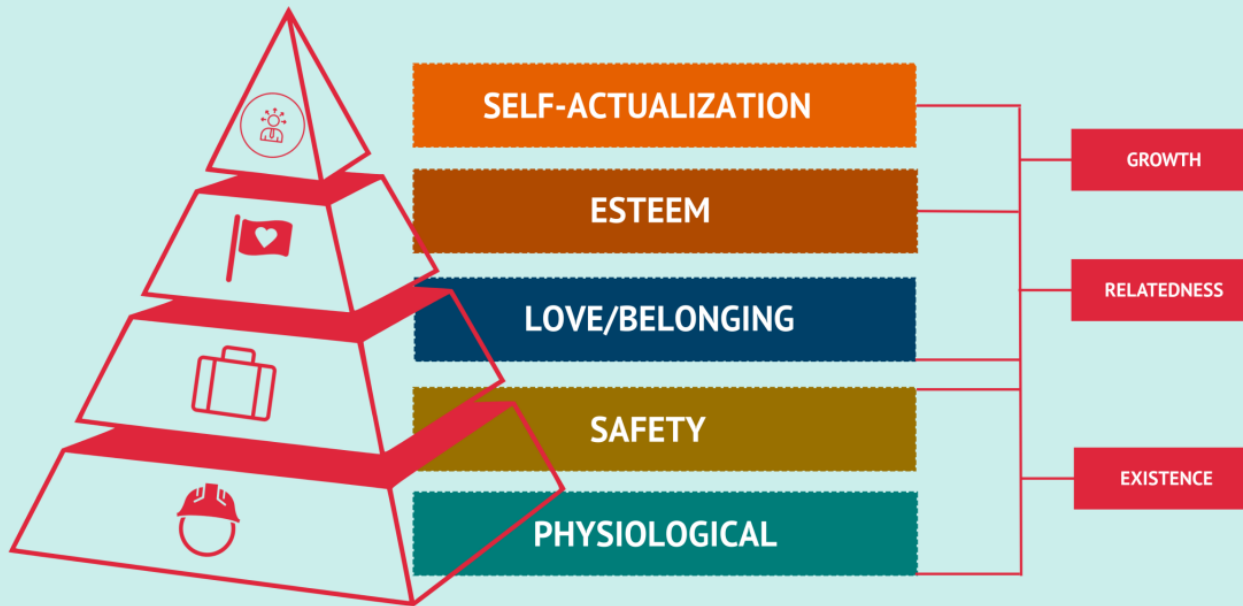


ERG Theory

What Is The ERG Theory? The ERG Theory In A Nutshell - FourWeekMBA. (n.d.). Retrieved April 12, 2023, from <https://fourweekmba.com/erg-theory/>

The ERG Theory In A Nutshell

The ERG theory was developed by American psychologist Clayton Alderfer between 1961 and 1978. The ERG theory is a motivational model based on Maslow's hierarchy of needs. The ERG theory is based on an acronym of three groups of core needs: existence, relatedness, growth.



Herzberg's Two-Factor Theory

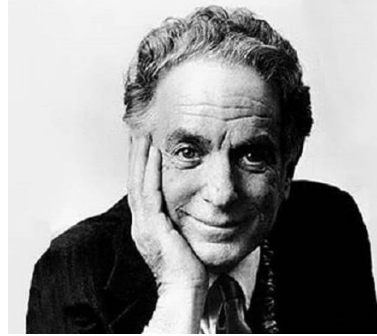
Herzberg developed a content theory known as the two-factor theory of motivation. The two factors are called hygiene factors (**dissatisfiers**) and motivators (**satisfiers**). Herzberg suggests that both hygiene factors and motivators need to be present in order for employees to feel motivated. Hygiene factors are extrinsic conditions from the job context and include salary, job security, working conditions, status, company procedures, quality of technical supervision, and quality of interpersonal relations among peers, superiors, and subordinates. When present, employees reach a point where they are “not dissatisfied” with their job; however, this condition is not sufficient to motivate high levels of employee performance. Motivators, on the other hand, are intrinsic conditions from job content that make the job meaningful and satisfying.

Motivators include achievement, recognition, responsibility, advancement, the work itself, and the possibility for growth.



EXHIBIT 5

Traditional versus Herzberg View of Job Satisfaction



About

Frederick Irving Herzberg was an American psychologist who became one of the most influential names in business management. He is most famous for introducing job enrichment and the Motivator-Hygiene theory. [Wikipedia](#)

Born: 18 April 1923, [Lynn, Massachusetts, United States](#)

Died: 19 January 2000, [University of Utah Hospital, Salt Lake City, Utah, United States](#)

Full name: Frederick Irving Herzberg

I. Traditional Job Satisfaction Theory

High job dissatisfaction

High job satisfaction



II. Herzberg's Two-Factor Theory

No job satisfaction

High job satisfaction



Based on Motivators

- Feeling of achievement
- Meaningful work
- Opportunities for advancement
- Increased responsibility
- Recognition
- Opportunities for growth

High job dissatisfaction

No job dissatisfaction



Based on Hygiene Factors

- Pay
- Status
- Job security
- Working conditions
- Fringe benefits
- Policies and procedures
- Interpersonal relations



MOTIVATORS AND HYGIENE FACTORS ACROSS CULTURES

Motivators	Satisfying Job Events	Dissatisfying Job Events
United States	80%	20%
Japan	62	40
Finland	90	18
Hungary	78	30
Italy	60	35
Hygiene Factors		
United States	20%	75%
Japan	10	65
Finland	10	80
Hungary	22	78
Italy	30	70

Source: Adapted from S.A. Snell, C.C. Snow, S. Conney Davison, and D.C. Hambrick, "Designing and Supporting Transnational Teams: The Human Resource Agenda," *Human Resource Management* 37 (1998), pp. 147-58; F. Herzberg, "Workers' Needs: The Same Around the World," *Industry Week* 234, no. 6 (September 21, 1987), pp. 29-32.

Herzberg suggests that motivators (intrinsic conditions) and hygiene factors can be applied to understanding factory (extrinsic conditions) workers in most countries and cultures. The nearby Global OB feature, which combines the research and reports of a number of researchers, supports the application of Herzberg's two-factor explanation across diverse cultures. For example, in Italy 60 percent of the workers indicated that motivators accounted for job satisfaction, while 90 percent of workers in Finland reported that motivators accounted for job satisfaction.¹⁹ A related study of employees in Turkey, Cyprus, Nigeria, and Great Britain reported general support for Herzberg's two-factor theory. Factors associated with the work attitudes of employees from these nations could be separated into two distinct categories: motivators and hygiene factors. Other recent research studies in Japan and Brazil are also generally supportive of Herzberg's theory.



MOTIVATORS AND HYGIENE FACTORS ACROSS CULTURES

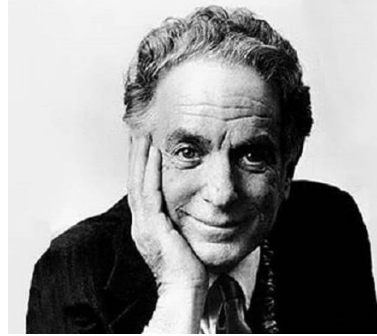
Motivators	Satisfying Job Events	Dissatisfying Job Events
United States	80%	20%
Japan	82	40
Finland	90	18
Hungary	78	30
Italy	60	35
Hygiene Factors		
United States	20%	75%
Japan	10	65
Finland	10	80
Hungary	22	78
Italy	30	70

Source: Adapted from S.A. Snell, C.C. Snow, S. Canney Davison, and D.C. Hambrick, "Designing and Supporting Transnational Teams: The Human Resource Agenda," *Human Resource Management* 37 (1998), pp. 147–58; F. Herzberg, "Workers' Needs: The Same Around the World," *Industry Week* 234, no. 6 (September 21, 1987), pp. 29–32.



EXHIBIT 5

Traditional versus Herzberg View of Job Satisfaction



About

Frederick Irving Herzberg was an American psychologist who became one of the most influential names in business management. He is most famous for introducing job enrichment and the Motivator-Hygiene theory. [Wikipedia](#)

Born: 18 April 1923, [Lynn, Massachusetts, United States](#)

Died: 19 January 2000, [University of Utah Hospital, Salt Lake City, Utah, United States](#)

Full name: Frederick Irving Herzberg

I. Traditional Job Satisfaction Theory

High job dissatisfaction

High job satisfaction



II. Herzberg's Two-Factor Theory

No job satisfaction

High job satisfaction



Based on Motivators

- Feeling of achievement
- Meaningful work
- Opportunities for advancement
- Increased responsibility
- Recognition
- Opportunities for growth

High job dissatisfaction

No job dissatisfaction



Based on Hygiene Factors

- Pay
- Status
- Job security
- Working conditions
- Fringe benefits
- Policies and procedures
- Interpersonal relations



Criticisms for Herzberg's model

Although the list of criticisms for Herzberg's model is long, the impact of the theory on practicing managers should not be underestimated. For example, one concept that emerged from Herzberg's work is that of job enrichment. Job enrichment is defined as the process of building personal achievement, recognition, challenge, responsibility, and growth opportunities into a person's job. This has the effect of increasing the individual's motivation by providing her with more discretion and accountability when performing challenging work. Herzberg believed that job enlargement would improve task efficiency and human satisfaction.



HAPPINESS MOTIVATES EMPLOYEES AT TRADER JOE'S

With more than 480 stores across the country, Trader Joe's is a unique grocery chain in many ways. Employees wear Hawaiian shirts; management rings a captain's brass bell to communicate to crew members; and private-labeled, reasonably priced products from around the world line store shelves. But one thing that differentiates Trader Joe's from other retailers is that employees always look and sound happy, routinely going the extra mile as part of their job.

Trader Joe's consistently lands on the list of best customer service experiences—and that's no accident. People who work for the company *want* to be part of the Trader Joe's community, which includes learning and doing just about every job in the store. Cashiers engage customers at the checkout, asking if they've ever tried the Trader José salsa and recommend ways to serve it. And they take great care to pack groceries carefully. Crew members routinely approach customers who look lost while searching for a particular item, ask how they can help, and then lead the shopper right to the product—even if it's three aisles away. Another interesting strategy is encouraging employees to cook up tasty dishes in the store to share with their colleagues—a great way to motivate employees to show their enthusiasm for Trader Joe's products and share that exuberance with customers. There's nothing scripted about the Trader Joe's shopping experience.

Several years ago, a Trader Joe's employee in Pennsylvania took a desperate call from a woman worried her elderly dad wouldn't have

enough food for the holidays with impending bad weather on the way. The woman asked if Trader Joe's would deliver groceries to her father, and the crew member replied yes, even though the chain normally doesn't offer delivery service. Thirty minutes later, the groceries were on the gentleman's doorstep—free of charge.

Trader Joe's takes hiring the right people very seriously and outlines its expectations on a Careers website page. The company hires people who are totally engaged in what they are doing and who really care about their jobs—no matter what the job is. The company also fosters an environment where employees demonstrate a sense of enjoying what they do and treating colleagues and customers alike as family and friends. That's why Trader Joe's just might be one of the happiest places to work—and shop.

Sources: Company website, "Careers," <http://www.traderjoes.com>, accessed March 17, 2016; David DiSalvo, "What Trader Joe's Knows about Making Your Brain Happy," *Forbes*, <http://www.forbes.com>, accessed March 17, 2016; Anna Hensel, "Trader Joe's Ex-CEO on Solving Social Needs while Succeeding in the Marketplace," *Inc.*, <http://www.inc.com>, accessed March 17, 2016; Gregory Ciotti, "10 Stories of Unforgettable Service," *Entrepreneur*, <http://www.entrepreneur.com>, accessed March 17, 2016; Lee Breslouer, "Trader Joe's Employees Dish on Their Secretive Employer," *Thrillist*, <https://www.thrillist.com>, accessed March 17, 2016; Katherine Baker, "Why I Quit My Full Time Job to Work at Trader Joe's," *Spoon University*, <https://spoonuniversity.com>, accessed March 17, 2016.

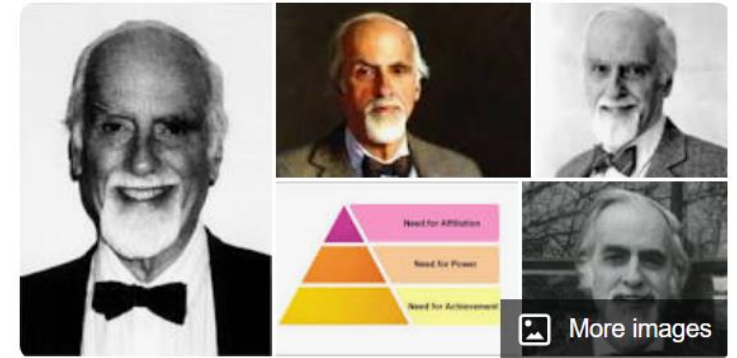
McClelland's Learned Needs Theory

McClelland has proposed a theory of motivation that is closely associated with learning concepts. He believes that many needs are acquired from the culture.²⁴ Three of these learned needs are the need for achievement (n Ach), the need for affiliation (n Aff), and the need for power (n Pow).

McClelland contends that when a need is strong in a person, its effect is to motivate the person to use behavior that leads to its satisfaction. For example, having a high n Ach encourages an individual to set challenging goals, to work hard to achieve the goals, and to use the skills and abilities needed to achieve them.

David McClelland

American psychologist



David Clarence McClelland was an American psychologist, noted for his work on motivation Need Theory. He published a number of works between the 1950s and the 1990s and developed new scoring systems for the Thematic Apperception Test and its descendants. [Wikipedia](#)

Born: 20 May 1917, [Mount Vernon, New York, United States](#)

Died: 27 March 1998, [Lexington, Massachusetts, United States](#)



McClelland's Learned Needs Theory

Based on research results, McClelland developed a descriptive set of factors that reflect a high need for achievement. These are:

1. The person likes to take responsibility for solving problems.
2. The person tends to set moderate achievement goals and is inclined to take calculated risks.
3. The person desires feedback on performance.



McClelland's Learned Needs Theory

The need for affiliation reflects a desire to interact socially with people. A person with a high need for affiliation is concerned about the quality of important personal relationships, and thus, social relationships take precedence over task accomplishment. A person with a high need for power, meanwhile, concentrates on obtaining and exercising power and authority. He or she is concerned with influencing others and winning arguments. Power has two possible orientations according to McClelland. It can be negative in that the person exercising it emphasizes dominance and submission. Or power can be positive in that it reflects persuasive and inspirational behavior



McClelland's Learned Needs Theory

- McClelland's theory faces a number of criticisms. Not the least of these criticisms is that most of the available evidence supporting the theory has been provided by McClelland or his associates. McClelland's use of projective psychological personality tests has been questioned as being unscientific. Furthermore, McClelland's claim that n Ach can be learned runs counter to a large body of literature that argues the acquisition of motives normally occurs in childhood and is very difficult to alter in adulthood. Finally, McClelland's theory is questioned on grounds of whether the needs are permanently acquired.





A Synopsis of the Four Content Theories

Each of the four content theories attempts to explain behavior from a slightly different perspective. None of the theories has been accepted as the sole basis for explaining motivation. Although some critics are skeptical, it appears that people have innate and learned needs and that various job factors result in a degree of satisfaction. Thus, each of the theories provides the manager with some understanding of behavior and performance.

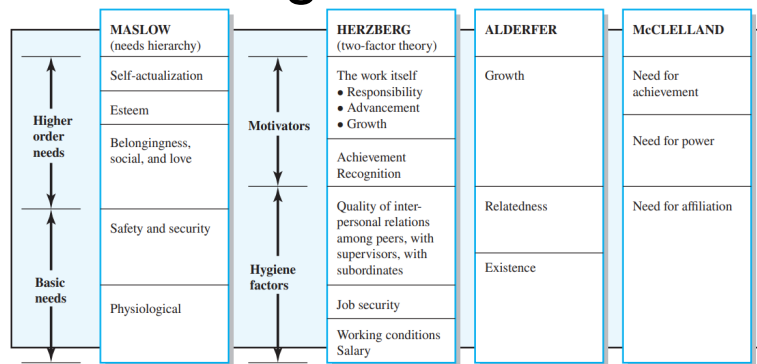
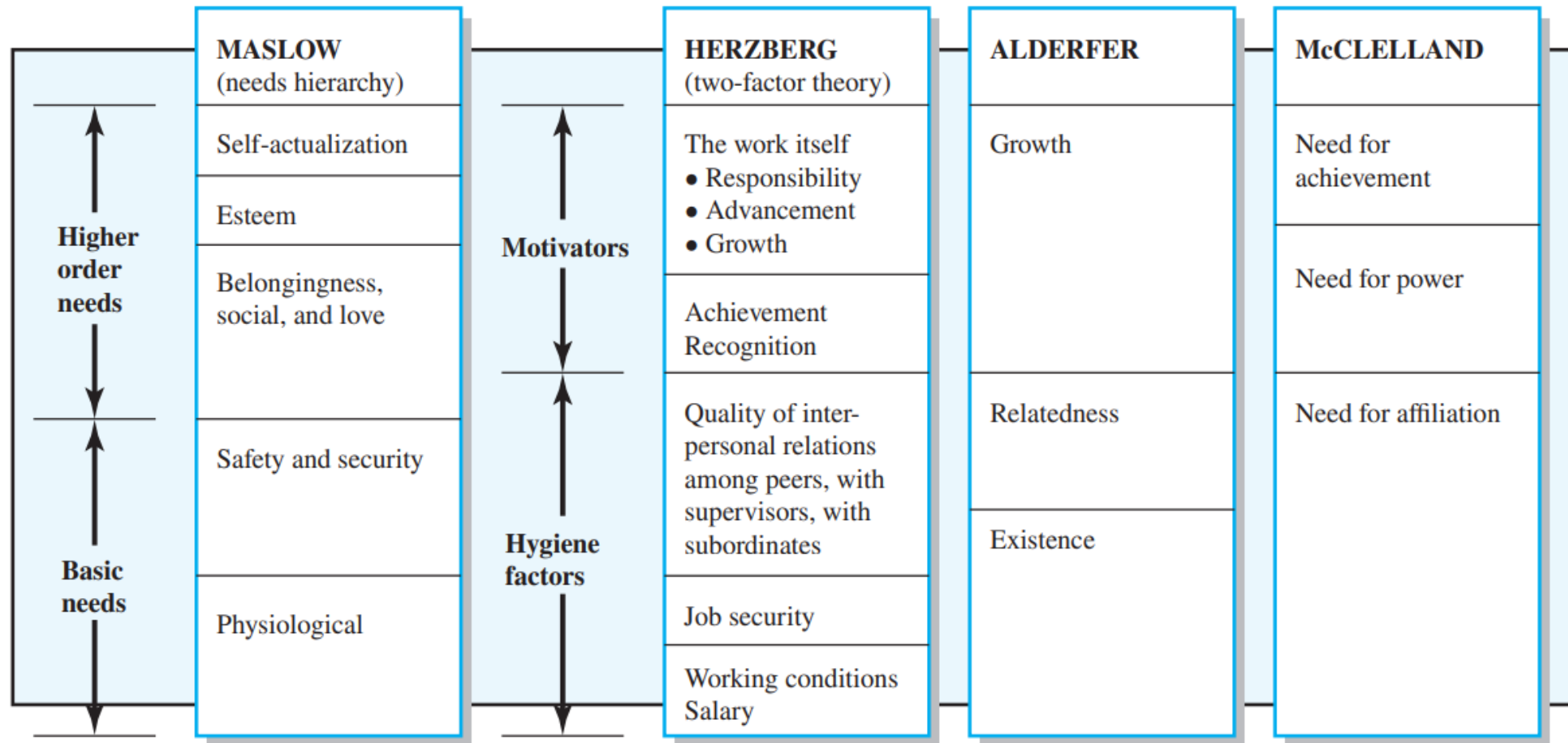


EXHIBIT 5.6

A Graphic Comparison of Four Content Approaches to Motivation



天津外国语大学(天外)
**Tianjin Foreign Studies University
(TFSU)**

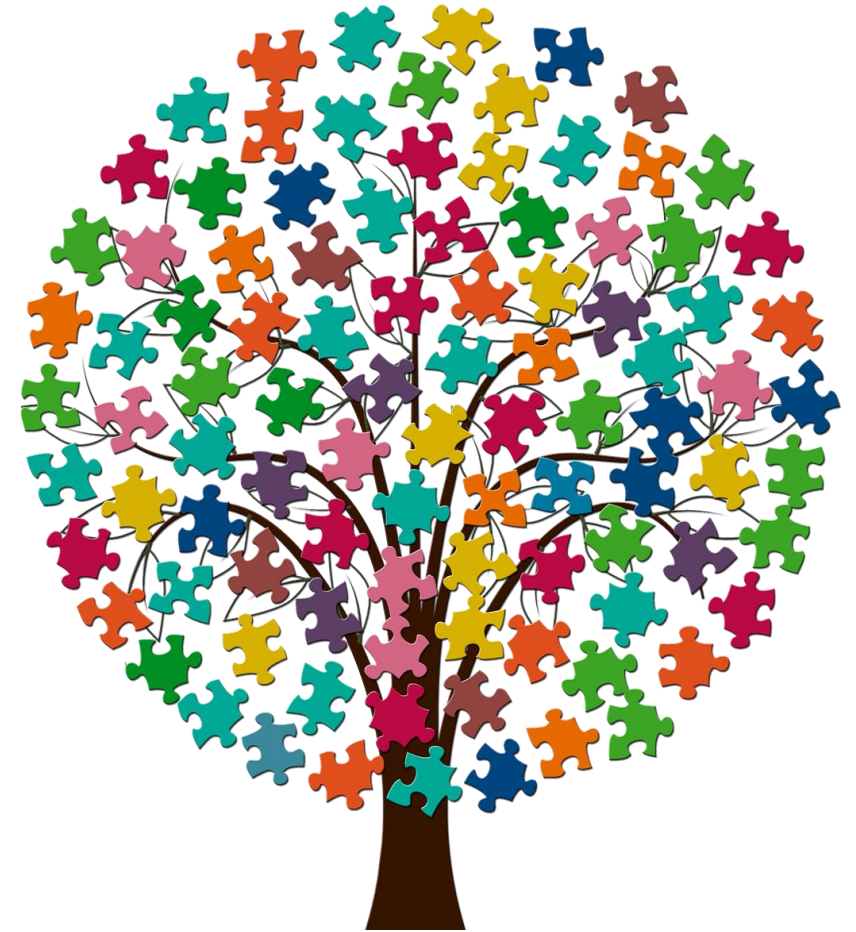
Organizational Behaviour

**Online class starts at 08:00
(Beijing Time, GMT+8)**

Ivan Monich, PhD
April 20, 2023, week 09

Process Approaches

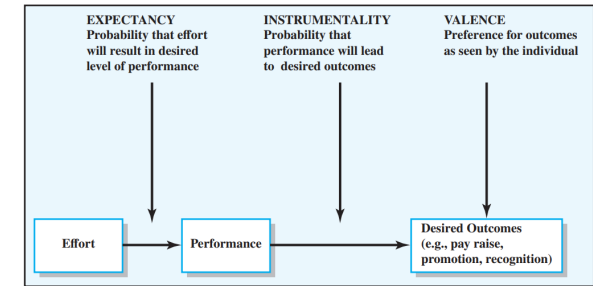
The content theories we have examined focus mainly on the needs and incentives that cause behavior. They are concerned primarily about which specific things motivate people. The process theories of motivation are concerned with answering the questions of how individual behavior is energized, directed, maintained, and stopped. This section examines three process theories: expectancy theory, equity theory, and goal-setting theory. In discussing each of these in the paragraphs that follow, we will show how the motivational process works in organizational settings.



<https://pixabay.com/illustrations/tree-share-puzzle-pieces-silhouette-2718836/>



Expectancy Theory



One of the more popular explanations of motivation was developed by Victor Vroom. Numerous studies have been done to test the accuracy of expectancy theory in predicting employee behavior, and direct tests have been generally supportive. In addition, a research study that rated the overall importance, scientific validity, and practical usefulness of 73 organizational behavior theories reported that expectancy theory has high levels of importance, validity, and usefulness.

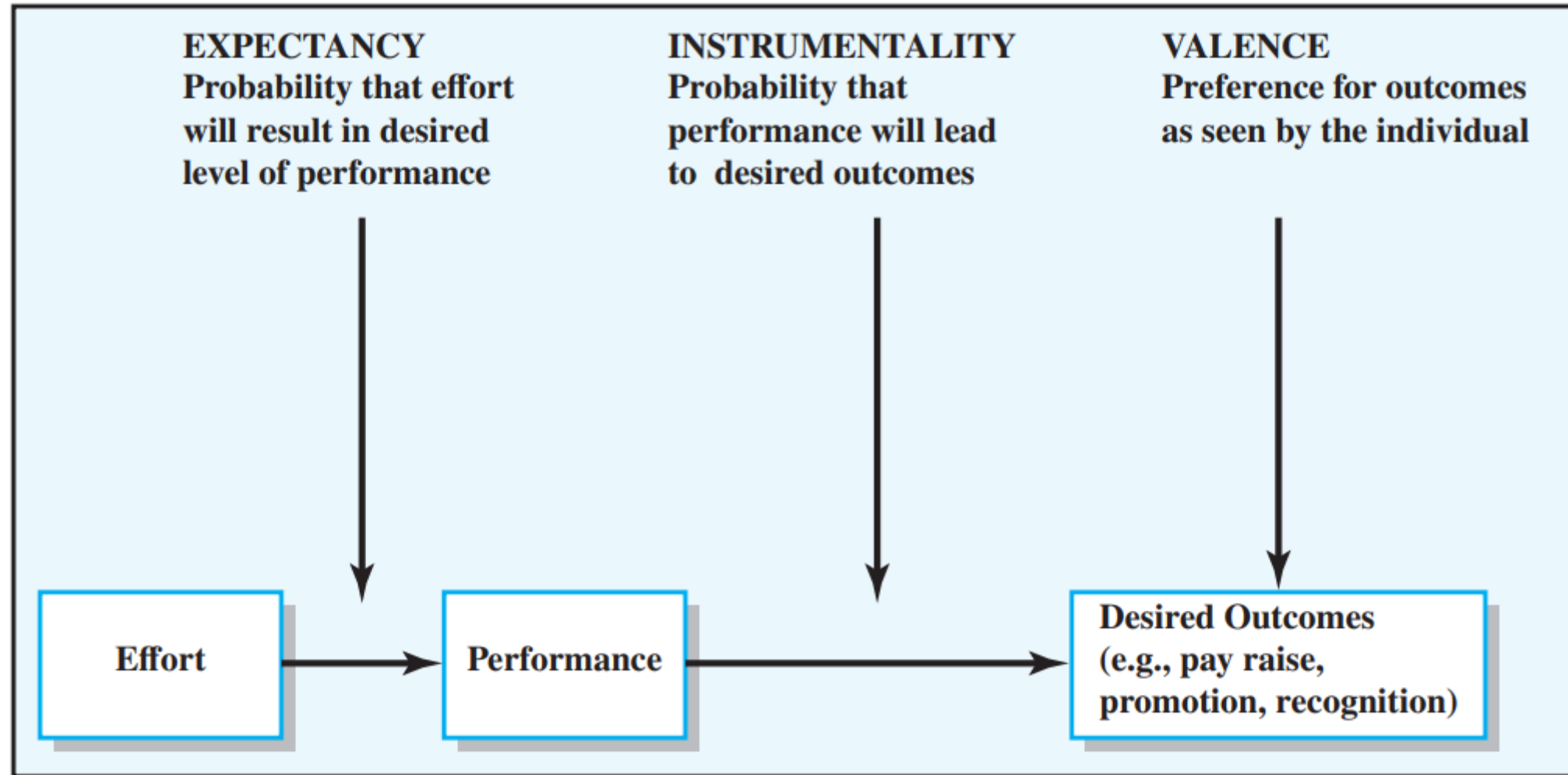
Vroom defines motivation **as a process governing choices among alternative activities**. In his view, most behaviors are considered to be under the voluntary control of the employee and consequently are motivated. To understand expectancy theory, it is necessary to define the terms of the theory and explain how they operate. As seen in the general expectancy model in Exhibit 7, the four most important components of expectancy theory are expectancy, instrumentality, outcomes, and valence.



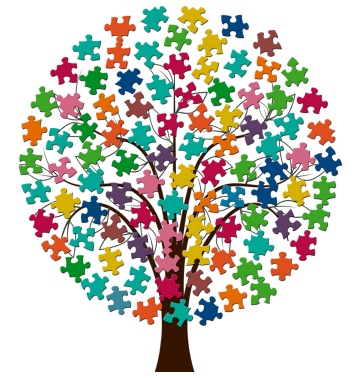
EXHIBIT 7

Expectancy Theory

expectancy theory
A theory of motivation that suggests employees are more likely to be motivated when they perceive their efforts will result in successful performance and, ultimately, desired rewards and outcomes.

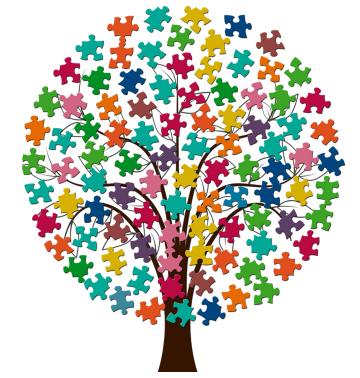


Expectancy



Expectancy refers to the probability that an employee's effort will result in a desired level of performance. This expectancy represents the employee's perception of how hard it will be to successfully perform a task or assignment (e.g., redesigning the company's website or completing the budget on time). Employees who think they can get the job done well will have a high expectancy as opposed to those employees who have a low expectancy; that is, they may lack the skills, training, or time to successfully complete a given task or project. Managers should try to match the requirements of a particular task or project with qualified employees who have the potential to successfully complete the given assignment.

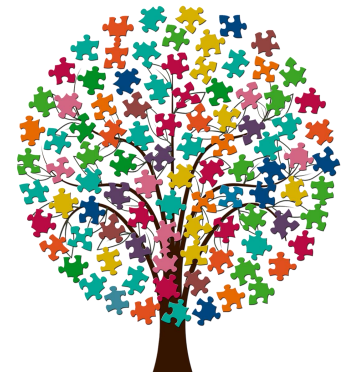




Instrumentality

- Instrumentality refers to the strength of an employee's belief that her performance will lead to desired outcomes. For many reasons (e.g., a distracted supervisor), not all good performance is recognized. However, if the employee believes that her hard work on an important high-profile project will be noticed and rewarded with an outcome, her instrumentality expectancy will be high. Managers need to not only communicate to employees that successful performance on projects will be rewarded, but they need to reward high performance in a timely manner. This will strengthen instrumentality in the minds of employees





Desired Outcomes and Valence

Valence refers to the preferences for outcomes as seen by the individual. For example, a person may prefer a 10 percent merit raise to an extra week of paid vacation. An outcome is positively valent when it is preferred and negatively valent when it is not preferred or is avoided. The aforementioned pay raise is an example of a positively valent outcome, whereas a promotion to manager may be negatively valent to those employees who would rather not be in charge of other employees.



Adobe Systems

Adobe Systems, the global company that produces software including Photoshop, Acrobat, and the Digital Marketing Suite, recently made a drastic change to the way it evaluates performance. Adobe switched from annual performance reviews to frequent “check-ins,” sessions where managers provide employees with targeted coaching and advice. There is no set format or frequency for these sessions, and managers are not required to fill out forms or use technology to document what is discussed in these conversations. The only requirement is the “check-ins” must happen on a regular basis to discuss expectations, give and receive feedback, and help employees with growth and development plans. This informal approach has helped managers hone their skills, and more than 75 percent of Adobe employees report that managers are more open to feedback from them.



Adobe

Computer software
company



adobe.com

Adobe Inc., originally called Adobe Systems Incorporated, is an American multinational computer software company incorporated in Delaware and headquartered in San Jose, California. [Wikipedia](#)

Stock price: [ADBE](#) (NASDAQ) \$371.11 -5.14 (-1.37%)

Apr 11, 4:00 PM EDT - Disclaimer

Customer service: 1 (800) 833-6687

Founded: December 1982, [Mountain View, CA](#)

Headquarters: [San Jose, CA](#)

CEO: [Shantanu Narayen](#) (Dec 1, 2007–)

CTO: [Abhay Parasnis](#)

Founders: [Charles Geschke](#), [John Warnock](#)

Revenue: 15.78 billion USD (2021)

Equity Theory

Equity theory explains how people's perceptions of how fairly they are treated in social exchanges at work (e.g., amount of the pay raise this year, how well the supervisor treats them, etc.) can influence their motivation. The essence of equity (which also means "fairness") theory is that employees compare their efforts and rewards with those of others in similar work situations. This theory of motivation is based on the assumption that individuals are motivated by a desire to be equitably treated at work. The individual works in exchange for rewards from the organization



Four important terms in the Equity theory are

1. Person. The individual for whom equity or inequity is perceived.
2. Comparison other. Any group or persons used by Person as a referent regarding the ratio of inputs and outcomes.
3. Inputs. The individual characteristics brought by Person to the job. These may be achieved (e.g., skills, experience, learning) or ascribed (e.g., age, sex, race).
4. Outcomes. What Person received from the job (e.g., recognition, fringe benefits, pay).



Change Procedures to Restore Equity

Equity theory suggests a number of alternative ways to restore a feeling or sense of equity. Let's assume you and your co-worker are both working as sales associates for a popular sporting goods company. You put in longer hours and have more sales than your colleague. To your shock and surprise, you have just found out that your colleague received a 一万 元 raise (compared to your 3000 元 raise). Not only do you feel angry and frustrated, but you also feel unfairly treated.

In response to this underrewarded condition, equity theory suggests a number of alternative methods to restore a feeling or sense of equity vis-à-vis your treatment (as compared to that of your colleague). Some examples of restoring equity are:

1. Changing inputs. You may decide to put less time or effort into the job.
2. Changing outcomes. You may decide to negotiate for a much larger pay raise (e.g., to get at least 10,000 元 total).
3. Changing attitudes. Instead of changing inputs or outcomes, you may simply change your attitude by convincing yourself that the money is less important than other outcomes (e.g., nice place to work, job security, etc.).
4. Changing the reference person. In this example, you can change the reference person to someone who received a raise that was similar to the one you received. This might allow you to restore equity by comparing your outcomes/input ratio to someone with a similar ratio.
5. Changing the inputs or outcomes of the reference person. Since the original reference person is a co-worker, you might encourage the individual to work longer hours and work harder to justify the larger pay increase (i.e., increase inputs).
6. Leaving the field. Due to the frustration and perceived unfairness of the situation, you may decide to simply quit your job.



Research on Equity

Most of the research on equity theory has focused on pay as the basic outcome. The tendency to omit other relevant outcomes limits the impact of the theory in work situations. A review of the studies also reveals that the reference person is not always clarified. A typical research procedure is to ask a person to compare his or her inputs and outcomes with those of a specific person. In most work situations, an employee selects the reference person after working for some time in the organization. Two issues to consider are whether comparison persons are within the organization and whether reference persons change during a person's work career.



Organizational Justice

In the 1980s and 1990s, equity theory inspired new streams of research to explain employee attitudes and behavior. As summarized in Exhibit 5.9, four dimensions of organizational justice have emerged: distributive, procedural, interpersonal, and informational. The concept of organizational justice, or the degree to which individuals feel fairly treated at the workplace, attracted a considerable amount of research attention.

The four components of this research domain are: **distributive, procedural, interpersonal, and informational justice**. Distributive justice is the perceived fairness of how resources and rewards are distributed throughout an organization. This concept often deals with compensation and is closely related to the previous discussion of equity theory. However, researchers have applied the concept of distributive justice to a wide variety of workplace situations, including organizational politics, university tenure and promotion decisions, antismoking policies, mentoring, teams, and satisfaction with benefit levels

organizational justice

An area of organizational science research that focuses on perceptions and judgments by employees regarding the fairness of their organizations' procedures and decisions.

distributive justice

The perceived fairness of how resources and rewards are distributed throughout an organization.

procedural justice

The perceived fairness of the processes used by the organization to arrive at important decisions.



Procedural justice

Procedural justice has been shown to have a positive impact on a number of affective and behavioral reactions. These reactions include:

- Organizational commitment.
- Intrinsic motivation.
- Intent to stay with organization.
- Organizational citizenship.
- Trust in supervisor.
- Satisfaction with decision outcome.
- Work effort.
- Task performance.



Procedural justice

Positive consequences of procedural justice have been found in important organizational decision contexts, including pay allocation, personnel selection, and performance appraisal. Since procedural justice can provide benefits to organizations, an important issue involves the types of decision-making procedures that people consider to be fair. People are more inclined to interpret decisions to be fair when they have a voice in the decision, there is consistency in decision making, and the process and procedures conform to ethical and moral values.

Two explanations have emerged regarding why procedural justice works. **Self-interest theory** proposes that people want fair procedures because such fairness enables them to obtain desired extrinsic outcomes. Although a manager may decide not to promote a person, if the process has been fair it will be accepted and the employee will be more likely to remain committed to the organization.

Group value theory suggests that people value fairness as a means of realizing such desired intrinsic outcomes as self-esteem. People have a strong sense of affiliation with groups to which they belong. Fair group procedures are considered to be a sign of respect and an indication that they are valued members of the group. This results in a higher sense of self-esteem.



Interpersonal justice

Related to procedural justice is the concept of **interpersonal** justice, which refers to judgments made by employees about whether they feel fairly treated by their supervisors and other authorities in the organization.⁴² Perceptions of interpersonal justice are higher when authorities are seen as treating employees in a dignified and respectful manner. However, interpersonal injustice can occur if employees perceive that the authorities treat them in an insulting, embarrassing, humiliating manner in front of others or label the employees.



Workplace aggression

Unfortunately, poor treatment by authorities in organizations appears to be a common occurrence. In a random telephone survey of 1,000 working adults in the United States, about 45 percent of respondents reported that they work or have worked for an abusive supervisor. The researchers defined abusive behavior as verbal abuse, intimidation, and threatening gestures. Other researchers analyzed 110 research studies to compare the effects of sexual harassment and workplace bullying on employees. They defined workplace aggression as any behavior that included:

- Persistently criticizing employees' work.
- Yelling.
- Spreading gossip or lies.
- Reminding employees of their mistakes.
- Excluding or ignoring workers.
- Insulting workers' habits, attitudes, or personal lives



Informational justice,

A final form of organizational justice, informational justice, focuses on whether employees perceive that decisions and other communication from authorities are explained in a fair manner.⁴⁷ When important decisions are being communicated to employees, do authorities take time to explain their decisions in a thorough and reasonable manner? Or, do they send out a brief e-mail that announces major changes without adequate justification? The former approach will build a sense of informational justice among employees whereas the latter approach will erode it. For example, layoffs are a fact of life for many organizations.

Here are some approaches that managers can take to promote high levels of informational justice during turbulent times:

- Informal “chats” by top executives (via e-mail, in person, or by videoconference).
- Don’t sugarcoat bad news; employees will sense this and lose confidence in decision makers.
- Set specific timeframes for delivering progress reports to employees in person, via the company’s intranet or website, or by other communication channels.



Summary

In addition, some CEOs communicate with their employees via blogs and other forms of social media. For example, Richard Branson, founder of the Virgin Group, regularly communicates with employees and others via Twitter and his blog, while Jeff Immelt, GE's CEO, writes his "On My Mind" blog for GE employees. Blogs and other communication channels are meant to convey a sense of trust and inclusiveness while decreasing secrecy and dishonesty when authorities communicate to employees.

In sum, the organizational justice literature suggests that if authorities treat employees in what's perceived to be a fair manner, then employees are more likely to trust their supervisors and organizations.



Goal Setting

Interest in applying goal setting to organizational problems and issues has been growing since Locke presented what is now considered a classic paper in 1968. A goal is a result that a person, team, or group is attempting to accomplish through behavior and actions. Locke proposed that goal setting is a cognitive process of some practical utility. His view is that an individual's conscious goals and intentions are the primary determinants of behavior. It has been noted that "one of the commonly observed characteristics of intentional behavior is that it tends to keep going until it reaches completion." That is, once a person starts something (e.g., a job, a new project), he or she pushes on until a goal is achieved. Also, goal-setting theory emphasizes the importance of conscious goals in explaining motivated behavior. Locke has used the notion of intentions and conscious goals to propose and provide research support for the thesis that difficult and specific conscious goals will result in higher levels of performance if these goals are accepted by the individual

goal

A specific target that an individual is trying to achieve; a goal is the target (object) of an action.



<https://pixabay.com/illustrations/arrows-target-range-bullseye-sport-2889040/>



Descriptions of Goal Setting

What are SMART goals? The SMART in SMART goals stands for Specific, Measurable, Achievable, Relevant, and Time-Bound. Defining these parameters as they pertain to your goal helps ensure that your objectives are attainable within a certain time frame. Dec 26, 2021

Some examples of goal setting at work include:

- developing a new software program within 4 to 6 months to detect malicious viruses that can harm e-mail and computer systems;
- landing five new customers or increasing sales of existing customers by 10 percent over the next 12 months; and
- converting current buildings to meet green environmental standards over the next two years.

Setting such goals is a process that includes the attributes or the mental (cognitive) processes of goal setting. The attributes Locke highlights are goal specificity, goal difficulty, and goal intensity.





What *exactly* are you trying to achieve?

How will you know when you've achieved it?

Is it genuinely possible to achieve it?

Does it contribute to your agency's revenue growth?

When do you want to achieve this by?



Goal setting

Goal specificity is the degree of quantitative precision (clarity) of the goal. **Goal difficulty** is the degree of proficiency or the level of performance that is sought. **Goal intensity** pertains to the process of setting the goal or of determining how to reach it. To date, goal intensity has not been widely studied, although a related concept, goal commitment, has been considered in a number of studies. **Goal commitment** is the amount of effort used to achieve a goal.

goal specificity

The degree of quantitative precision of the goal.

goal difficulty

The degree of proficiency or the level of goal performance that is being sought.

goal intensity

The process of setting a goal or of determining how to reach it.

goal commitment

The amount of effort that is actually used to achieve a goal.

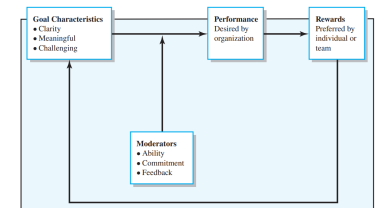
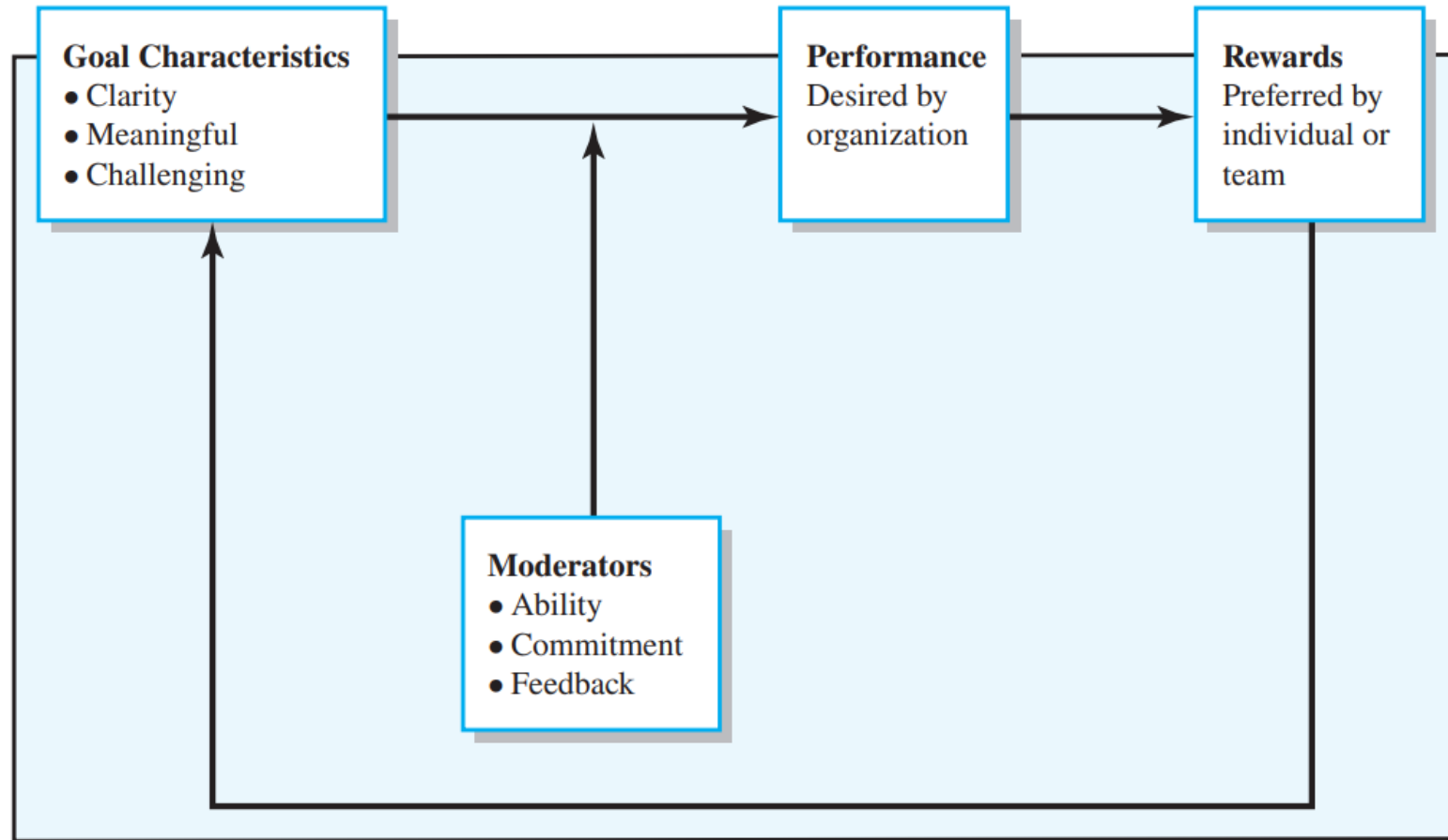


EXHIBIT 5.10

Goal Setting Applied to Organizations



10-minute break

YOU BE THE JUDGE

SHOULD EMPLOYEES BE INVOLVED IN BUSINESS DECISIONS?

Employee participation has become an integral feature of quality work life, quality circles, employee stock option plans, and workplace design. When used properly, participative management has been effective in improving performance, productivity, and job satisfaction. Employees—as members of a manager–employee team or as part of a group of co-workers—participate in decision making, goal setting, salary determination, and changing the organization's structure.

Some believe that participative management is an ethical imperative. Their argument is that research clearly demonstrates the effectiveness of participative management because it satisfies a basic human need.

Others argue, however, that job satisfaction is not an employee right and that an organization is not duty-bound to provide it. Is participative management the ethical way to manage? You be the judge.

Sources: Jim Stevens and Leo Giglio, “Six Benefits of Engaging Your Employees in Decision Making,” New York State Restaurant Association, <http://www.nysra.org>, accessed March 15, 2016; Richard L. Daft, “Theory Z: Opening the Corporate Door for Participative Management,” *Academy of Management Executive* 8, no. 4 (November 2004), pp. 117–21. The “ethical imperative” idea was introduced by Marshall Sashkin, “Participative Management Is an Ethical Imperative,” *Organizational Dynamics*, Spring 1984, pp. 5–22, and elaborated on in “Participative Management Remains an Ethical Imperative,” *Organizational Dynamics*, Spring 1986, pp. 62–75. Arguments opposing the ethical imperative view can be found in Edwin A. Locke, David M. Schweiger, and Gary Latham, “Participation in Decision Making: When Should It Be Used?” *Organizational Dynamics*, Winter 1986, pp. 65–79.



Zou Yujie 2007574016

I think participatory management is an ethical way of management because it makes employees more involved and makes decisions more reasonable and practical.

Yile Qin

It's possible and good to involve employees in decision making and other activities. This way can stimulate employees' motivation since their interests are consistent with company's benefit. It becomes more transparent if they participate in salary determination.

2007574042李弈乐LiYile

Yes, it can be beneficial for employees to be involved in business decisions. When employees are given the opportunity to provide feedback and input into strategic decisions, they feel more valued and engaged in the company's vision and mission.

2007574063 Li Tongyu

Involving employees in decision making can be beneficial for business and employees. When employers let employees help with decisions, it shows that employers trust them. Even if employers only let employees give input to assist in making the final decision, still shows that employers value their opinions.

2007574041 Sun zhuxuan

I think they should be involved,because that will enhances employees' job satisfaction.On the other hand, employees are the most familiar with business in organizations.The decisions will be more sensible and practical due to their participation.

Zuo Zhiye

Involving employees in decision-making will make employees more subjective initiative in their work, cultivate their sense of responsibility, and help employees pursue their career vision to a certain extent.

Goal-Setting Research

The amount of research on goal setting has increased considerably since Locke's 1968 paper, which certainly contributed to the increase in laboratory and field research on goal setting. Another force behind the increase in interest and research was the demand of managers for practical and specific techniques that they could apply in their organizations. Goal setting offered such a technique for some managers, and it thus became an important management tool for enhancing work performance.

Certain aspects of goal setting need to be subjected to scientific examination. One such area centers on individual differences and their impact on the success of goal-setting programs. Such factors as personality, career progression, training background, and personal health are important individual differences that should be considered when implementing goal-setting programs. Goal-setting programs also should be subjected to ongoing examination to monitor attitudinal and performance consequences. Some research has demonstrated that goal-setting programs tend to lose their potency over time, so there is a need to discover why this phenomenon occurs in organizations. Sound evaluation programs assist management in identifying success, problems, and needs.



Motivation and the Psychological Contract

A conceptual framework that provides a useful perspective for viewing the topic of motivation is exchange theory.⁵⁸ In a very general sense, exchange theory suggests that members of an organization engage in reasonably predictable give-and-take relationships (exchanges) with each other. For example, an employee gives time and effort in exchange for pay; management provides pleasant working conditions in exchange for employee loyalty. Schein suggests that the degree to which employees are willing to exert effort, commit to organizational goals, and derive satisfaction from their work depends on two conditions:

1. The extent to which employee expectations of what the organization will give them and what they owe the organization in return matches the organization's expectations of what it will give and receive.
2. Assuming there is agreement on these expectations, the specific nature of what is exchanged (effort for pay, for example).



Psychological contract breach

When there are few or a decreasing number of matches between what each party expects to give and receive in the contract, work motivation suffers. The psychological contract provides a perspective for why this is true. Looking at motivation from a content theory approach, the psychological contract suggests that in return for time, effort, and other considerations, individuals desire to receive need gratification. Using Maslow's needs hierarchy as an example, if an employee is operating at the self-actualization level and fails to receive a challenging job that allows for the application of all the capabilities that employee has, motivation will suffer. In other words, the satisfaction of needs is part of the contract; when the expectation of need satisfaction is not matched with the opportunity to achieve such satisfaction, the contract is violated and motivation is negatively affected.



Employee perception that the organization has failed to fulfill an unwritten exchange agreement.

Psychological contract breach

Managing the psychological contract successfully is one of the more important and challenging aspects of most managers' jobs. The more attuned the manager is to the needs and expectations of subordinates, the greater the number of matches that are likely to exist and be maintained in the psychological contract. This, in turn, can positively impact the direction, intensity, and persistence of motivation in the organization.



Effective Managers Motivate Their Employees

In this lecture, a number of popular theories of motivation are described. The theories typically are pitted against one another in the literature. This is unfortunate, since each approach can help managers better understand workplace motivation. Each approach attempts to organize, in a meaningful manner, major variables associated with explaining motivation in work settings. While none of the theories is flawless, they have survived over the years because they each offer a powerful lens through which to view employee motivation. The content theories are individual

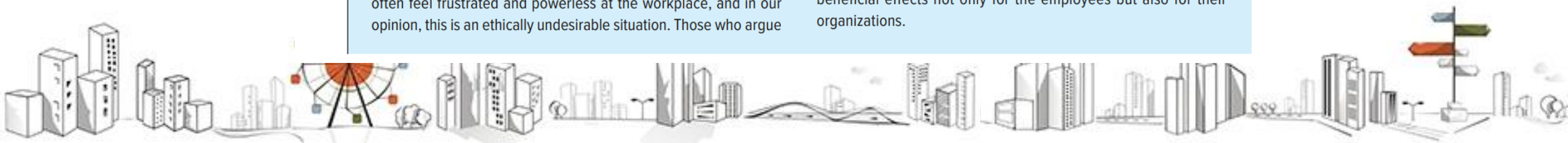
I-oriented in that they place primary emphasis on the characteristics of people. Each of the process theories has a specific orientation. Expectancy theory places emphasis on individual, job, and environmental variables. It recognizes differences in needs, perceptions, and beliefs. Equity theory primarily addresses the relationship between attitudes toward inputs and outputs and reward practices. Goal-setting theory emphasizes the cognitive processes and the role of intentional behavior in motivation

YOU BE THE JUDGE COMMENT

SHOULD EMPLOYEES BE INVOLVED IN BUSINESS DECISIONS?

The strongest argument for participation is that it's natural for people to want to participate in those matters (e.g., goals for the department, salary increases, etc.) that impact them. When managers and supervisors make decisions without such input, employees often feel frustrated and powerless at the workplace, and in our opinion, this is an ethically undesirable situation. Those who argue

against employee participation in decision making point out that decades of research do not indicate that participation leads to improved employee morale and job satisfaction in all situations. In fact, they point out that in many cases authoritative methods lead to similar improvements in productivity. That being said, we still believe that participation is a "net positive" that has many beneficial effects not only for the employees but also for their organizations.



Highlights

Please, read the highlights of today's class and get ready to the Q&A session which is on the next slide. The PDF file has been sent to you in our VooV Meeting Chat.

This lecture suggests that instead of ignoring motivation, managers must take an active role in motivating their employees. Four specific conclusions are offered here:

1. Managers can influence the motivation state of employees. If performance needs to be improved, then managers must intervene and help create an atmosphere that encourages, supports, and sustains improvement.
2. Managers should be sensitive to variations in employees' needs, abilities, and goals. Managers also must consider differences in preferences (valences) for rewards.
3. Continual monitoring of needs, abilities, goals, and preferences of employees is each individual manager's responsibility and is not the domain of human resource managers only.
4. Managers need to work on providing employees with jobs that offer task challenge, diversity, and a variety of opportunities for need satisfaction.

Summary of Key Points

- Motivation is made up of at least three distinct components. **Direction** refers to what an individual chooses to do when presented with a number of possible alternative courses of action. **Intensity** relates to the strength of the individual's response once the choice (direction) is made. Finally, **persistence** refers to the staying power of behavior, or how long a person will continue to devote effort.
- Maslow's theory of motivation suggests that individuals' needs are arranged in a hierarchical order of importance and that people will attempt to satisfy the more basic (lower-level) needs before directing behavior toward satisfying higher-level needs. Maslow's five need levels, from lowest to highest, are (1) physiological; (2) safety and security; (3) belongingness, social, and love; (4) esteem; and (5) self-actualization. Alderfer's ERG theory is a need hierarchy comprised of three sets of needs: existence, relatedness, and growth. In addition to the satisfaction-progression process Maslow describes, Alderfer suggests that if a person is continually frustrated in trying to satisfy one level of need, he or she may regress to the next lowest level need.
- Herzberg's research suggests that there are two important sets of factors. **Motivators** are intrinsic conditions and include achievement, recognition, and responsibility. **Hygiene factors** are extrinsic conditions and include salary, working conditions, and job security. In Herzberg's view, it is only the motivators that contribute to satisfaction and thus have the power to provide motivation.
- McClelland has developed a descriptive set of factors that reflect a high need for achievement. These are: (1) the person likes to take responsibility for solving problems; (2) the person tends to set moderate achievement goals and is inclined to take calculated risks; and (3) the person desires feedback on performance.
- Key terms in expectancy theory include instrumentality, valence, and expectancy. **Instrumentality** refers to the strength of a person's belief that performance will lead to desired outcomes. **Valence** refers to a person's preference for attaining or avoiding a particular outcome. **Expectancy** refers to a person's belief regarding the likelihood or subjective probability that a particular behavior will be followed by a particular outcome.
- The essence of equity theory is that employees compare their job inputs and outputs with those of others in similar work situations. Inputs are what an individual brings to the job and include skills, experiences, and effort, among others. Outcomes are what a person receives from a job and include recognition, pay, fringe benefits, and satisfaction, among others.
- Individual goals that are clear, meaningful, and challenging are likely to motivate employees to accomplish objectives that are important to the organization. This goal-performance relationship is stronger when employees have the ability and commitment to achieve goals, as well as receive feedback about progress toward accomplishing goals.
- Employee expectations of what the organization will give them, what they owe the organization, and the organization's expectation of what it will give to and receive from employees constitute the psychological contract. A psychological contract is an unwritten agreement between the individual and the organization that specifies what each expects to give to and receive from the other.



This definition can be expanded to those three elements listed above: intensity, persistence, and direction. Intensity is the level of effort an employee has, direction is where the employee is channeling their efforts, and persistence is how long an employee can maintain effort.

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Review and Discussion Questions

1. Of the three components of motivation—**direction, intensity, and persistence**—which do you believe is the most challenging to maintain when it comes to keeping yourself motivated at work or in school? Explain.
2. Which of the content theories discussed in the class do you believe offers the best explanation of motivation? Which of the process theories? Overall, do you feel the content approach or the process approach best explains motivation?
3. Motivation is just one of several factors that influence productivity. What other factors were discussed in this class? What is the relationship between these factors and motivation?
4. What implications does Herzberg's two-factor theory have for the design of organizational reward systems? How can the theory be used to explain differences in the three components of motivation?
5. Assume you are a global manager responsible for an international subsidiary that has employees from many parts of the world—China, India, Morocco, Brazil, and Spain. How will you go about learning how to motivate these individuals to perform their jobs well? Which of the motivation theories discussed in this class can help you to understand their work attitudes and behaviors?
6. As a manager, would you prefer the people for whom you are responsible to be extrinsically or intrinsically motivated? Explain.



3

2007574023GongXirui

Hygiene factors. They are extrinsic conditions and include salary, working conditions, and job security.

2007574085lei xinyi

I think people of different ages should use different motivations. Older employees are more inclined to higher wages and better benefits, while younger employees are more inclined to promotion and challenging jobs.

Yile Qin

External environment such as the technology development in the society will influence productivity.

2007574042李弈乐LiYile

One implication of Herzberg's theory is that rewards must be tailored to individual employees' needs and preferences. What motivates one employee may not necessarily motivate another. Therefore, rather than offering generic rewards across the board, organizations must take steps to understand what motivates each employee and provide personalized incentives to foster motivation and engagement.

Yile Qin

If workers can feel the value of their work and have a sense of achievement, it's a positive satisfier. If they get punishment or dissatisfying bonus, it can influence their performance and these factors become dissatisfiers.

2007574023GongXirui

Herzberg believes that both factors work together to influence employee motivation. When the hygiene factor is present, employees reach a level of "dissatisfaction" with their jobs, an extrinsic factor, and the motivational factor is an intrinsic condition.

Zou Yujie 2007574016

Direction. Choose the right direction, do things will get twice the result with half the effort.

Zuo Zhiye

I think it is persistence, now that we are in the information age, we can get a lot of information and resources to help us choose how to strengthen our direction, but persistence requires our own continuous efforts

Yile Qin

Persistence. It's hard to maintain motivation for a long time and do everything with high efficiency.

2007574042李弈乐LiYile

Persistence can be challenging, particularly when one faces setbacks, obstacles, and failure.

2007574023GongXirui

Persistence is very important in maintaining one's motivation and in the long term determines the achievability of the motivation.

zhangyingying张颖滢2007574084

Direction. sometimes direction is more important than effort.

2007574063 Li Tongyu

Persistence is important and you need to keep working towards a goal despite possible obstacles.

2007574085lei xinyi

Direction is the most important thing. If you choose the wrong direction, it may be difficult to stick to it. If the set goal is divorced from reality, it is meaningless to stick to it.

2007574048XinHairong

Persistence, sometimes doing something for a long time will be very easy to lose motivation.

张博宇

i agree with staying power is important because we are already assume that this person is doing a suitable [job.so](#) what is remaining question is whether he can stay or keep his power and persist what he is [doing.we](#) know it is hard to stay in power right?

2007574085lei xinyi

I am more in favor of maslow's theory. His stratification is more detailed and concrete, from the basic material level to the spiritual level.

2007574042李弈乐LiYile

Herzberg's Two-Factor Theory

2007574023GongXirui

Maslow's theory. This theory classifies human needs on several levels and provides insight into the deeper reasons for motivation.

Yile Qin

Herzberg's theory. Motivators are intrinsic conditions and motivators that contribute to satisfaction and have the power to provide motivation.

2007574063 Li Tongyu

Maslow's theory states that our actions are motivated by certain physiological and psychological needs that progress from basic to complex.

Review and Discussion Questions

7. Think back to the last time you felt unfairly treated at work or at school. Which of the four components of organizational justice, distributive, procedural, interpersonal, or informational, best explains why you felt this way.
8. How important a role does perception play in determining whether an employee is receiving equitable treatment? What kinds of things might a manager do to influence those perceptions?
9. Goal setting can be a difficult system to implement effectively. What kinds of problems might be encountered in attempting to install a goal-setting program in an organization? As a manager, what would you do to minimize the likelihood you would encounter these problems?
10. Is there a psychological contract between the students enrolled in this course and the instructor? What are some of the specifics of this contract? How was the contract determined?



Exercise 5.1: *Goal Setting—How to Do It*

Each person is to work alone for at least 30 minutes with this exercise. After sufficient time has elapsed for each person to work through the exercise, the instructor will go over each goal and ask for comments from the class or group. The discussion should display the understanding of goals that each participant has and what will be needed to improve his or her goal-writing skills.

Writing and evaluating goals seem simple, but they are often not done well in organizations. The press of time, previous habits, and little concern about the attributes of a goal statement are reasons goals are often poorly constructed. Actually, a number of guidelines should be followed in preparing goals.

1. A well-presented goal statement contains four elements:
 - a. An action or accomplishment verb.
 - b. A single and measurable result.
 - c. A date of completion.
 - d. A cost in terms of effort, resources, or money, or some combination of these factors.
2. A well-presented goal statement is short; it is not a paragraph, but should be presented in a sentence.
3. A well-presented goal statement specifies only what and when and doesn't get into how or why.
4. A well-presented goal statement is challenging and attainable. It should cause the person to stretch his or her skills, abilities, and efforts.

5. A well-presented goal statement is meaningful and important. It should be a priority item.
6. A well-presented goal statement must be acceptable to you so that you will try hard to accomplish the goal. The goal statement model should be:

To (action or accomplishment verb) (single result) by (a date—keep it realistic) at (effort, use of what resource, cost).

An example for a production operation:

To reduce the production cost per unit of mint toothpaste by at least 3 percent by March 1, at a change-over of equipment expense not to exceed \$45,000.

Examine the next four statements that are presented as goal statements. Below each goal, write a critique of the statement. Is it a good goal statement? Why? Discuss your viewpoints in the class group discussion.

1. To reduce my blood pressure to an acceptable level.
2. To make financial investments with a guaranteed minimum return of at least 16 percent.
3. To spend a minimum of 45 minutes a day on a doctor-approved exercise plan, starting Monday, lasting for six months, at no expense.
4. To spend more time reading nonwork-related novels and books during the next year.



Summary of Key Points

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Thank you

