

Employee Motivation



Individual Differences in Motivation

- Self-esteem
 - Chronic
 - Situational
 - Socially influenced
- Need for achievement
- Intrinsic motivation



Increasing Self-Esteem

- Self-esteem workshops
- Experience with success
 - self-fulfilling prophecy
 - trying new experiences and taking little steps
- Supervisor behavior
 - Pygmalion effect
 - Golem effect

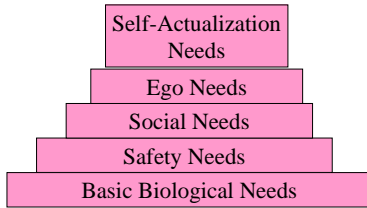


Employee Values and Expectations

- Have the employee's expectations been met?
 - Realistic job previews (RJPs)
 - Job descriptions
- Have the employee's needs, values and wants been met?
 - Maslow's Needs Hierarchy
 - ERG Theory
 - Two-factor Theory



Maslow's Need Hierarchy



ERG Theory

- Growth
- Relatedness
- Existence



Two-Factor Theory

- **Motivators**
 - Responsibility
 - Growth
 - Challenge
 - Job control
- **Hygiene factors**
 - Pay
 - Benefits
 - Coworkers
 - Security



Comparison of Needs Theories

Maslow	ERG	Two-Factor
Self-actualization	Growth	Motivators
Ego		
Social	Relatedness	Hygiene Factors
Safety	Existence	
Physical		

Setting Goals

- Specific
- Measurable
- Difficult but attainable
- Relevant
- Time bound
- Employee participation



Providing Feedback

- **Positive Feedback**
 - should be specific
 - should be sincere
 - should be timely
- **Negative Feedback**
 - should be constructive
 - concentrate on behaviors
 - always give in private
- **Self-Regulation Theory**



Rewarding Excellent Performance

- Timing of the reward
- Contingency of the reward
- Type of reward



The Premack Principle

- Different things reinforce different people
- We can get people to engage in behaviors they don't like (e.g., studying) by reinforcing them with the opportunity to engage in behaviors they like better (e.g., taking out the trash)

Sample Reinforcement Hierarchy

Most Desired



- Money
- Time off from work
- Lunch time
- Working next to Wanda
- Supervisor praise
- Running the press
- Getting printing plates
- Throwing out oily rags
- Typesetting
- Cleaning the press

Least Desired

Financial Incentive Plans

• Individual Incentive Plans

- pay for performance
- merit pay

• Organizational Incentive Plans

- profit sharing
- gainsharing
- stock options



Variable Pay

- Individual (tenure, performance, skill and knowledge)
- Organizational (gainsharing, profit sharing, stock options)

Adjustments

- Location (COLAs)
- Shift

Base Pay

- Market value
- Job evaluation

Benefits

Treating Employees Fairly Equity and Keeping Promises



Are Rewards And Resources Given Equitably?

- Equity Theory
- Components
 - inputs
 - outputs
 - input/output ratio
- Possible Situations
 - underpayment
 - overpayment
 - equal payment

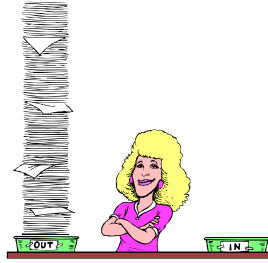


Equity Theory

- Underpayment
 - Work less hard
 - Become more selfish
 - Lower job satisfaction
- Overpayment
 - No guilt feelings
 - Work harder
 - Become more team oriented

Expectancy Theory

- Expectancy
- Instrumentality
- Valence



Motivation Level of Other Employees Social Learning



Employee Satisfaction and Commitment



Why Worry About Employee Attitudes?

Outcome	Satisfaction	Commitment
Absenteeism	-.23	-.23
Turnover	-.22	-.23
Lateness	-.11	-.29
Organizational citizenship	.24	.25
Counterproductive behavior	-.37	-.36
Performance	.30	
Commitment	.59	

Note: Numbers in table are corrected correlations 22

Individual Differences in Employee Satisfaction

- Important Findings
 - Consistency across jobs
 - Consistency across time
 - Relationship between life satisfaction and job satisfaction
- Why?
 - Genetic predispositions
 - Core self-evaluations
 - self-esteem
 - self-efficacy
 - internal locus of control
 - optimism/positive affectivity



Judge and Bono (2001) Meta-Analysis

Core-Evaluation Trait	Correlation with Job Satisfaction	Correlation with Job Performance
Self-esteem	.26	.26
Self-efficacy	.45	.23
Internal locus of control	.32	.22
Emotional stability	.24	.19

Your Predisposition to be Satisfied

- Interest Inventory
- Life Satisfaction Measure
- Core Self-Evaluation
 - self-esteem
 - locus of control
 - affectivity
- Job Satisfaction History



Discrepancy Theories

- Have the employee's expectations been met?
 - Realistic job previews (RJPs)
- Is the employee a good fit?
 - Vocation
 - Job
 - Organization
 - Coworkers and supervisor
- Have the employee's needs, values and wants been met?
 - Maslow's Needs Hierarchy
 - ERG Theory
 - Two-factor Theory



Job Facets

- Are the tasks enjoyable?
- Do the employees enjoy working with their supervisors and coworkers?
- Are coworkers outwardly unhappy?



Organizational Justice

- Distributive justice
- Procedural justice
- Interactional justice



Correlations with Perceptions of Justice

Colquitt, Conlon, Wesson, Porter, and Ng (2001)

Outcome	Procedural Justice	Distributive Justice
Job satisfaction	.62	.56
Organizational commitment	.57	.51
Trust	.61	.51
Withdrawal	-.46	-.50
Performance	.36	.15
Negative employee reactions	-.31	-.30

Is There a Chance for Growth and Challenge?

- Enriched jobs
 - Variety of skills needed
 - Employee completes entire task
 - Tasks have meaning
 - Employee has input/control
 - employee receives feedback
- Methods
 - Job rotation
 - Job enlargement
 - Job enrichment

Increasing Job Satisfaction

- Hire “Satisfied” Employees
- Eliminate Dissatisfiers
- Express appreciation and provide proper feedback
- Increase opportunities to socialize
- Hold special events and friendly competitions
- Increase humor
- Have surprises
- Assign the right tasks to the right people

Hire “Satisfied Employees”

- Test for Satisfaction Potential
 - Interest inventory
 - Core self-evaluation
 - Satisfaction history
- Provide a realistic job preview
- Look for person-organization fit



Eliminate Dissatisfiers

- Interpersonal conflict
 - Peers
 - Supervisors
 - Customers
- Inequity
- Low pay
- Job security
- Poor working conditions
- Work schedule issues



Hold Special Events and Friendly Competitions

- Casual or spirit days
- Increase socialization through parties, picnics, and socials
- Hold fun contests
- Celebrate birthdays and special occasions
- Encourage humor



Express Appreciation and Provide Proper Feedback

- Liberal use of praise and thanks
- Positive feedback
- Service and performance awards
- _____
- _____
- _____



Increase Opportunities to Socialize

- Picnics
- Lunches
- _____
- _____
- _____
- _____
- _____



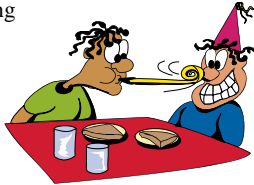
Hold Special Events and Friendly Competitions

- Casual days
- Company logo day
- _____
- _____
- _____
- _____



Increase Humor

- Bulletin boards with humor
- Attach cartoons to boring memos
- _____
- _____
- _____



Have Surprises

- Order lunch for everyone
- Let everyone leave an hour early
- _____
- _____
- _____
- _____



Assign the Right Tasks to the Right People

- People have different interests
- People have different skills



Absenteeism

Reason for Missing Work (CCH Survey)					
Year	Illness	Stress	Personal Needs	Family Issues	Sense of Entitlement
2005	35	12	18	21	14
2004	38	11	18	23	10
2003	36	11	18	22	13
2002	33	12	21	24	10
2001	32	19	19	21	9
2000	40	5	20	21	14
1999	21	19	20	21	19
1998	20	16	24	21	19
1997	26	12	22	26	14
1996	28	11	20	26	15

Why Employees Are Absent

- No consequences for attending or missing work
- Illness and personal problems
- Individual differences
- Unique events



Increasing Attendance by Having Consequences for Missing Work

- Rewards for Attending
 - Financial incentives
 - Well pay
 - Games
 - Financial bonuses
 - Paid Time-off Programs
 - Recognition programs
- Discipline for Not Attending
- Clear Policy and Record Keeping



Increasing Attendance by Reducing Employee Stress

- Overload
- Conflict
 - peers
 - supervisors
- Boredom
- Safety Issues



Increasing Attendance by Reducing Illness



Types of Wellness Programs SHRM 2005 Survey

Wellness Program	% Offering
Some form of wellness program	62
On-site vaccinations	56
On-site health screening	44
Smoking cessation program	34
Subsidize off-site fitness center dues	31
Weight loss program	25
On-site fitness center	24
Stress reduction programs	18
On-site medical care	12

Effect of Absence Control Methods Meta-Analysis Results

Absence Control Method	# of Studies	Effect Size
Well pay	4	.86
Flextime	10	.59
Compressed work schedules	5	.44
Wellness programs	10	.37
Feedback	3	.37
Discipline	9	.36
Recognition	6	.30
Financial incentives	7	.17
Games	6	.08

Turnover

Why Do Employees Leave?

- Unavoidable Reasons
 - school ends
 - job transfer
 - illness
 - family issues
- Advancement
 - more responsibility
 - better pay
- Unmet Needs
- Escape From
 - people
 - management
 - coworkers
 - customers
 - working conditions
 - stress
- Unmet Expectations
 - organization
 - job
 - career

Why Are Your Employees Leaving?

- Exit Interviews
- Attitude Surveys
- Salary Surveys
 - pay
 - benefits
 - time off



The Cost of Turnover Visible Costs Per Hire

- Advertising charges
- Agency fees
- Referral bonuses
- Staff time & benefits
 - processing applications
 - interviewing
- Overhead
- Travel Costs
 - staff
 - applicants
- Relocation Costs
- Miscellaneous Costs

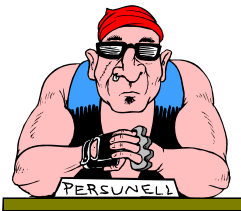
The Cost of Turnover Hidden Costs

- Loss of Productivity
 - employee leaving
 - other employees
 - vacant position
 - new employee (1 year)
- Inefficiency
- Overtime
- Training Costs



Reducing Turnover Compensation Issues

- Match the market
- Use job evaluation to ensure internal equity
- Offer retention/tenure bonuses (stay for pay)



Increasing Salary and Benefits

Will only work if:

- Employees are leaving due to low compensation or benefits
- The turnover rate is high
- The salary increase will be a meaningful amount



Reducing Turnover

Selection Issues

- Conduct realistic job previews
- Look for person-organization fit
- Study predictors of people who leave



Reducing Turnover

Organizational Issues

- Provide training
- Show appreciation
- Mediate conflicts
- Meet employee needs
 - safety
 - social
 - growth



Strategic Use of Benefits to Attract and Retain Applicants

- **By Providing**
 - Health care for domestic partners
 - Daycare benefits
 - Meal benefits
 - Paid time-off
 - Flexible schedules
 - Tuition/books
- **You Can Attract/Retain**
 - Gay employees
 - Dual career families and parents on public assistance
 - Students and retirees
 - Young people
 - Homemakers/parents
 - Students
