Employee Behavior and Motivation

chapter # 8

Introduction

- **In this chapter we**
  - describe the different forms of behaviors that employees exhibit at work.
  - examine many of the ways that people differ from one another.
  - look at some important models and concepts of employee motivation, as well as some strategies and techniques used by organizations to improve employee motivation.

learning objectives

1. **Identify** and discuss the basic forms of behaviors that employees exhibit in organizations.

2. **Describe** the nature and importance of individual differences among employees.

3. **Explain** the meaning and importance of psychological contracts and the person-job fit in the workplace.

learning objectives

4. **Identify** *and summarize the most important models and concepts of employee motivation.*

5. **Describe** *some of the strategies and techniques used by organizations to improve employee motivation.*

Forms of Employee Behavior

- **Employee Behavior**
  - the pattern of actions by the members of an organization that directly or indirectly influences the organization's effectiveness

- **Performance Behaviors**
  - the total set of work-related behaviors that the organization expects employees to display

- **Organizational Citizenship**
  - positive behaviors that do not directly contribute to the bottom line

Counterproductive Behaviors

Absenteeism

Turnover

Theft

Sabotage

Sexual harassment

Workplace violence

Personality at Work

- **Personality**
  - the relatively stable set of psychological attributes that distinguish one person from another
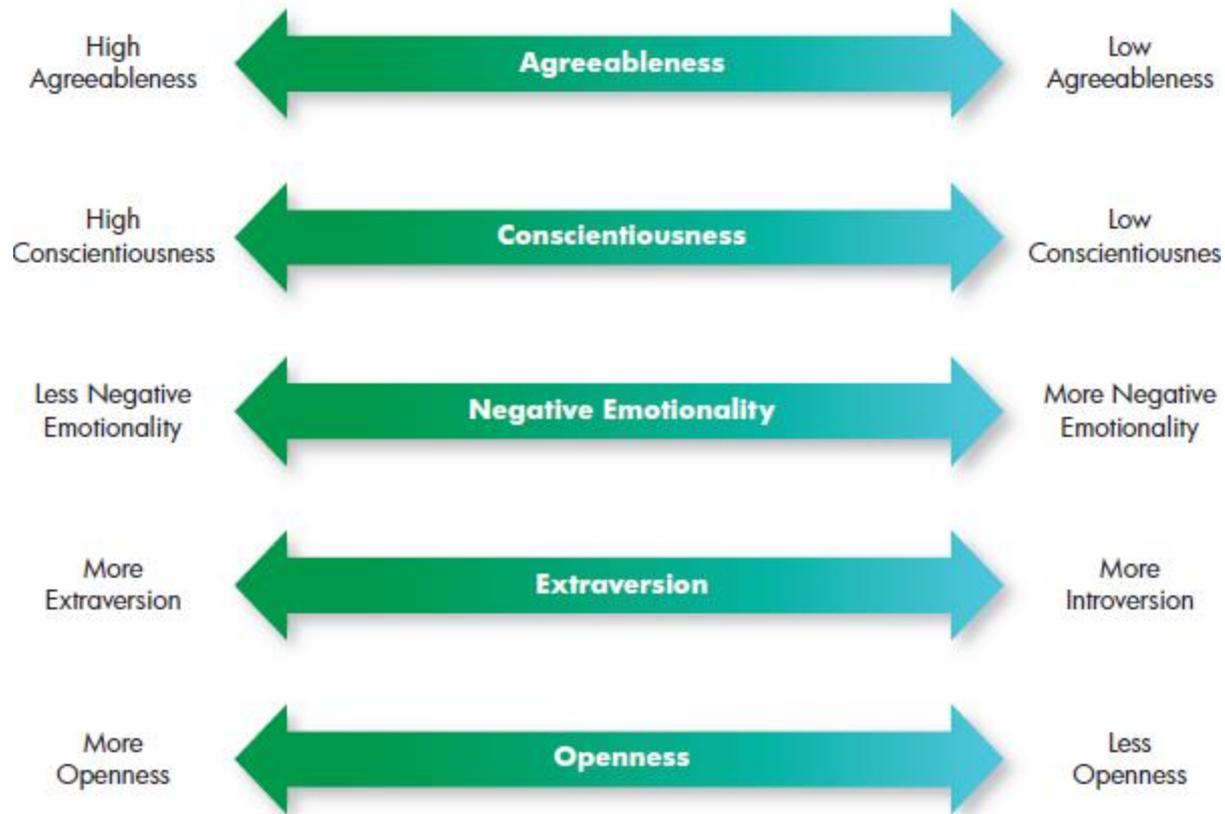
The "Big Five" Personality Traits

High Agreeableness	**Agreeableness**	Low Agreeableness
High Conscientiousness	**Conscientiousness**	Low Conscientiousnes
Less Negative Emotionality	**Negative Emotionality**	More Negative Emotionality
More Extraversion	**Extraversion**	More Introversion
More Openness	**Openness**	Less Openness

FIGURE 8.1 The "Big Five" Personality Traits

The "Big Five" Personality Traits (cont.)

- **Agreeableness**
  - a person's ability to get along with others

- **Conscientiousness**
  - a reflection of the number of things a person tries to accomplish

- **Emotionality**
  - the degree to which people tend to be positive or negative in their outlook and behaviors toward others

The "Big Five" Personality Traits (cont.)

- **Extraversion**
  - a person's comfort level with relationships
- **Openness**
  - reflects how open or rigid a person is in terms of his or her beliefs

Emotional Intelligence

- **Emotional Intelligence (Emotional Quotient, EQ)**
  - the extent to which people are self-aware, can manage their emotions, can motivate themselves, express empathy for others, and possess social skills

Emotional Intelligence (cont.)

- **Self-awareness**
  - a person's capacity for being aware of how they are feeling

- **Managing emotions**
  - a person's capacities to balance anxiety, fear, and anger so that they do not overly interfere with getting things accomplished

Emotional Intelligence (cont.)

- **Motivating oneself**
  - a person's ability to remain optimistic and to continue striving in the face of setbacks, barriers, and failure

- **Empathy**
  - a person's ability to understand how others are feeling even without being explicitly told

- **Social skills**
  - a person's ability to get along with others and to establish positive relationships

Other Personality Traits at Work

- **Locus of Control**
  - the extent to which people believe that their behavior has a real effect on what happens to them

- **Self-Efficacy**
  - a person's belief about his or her capabilities to perform a task

Other Personality Traits at Work (cont.)

- **Authoritarianism**
  - the extent to which a person believes that power and status differences are appropriate within hierarchical social systems such as organizations

- **Machiavellianism**
  - used to describe behavior directed at gaining power and controlling the behavior of others

Other Personality Traits at Work (cont.)

- **Self-Esteem**
  - the extent to which a person believes that he or she is a worthwhile and deserving **individual**

- **Risk Propensity**
  - the degree to which a person is willing to take chances and make risky decisions

Attitude Structure

- **Cognition**
  - the knowledge a person presumes to have about something
- **Affect**
  - a person's feelings toward something
- **Intention**
  - part of an attitude that guides a person's behavior
- **Cognitive Dissonance**
  - when two sets of cognitions or perceptions are contradictory or incongruent

Attitudes at Work

- **Attitudes**
  - a person's beliefs and feelings about specific ideas, situations, or people

- **Job Satisfaction**
  - degree of enjoyment that people derive from performing their jobs

- **Organizational Commitment**
  - an individual's identification with the organization and its mission

Matching People and Jobs

- **Psychological Contract**
  - set of expectations held by an employee concerning what he or she will contribute to an organization (referred to as contributions) and what the organization will in return provide the employee (referred to as inducements)
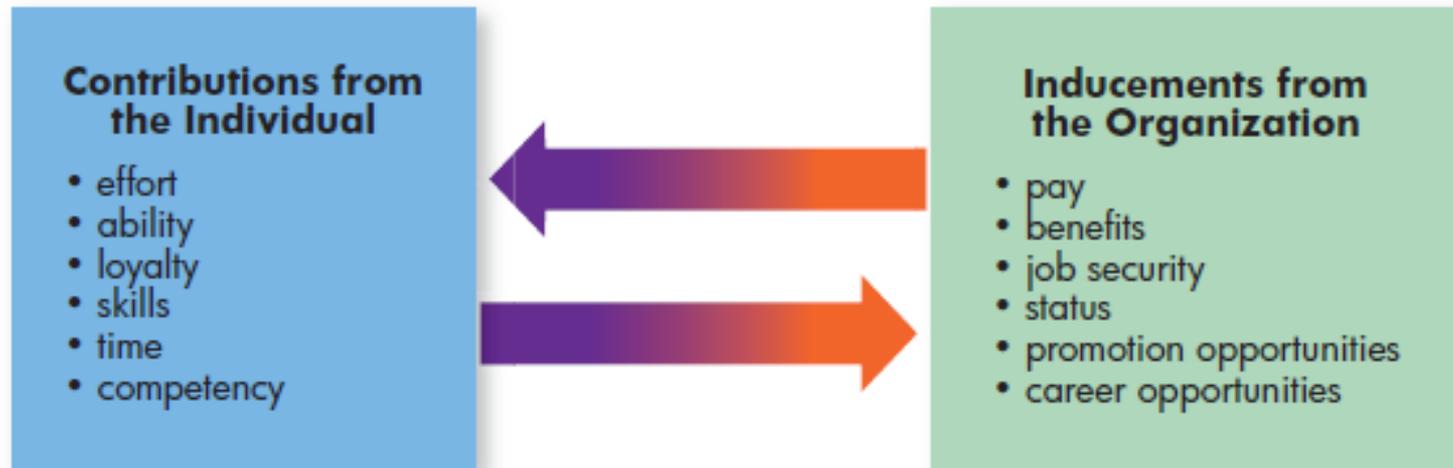
The Psychological Contract

Contributions from the Individual

- effort
- ability
- loyalty
- skills
- time
- competency

Inducements from the Organization

- pay
- benefits
- job security
- status
- promotion opportunities
- career opportunities

FIGURE 8.2 The Psychological Contract

The Person-Job Fit

- **Person-Job Fit**
  - the extent to which a person's contributions and the organization's inducements match one another

Basic Motivation Concepts and Theories

- **Motivation**
  - the set of forces that cause people to behave in certain ways

- **Classical Theory of Motivation**
  - theory holding that workers are motivated solely by money

Early Behavioral Theory

- **Hawthorne Effect**
  - tendency for productivity to increase when workers believe they are receiving special attention from management

Human Resources Model: Theories X and Y

- **Theory X**
  - theory of motivation holding that people are naturally lazy and uncooperative

- **Theory Y**
  - theory of motivation holding that people are naturally energetic, growth-oriented, self-motivated, and interested in being productive

Theory X and Theory Y

table 8.1 Theory X and Theory Y

Theory X	Theory Y
People are lazy.	People are energetic.
People lack ambition and dislike responsibility.	People are ambitious and seek responsibility.
People are self-centered.	People can be self-less.
People resist change.	People want to contribute to business growth and change.
People are gullible and not bright.	People are intelligent.

Maslow's Hierarchy of Needs Model

- **Hierarchy of Human Needs Model**
  - theory of motivation describing five levels of human needs and arguing that basic needs must be fulfilled before people work to satisfy higher-level needs

Maslow's Hierarchy of Human Needs
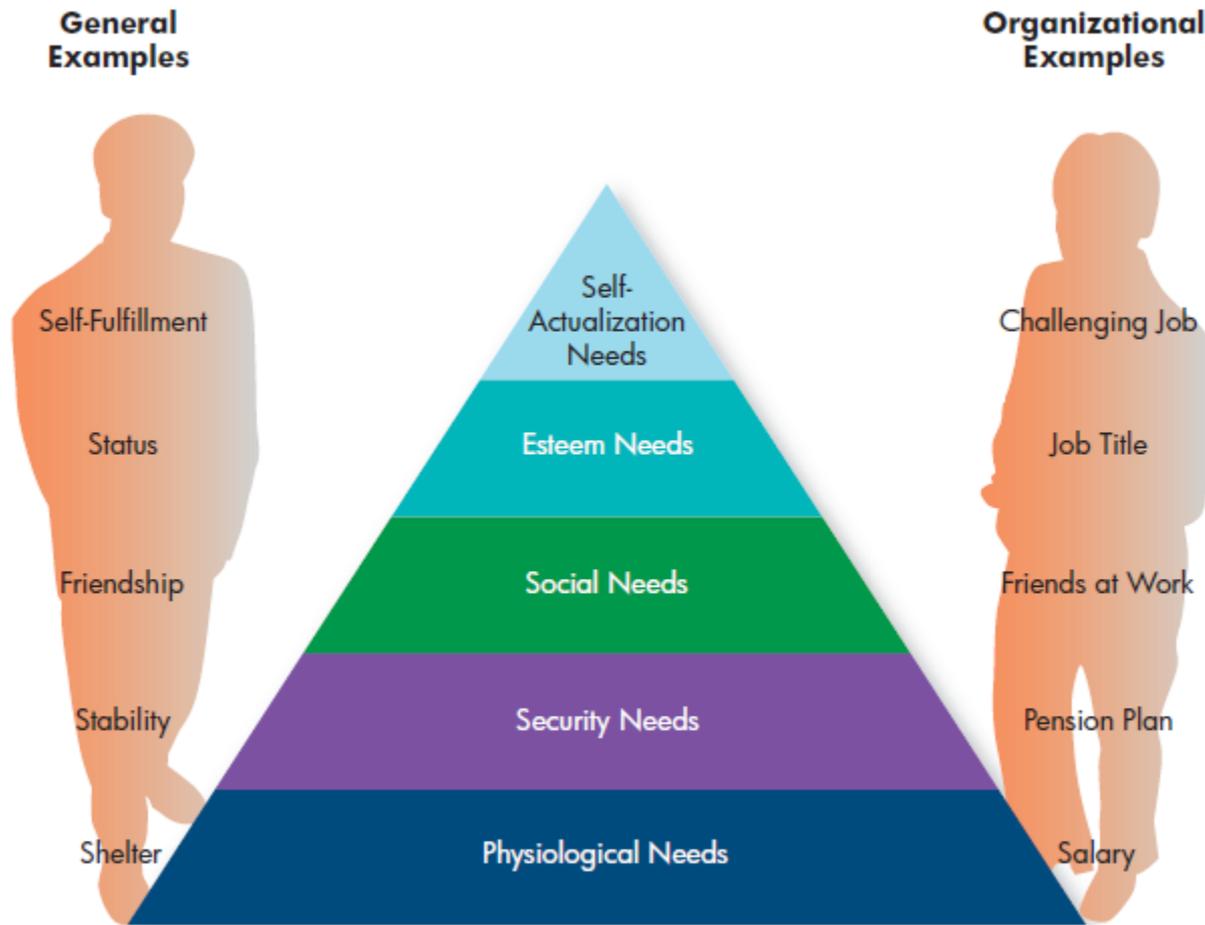
FIGURE 8.3 Maslow's Hierarchy of Human Needs

Two-Factor Theory

- **Two-Factor Theory**
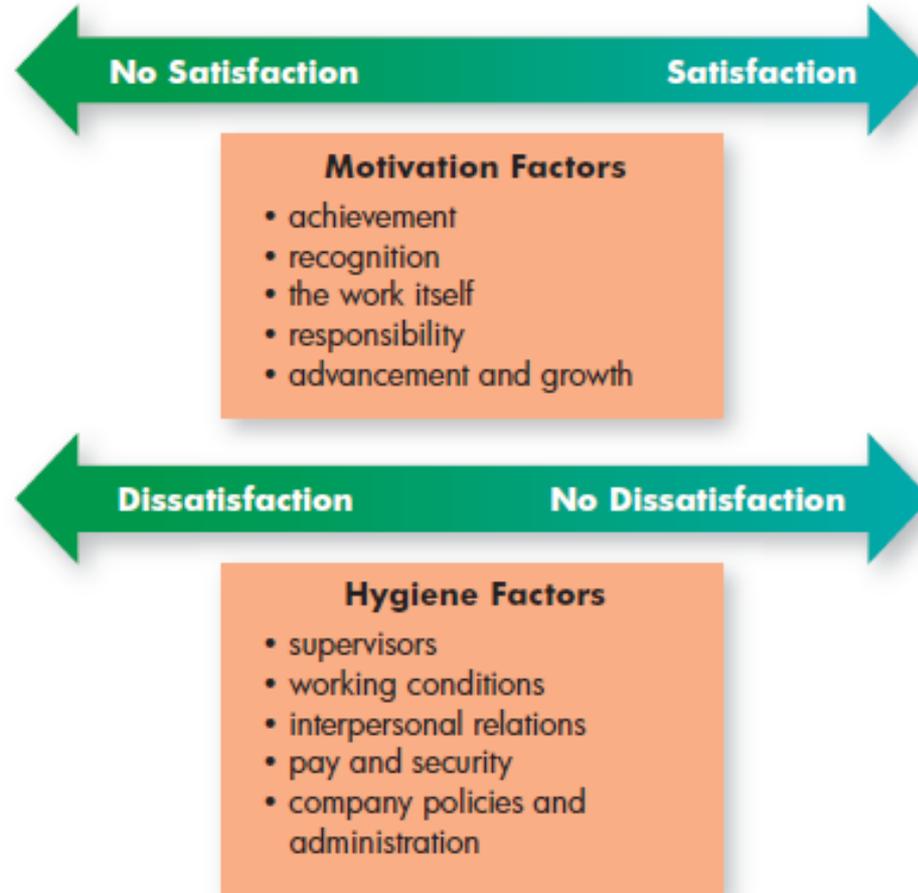 - theory of motivation holding that job satisfaction depends on two factors, hygiene and motivation

Two-Factor Theory of Motivation

No Satisfaction — **Satisfaction**

Motivation Factors
- achievement
- recognition
- the work itself
- responsibility
- advancement and growth

Dissatisfaction — **No Dissatisfaction**

Hygiene Factors
- supervisors
- working conditions
- interpersonal relations
- pay and security
- company policies and administration

FIGURE 8.4 Two-Factor Theory of Motivation

Contemporary Motivation Theory

- **Expectancy Theory**
  - theory of motivation holding that people are motivated to work toward rewards that they want and that they believe they have a reasonable chance of obtaining
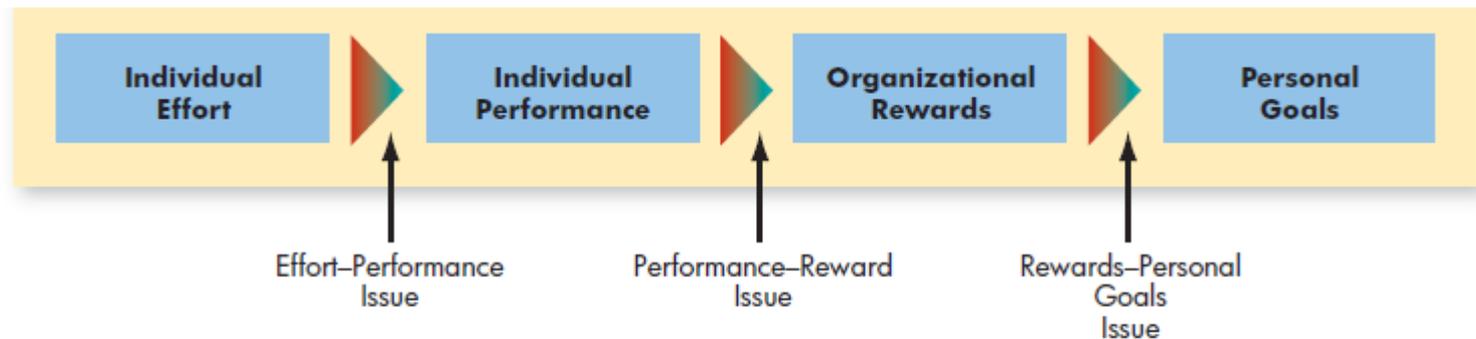
FIGURE 8.5 Expectancy Theory Model

Contemporary Motivation Theory (cont.)

- **Equity Theory**
  - theory of motivation holding that people evaluate their treatment by the organization relative to the treatment of others
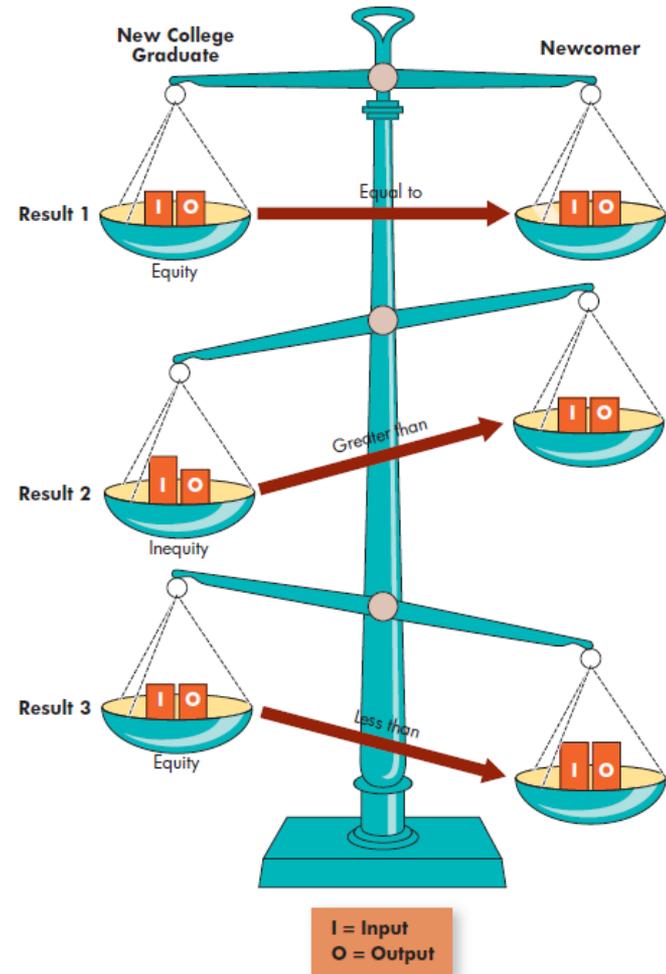

FIGURE 8.6 Equity Theory: Possible Assessments

Reinforcement/Behavior Modification

- **Positive Reinforcement**
  - reward that follows desired behaviors

- **Punishment**
  - unpleasant consequences of an undesirable behavior

Using Goals to Motivate Behavior

- **Management by Objectives (MBO)**
  - set of procedures involving both managers and subordinates in setting goals and evaluating progress

- **Participative Management and Empowerment**
  - method of increasing job satisfaction by giving employees a voice in the management of their jobs and the company

Job Enrichment and Job Redesign

- **Job Enrichment**
  - method of increasing job satisfaction by adding one or more motivating factors to job activities

- **Job Redesign**
  - method of increasing job satisfaction by designing a more satisfactory fit between workers and their jobs

Job Redesign Programs

- **Combining Tasks**
  - involves enlarging jobs and increasing their variety to make employees feel that their work is more meaningful

- **Forming Natural Work Groups**
  - help employees see the importance of their jobs in the total structure of the firm

- **Establishing Client Relationships**
  - letting employees interact with customers

Modified Work Schedules

- **Work Sharing (Job Sharing)**
  - method of increasing job satisfaction by allowing two or more people to share a single full-time job

- **Flextime Programs**
  - method of increasing job satisfaction by allowing workers to adjust work schedules on a daily or weekly basis

Modified Work Schedules (cont.)

- **Telecommuting**
  - form of flextime that allows people to perform some or all of a job away from standard office settings

Advantages and Disadvantages of Modified Schedules and Alternative Workplaces

- **Advantages**
  - more satisfied, committed employees
  - reduced stress
  - improved productivity
  - less congestion

- **Disadvantages**
  - challenging to coordinate and manage
  - poor fit for some workers
  - lack of network and coworker contact
  - lack of management belief

Applying What You've Learned

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3. **Explain** the meaning and importance of psychological contracts and the person-job fit in the workplace.

Applying What You've Learned (cont.)

4. **Identify** and summarize the most important models and concepts of employee motivation.

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