CHAPTER 5
Motivation in Action

ORGANIZATIONAL BEHAVIOUR
FIFTH CANADIAN EDITION

LANGTON / ROBBINS / JUDGE

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Chapter Outline

• From Theory to Practice: The Role of Money
• Creating Effective Reward Systems
• Caveat Emptor: Apply Motivation Theories Wisely
• Can We Just Eliminate Rewards?
• Job Redesign
• Creating More Flexible Workplaces
• Motivation: Putting It All Together
Motivation in Action

1. Is money an important motivator?
2. What does an effective reward system look like?
3. What kinds of mistakes are made in reward systems?
4. Are rewards overrated?
5. How can jobs be designed to increase motivation?
6. How can flexible workplaces increase motivation?
7. Can we simplify how we think about motivation?
Exhibit 5-6 The Job Characteristics Model

EXHIBIT 5-6 The Job Characteristics Model

Core job dimensions
- Skill variety
- Task identity
- Task significance

Critical psychological states
- Experienced meaningfulness of the work
- Experienced responsibility for outcomes of the work

Personal and work outcomes
- High internal work motivation
- High-quality work performance
- High satisfaction with the work
- Low absenteeism and turnover

Feedback
- Knowledge of the actual results of the work activities

Employee growth-need strength


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Exhibit 5-7 Computing a Motivating Potential Score

\[
\text{Motivating Potential Score (MPS)} = \left( \frac{\text{Skill variety}}{\text{identity}} + \frac{\text{Task significance}}{3} \right) \times \text{Autonomy} \times \text{Feedback}
\]

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Exhibit 5-9 How To Fulfill the Drives that Motivate Employees

<table>
<thead>
<tr>
<th>DRIVE</th>
<th>PRIMARY LEVER</th>
<th>ACTIONS</th>
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<tbody>
<tr>
<td>Acquire</td>
<td>Reward System</td>
<td>• Sharply differentiate good performers from average and poor performers</td>
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<td></td>
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<td>• Tie rewards clearly to performance</td>
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<td></td>
<td></td>
<td>• Pay as well as your competitors</td>
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<td>Bond</td>
<td>Culture</td>
<td>• Foster mutual reliance and friendship among co-workers</td>
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<td></td>
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<td>• Value collaboration and teamwork</td>
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<td></td>
<td></td>
<td>• Encourage sharing of best practices</td>
</tr>
<tr>
<td>Comprehend</td>
<td>Job Design</td>
<td>• Design jobs that have distinct and important roles in the organization</td>
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<tr>
<td></td>
<td></td>
<td>• Design jobs that are meaningful and foster a sense of contribution to</td>
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<tr>
<td></td>
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<td>the organization</td>
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<tr>
<td>Defend</td>
<td>Performance Management and Resource Allocation</td>
<td>• Increase the transparency of all processes</td>
</tr>
<tr>
<td></td>
<td>Processes</td>
<td>• Emphasize their fairness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Build trust by being just and transparent in granting rewards,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>assignments, and other forms of recognition</td>
</tr>
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</table>

Summary and Implications

1. Is money an important motivator?
   - Money is the most commonly used reward. However, there is varying opinion as to how large a role it plays in motivating different employees.

2. What does an effective reward system look like?
   - An effective reward system links pay to performance, which is consistent with expectancy theory predictions.

3. What kinds of mistakes are made in reward systems?
   - Often reward systems do not reward the performance that is expected. Also, systems sometimes do not recognize that rewards are culture-bound.

4. Are rewards overrated?
   - Individuals often motivate themselves intrinsically and can achieve quite high levels of performance.
Summary and Implications

5. **How can jobs be designed to increase motivation?**
   - Employers can use work design to motivate employees. Jobs that have variety, autonomy, feedback, and similar complex task characteristics tend to be more motivating for employees.

6. **How can flexible workplaces increase motivation?**
   - Alternative work schedules has become a popular tool to motivate employees by accommodating employees’ need for flexibility.

7. **Can we simplify how we think about motivation?**
   - Recent research suggests that we should match organizational processes to four basic individual drives: acquire, bond, comprehend, and defend.