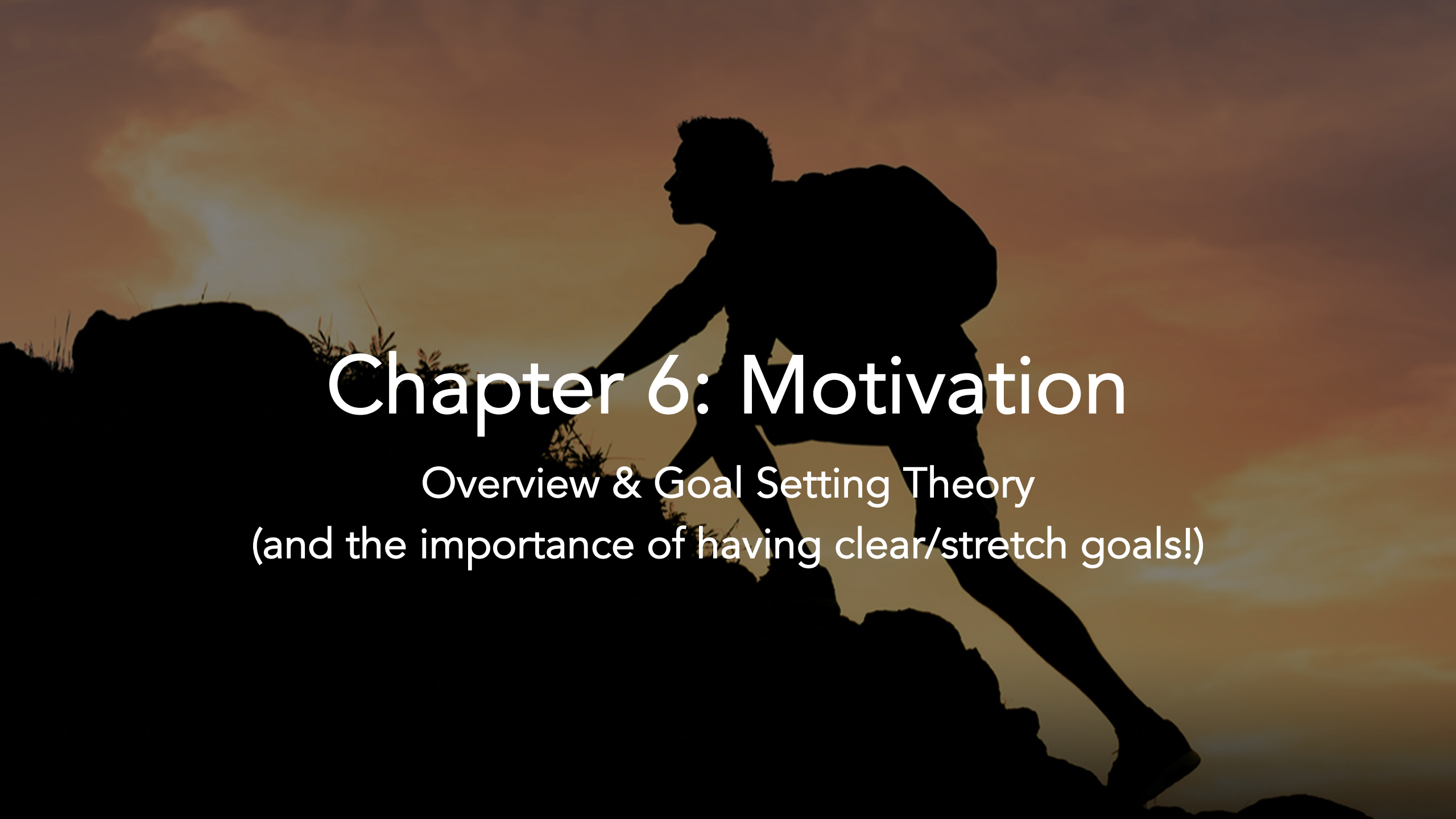
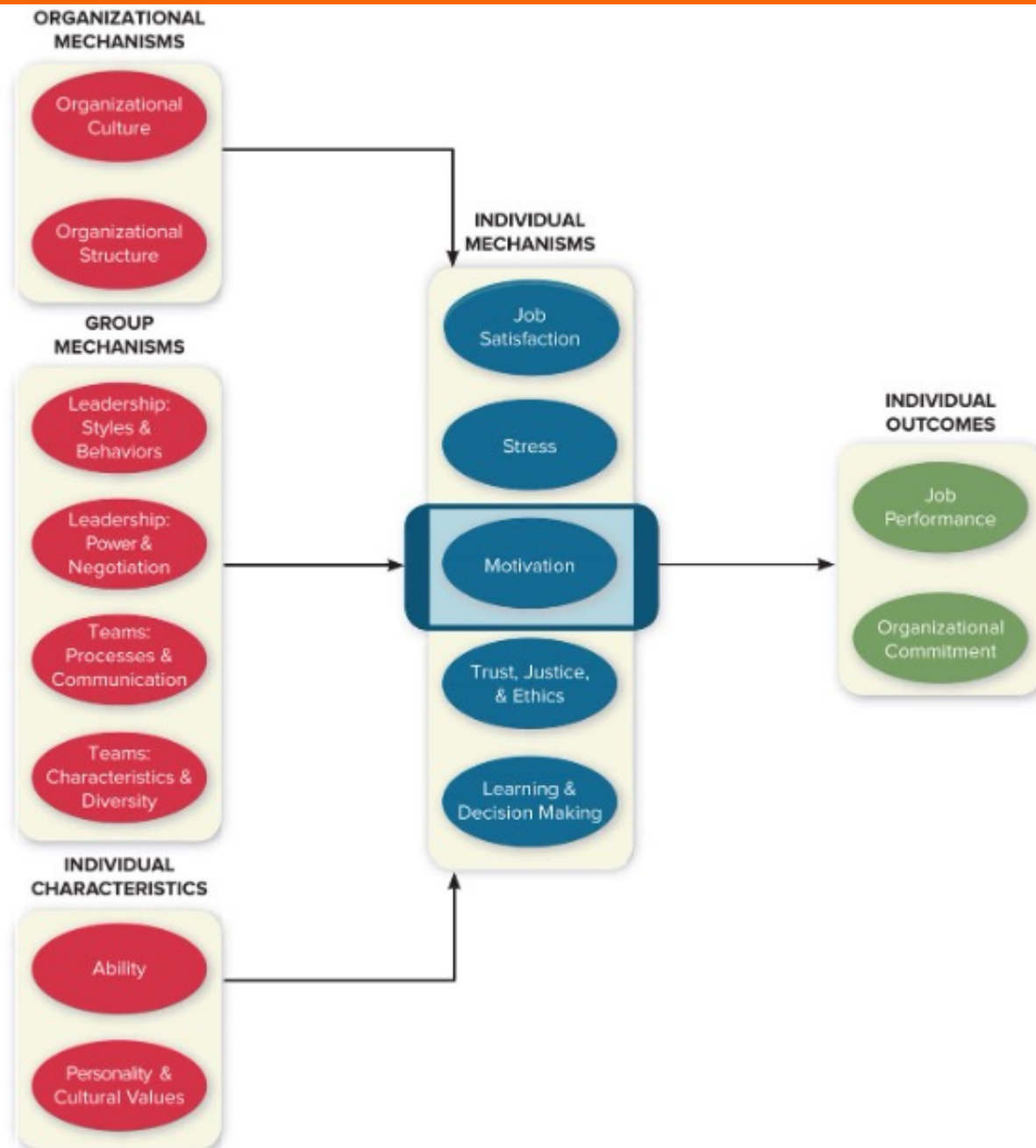


A silhouette of a person with a backpack, climbing a rocky hill against a warm, orange-hued sunset sky. The person is in a dynamic, forward-leaning pose, suggesting effort and progress.

Chapter 6: Motivation

Overview & Goal Setting Theory
(and the importance of having clear/stretch goals!)



An Integrative Model of Organizational Behavior



Class Agenda

What is **Motivation**?

Why Are Some Employees More Motivated than Others?

How should managers attempt to enhance employee motivation?



Think for a moment

- Why do I find it so hard to wake up early in the morning?
 - I know I'm slacking at work. But why?
 - I know what I want to achieve but how much effort do I really need to put in?
- I just can't get out of bed on rainy days. My roommate seems like he's not impacted by it at all. Why?
- I stopped binge drinking to achieve my dreams. I know my friends still go out every weekend. Why?



Motivation

A set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence

A teal square containing the word "Motivation" in black text. Below the text is a horizontal loading bar consisting of a blue segment on the left and a black segment on the right. Below the bar is the text "Loading...".

Motivation

Loading...



Motivation

DIRECTION

What are you going to do?

INTENSITY

How strongly are you going to work on it?

PERSISTENCE

How long are you going to work on it?

Will you continue even if things get stressful?

Will you continue even when you face rejections?



Motivation

Motivation can be about *“within a person”* or *“between persons”*

- Your level of motivation fluctuates across 30 days
- Your level of motivation is different from your friend's motivation



Why are Some Employees More Motivated than Others?

Several theories attempt to summarize the key factors that foster high/low motivation:

- Goal setting theory
- Expectancy theory
- Self-determination theory
- Rewards and Pay
- Equity theory



Goal Setting Theory

Goals are the primary drivers of intensity/persistence of effort.

More importantly, to maximize the benefit, goals should be
“specific and difficult”

Why?



Specific goals

- Specific goals can:
 - Be a “measuring stick”
 - Help employees experience a sense of accomplishment, which reinforces them to seek further challenges
 - Recall, self-efficacy?
 - **Prevent conflicts** associated with role expectations
 - Conflicts can arise in the workplace when managers use subjective notions to express their expectations from the employees



Difficult goals

- “Doing best” is a relative term
 - People often don’t realize what their ‘best’ is, unless they actually push themselves
 - Without having a stretch goal, it’s unlikely that people earn a chance to see what they are actually capable of
- A good ‘stretch goal’ is something that pushes the employee to perform at their maximum level, while still staying within the boundaries of their ability.



I'll do my best to complete this assignment

VS.

I'll complete the first 1/3 before the mid-term and focus
of proofing it for the rest



You're the manager. You say to your employee, Sarah:

"Sarah, I need you to do your best for this project"

VS.

"Sarah, if you can include the analytics report from last month in this project and make it available for review by Tuesday morning, that'd be great"



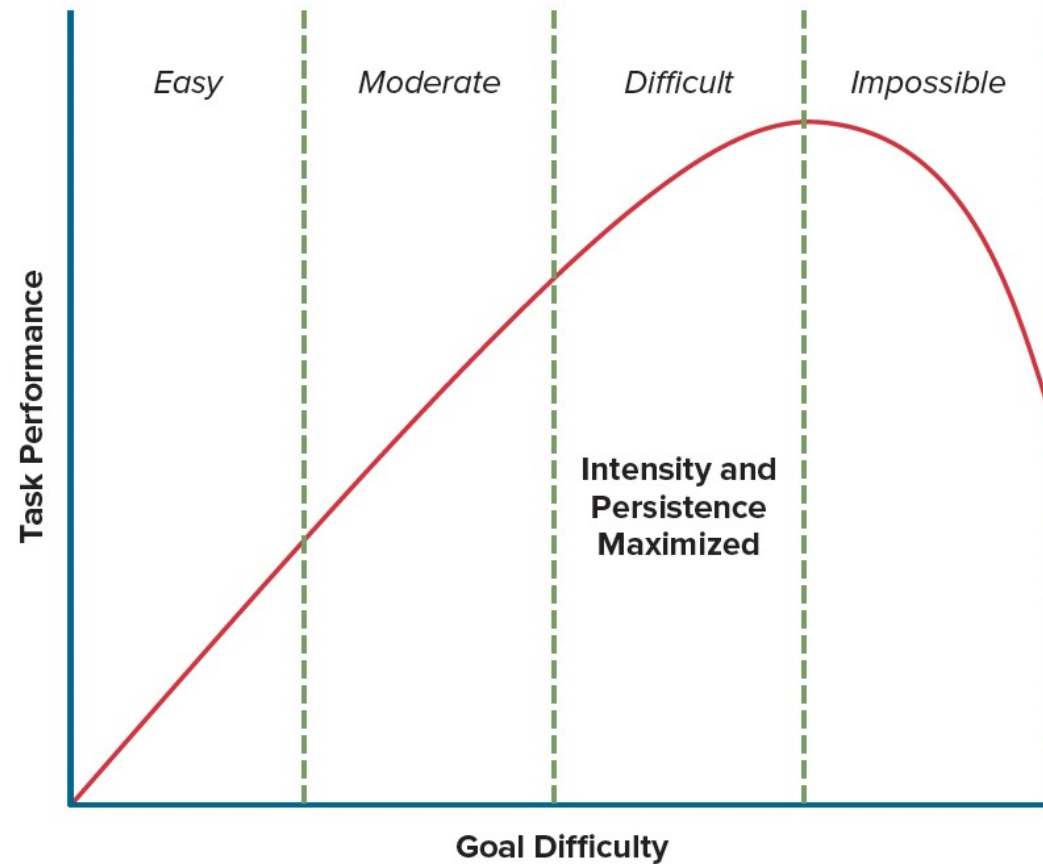
You're a newly hired intern for an auto-parts manufacturer. Your job is to identify and contact at least 30 new clients. Management lets you know that, at the end, the number of accounts you developed will greatly contribute to the management's decisions on:

- 1) Whether you will be hired full-time or not and
- 2) Your base salary as a full-time employee.

How would you target this goal?
What would be your plan?



And, of course, there's a fine line between difficult goals and impossible goals

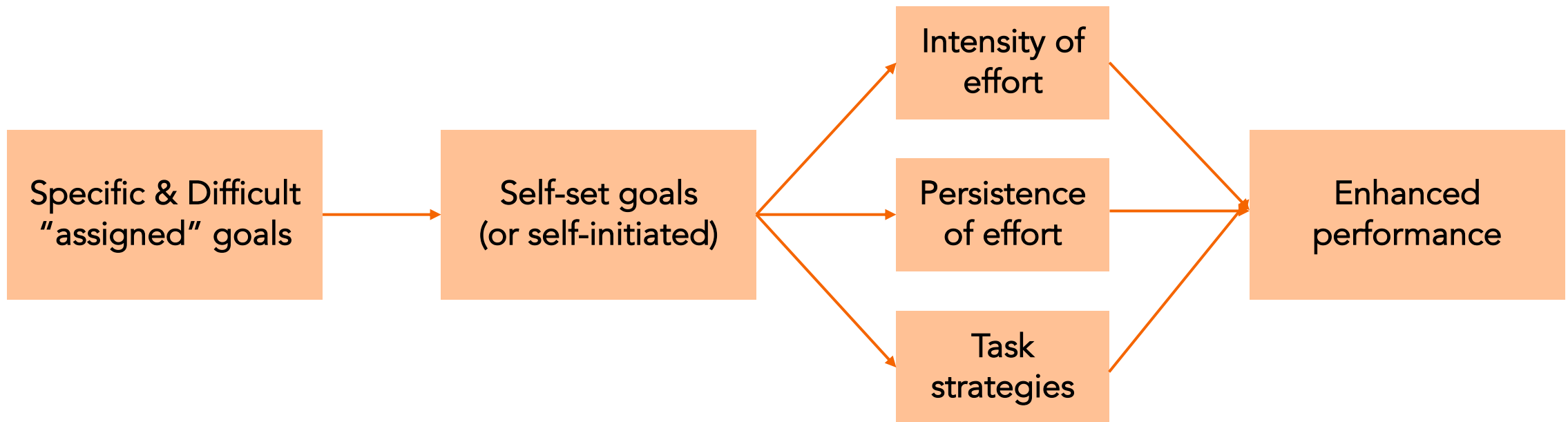




Now that we know specific and difficult goals are desirable:

Let's talk evidence:

- Why exactly are specific/difficult goals effective?
 - Shapes people's own "self-set goals"
 - *The internalized goals that people use to monitor their own task progress*
 - Triggers people to:
 - *Invest more effort*
 - *Persist if needed*
 - *Become strategic about attaining objectives*
- All of the above -> better task performance





Factors that can make the link between “Specific/Difficult Goals” and “Performance” stronger vs. weaker

- Performance Feedback (Note, there’s a difference between feedback & evaluation)
 - Regular feedback helps amplify the effect of setting goals
- Task Complexity
 - Specific/difficult goals are much more effective for simple tasks than complex tasks
- Goal Commitment
 - “YOU” play a big role in determining how effective the goal-setting is going to be; whether you’re devoted or not



How can you improve your employees' goal commitment?

If you're not sure – don't worry, here's what evidence suggests:

- Rewards (monetary and/or non-monetary)
 - Publicity
 - Support
- Participation
- Resources



What's missing?
How can you make it more effective?
(Use your knowledge from what we've learned so far)

- S: specific
- M: measurable
- A: achievable
- R: results-based
- T: time-sensitive