

MOTIVATION STRATEGY

INTRODUCTION

Motivation is what prompts a person to take action. To facilitate the transition from the current state to the future state, many TQM-based organizations have used a new style of motivating people. Motivation strategy aims at increasing the effective contribution of members of the organization in achieving its objectives.

Quality can ultimately be attained only by motivated and committed people. What motivates people to better work performance? Some motivations are:

- Sufficient and unambiguous performance standards.

- Proper recognition and reward systems.
- Honest and supportive leadership.
- Employee involvement and empowerment.

The traditional management approach tends to develop standards without considering what must be done to motivate people to meet the standards. Management by fear is a common norm to control people so as to improve productivity. Communication flow is restricted and indirect, creating doubt and confusion, demotivating people and leading to cynicism. Management controls the organization through scoring individual performance and reviewing regular reports. (Differentiating among individuals with regard to levels of performance, compensation, and status serves organizational purposes.) However, these assumptions can all be seriously questioned in the light of the new paradigm. Deming remarks that at least 85% of quality problems are a result of the system. It is management's responsibility to create the most efficient working environment, and provide the means and mechanisms to enable people to perform to the best of their ability.

THEORY 'X' VERSUS THEORY 'Y'

Traditional management practices are based on Theory X assumptions. By treating workers according to Theory X assumptions, managers got Theory X behavior. Theory X, according to Douglas McGregor in his book, *The Human Side of Enterprise*, could be summarized as follows:

1. The average human being has an inherent dislike of work and will avoid it if he can.
2. Because of this human characteristic of dislike of work, most people must be coerced, directed or threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.

3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

However, organizations can no longer afford Theory X management. The flattening of the organization means that very few 'controllers' are left. Theory X required that jobs are broken down into simple, repetitive and easily learned segments so that managers/supervisors can tightly 'manage and control'. But the simple, routine, and often manual work is going away. Robots and computer systems can do the simple, routine and repetitive work. In the complex ever changing environment, creative work can only be performed by people who are self-directing and self-controlling.

In the competition of quality, customer service and product innovation, lazy, uncommitted Theory X employees could not cooperate to produce performance to meet these objectives. The new workplace demands a 'movement from control to commitment'. More importantly, the goal will be to attach people mentally and emotionally to the workplace — to make them feel intimately connected to the corporation.

Today, workers are no longer a commodity. Work is being transformed by technology and by fundamental changes in the structure and operation of the company. Human resources are now at the very heart of competitiveness. More and more companies recognize that quality, productivity and technology ultimately depend on a motivated, flexible, skilled workforce.

It is obvious that McGregor's Theory Y assumptions fit nicely with the new paradigm. Theory Y can be summarized as follows:

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives.

Workers will exercise self-direction and self-control in the service of objectives to which they are committed.

3. Commitment to objectives is a function of the rewards associated with their achievement.
4. The average human being learns, under proper conditions, not only to accept but to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.
6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

A TQM-based organization will strive to promote Theory Y behavior. It might go something like this:

1. Create an environment where every employee can feel that he or she can make a difference.
2. Make everybody feel personally significant.
3. Give people a vision or mission.
4. Empower people through total involvement.
5. Trust people to do the right thing.
6. Put more emphasis on recognition rather than punishment.
7. The barriers that prevent people from doing a good job should be identified and removed.
8. Allow open communication and information sharing among employees.

THE PLAN FOR CHANGE

When determining a motivation strategy, we need to consider the following issues which are of central importance in organizational life:

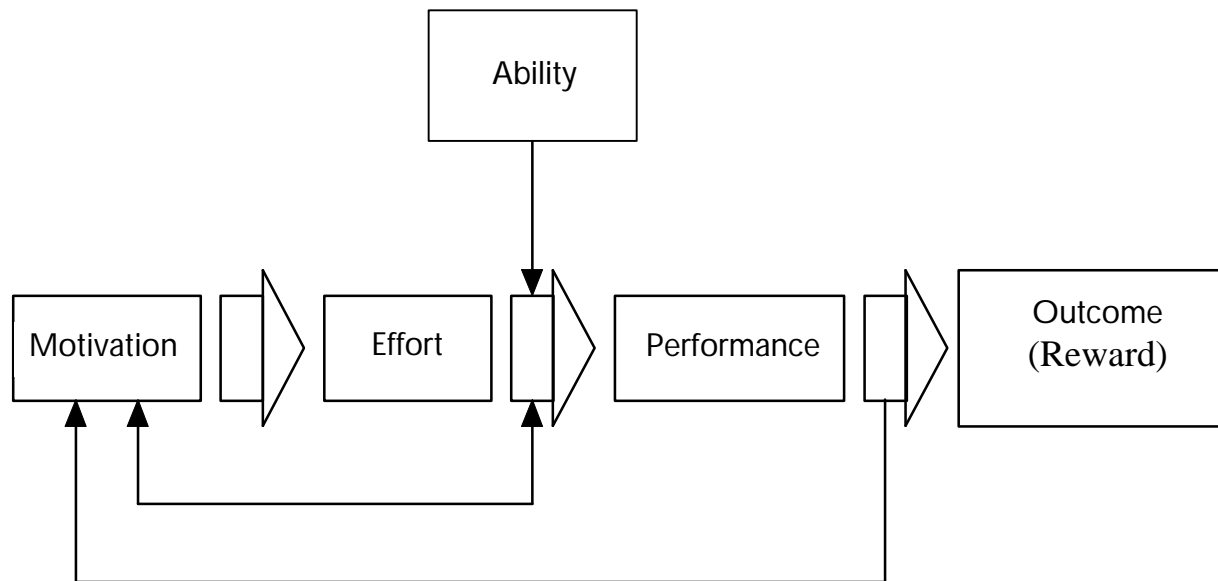
1. What particular outcomes or rewards are valued for each employee?
2. What are the desired levels of performance?
3. Is there a direct, clear and explicit link between performance at the desired level and outcomes and rewards?
4. What are the barriers that prevent people from doing a good job?
5. What do the organization and its members need to do in the future?
6. Do managers have the right leadership to support the desired behavior?

The process of motivation is initiated by the conscious or unconscious recognition of an unsatisfied need. A goal is then established which will satisfy that need, and a course of action is determined that will lead towards the attainment of the goal. But, as goals are satisfied, new needs emerge and the cycle continues.

The degree to which people are motivated will depend not only upon the perceived value of the outcome of their actions — the goal or reward — but also upon their perceptions of the likelihood of achieving the reward; that is, their expectations.

Figure 9.1 shows a person's motivation is reflected in the amount of effort he or she puts into his or her job. According to Expectancy Theory, the following factors are involved in determining motivation, effort and eventually, job satisfaction.

Figure 9.1 Process Approach to Motivation



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1. The perceived relationship between effort (E) and performance (P): this concerns the belief that extra effort will lead to better performance.
 2. The perceived relationship between performance and outcome (O): this concerns the belief that improved job performance will lead to outcomes such as promotion, extra pay, bonus, more responsibility, increased job autonomy, job security, recognition, etc.
 3. The attractiveness of valence (V) of the possible outcomes: this concern the value of the possible outcomes for the person concerned, such as elimination of dangerous and dirty aspects of the job, the job being made easier, more interesting, etc.

Even if motivation is high, this may not be reflected in performance, perhaps because of barriers, such as a lack of ability or training, inadequate materials, machinery, aids and tools, an inappropriate strategy for doing the job, a

system and organizational environment which are not conducive to continuous improvement, etc.

The degree of satisfaction obtained by individuals, however, depends largely upon their own needs and expectations and the environment in which they work. Good performance may not lead to positive outcomes if:

- Suggestions for improvements are rejected by management without adequate explanation.
- Key issues identified from a quality action are not followed through.
- A useful quality-related initiative is canceled as part of a cost-cutting drive.

CASE STUDY: DELTA AIR LINES

Delta Air Lines represents the type of organization that is successful through a massive effort to motivate employees.

To continue its success, Delta's human resource policies are designed to assure good treatment of its employees. So pervasive is the commitment to its people that the organization generates a strong commitment, even zeal, from its employees. Some of Delta's policies include:

- Reassignment of employees to avoid layoffs, even at the expense of short-term profits and productivity.
- Payment of wages that are five to ten cents per hour above the rates paid to unionized workers in other airlines.
- Fringe benefits for employees that are considered among the most generous in the industry and which provide employees with sound economic security in the event of disability or retirement.

- Rewards for workers who do an exceptional job of helping passengers in need of assistance.
- Communication from top management with all employees, in groups of 25 to 30, every year and a half.

By creating and maintaining an effective work force, Delta has been able to grow and prosper at a time when other airlines, such as Braniff and Eastern, have declared bankruptcy. Delta's treatment of employees, its profitability, and its productivity help set the standards for its industry.

MOTIVATION, INTEGRITY AND TRUST

If there is no trust, there can be no motivation. Consider the various elements of TQM that depend on trust: communication, interpersonal relations, conflict management, problem solving, teamwork, employee involvement and empowerment, and customer focus.

In human communication, receivers do not accept messages from senders they don't trust. In interpersonal relations, trust is the most fundamental element. A manager who is not trusted by both sides in a conflict cannot help resolve the conflict. In order for people to work as a team, they must trust each other. Managers will not be able to empower employees unless they trust them.

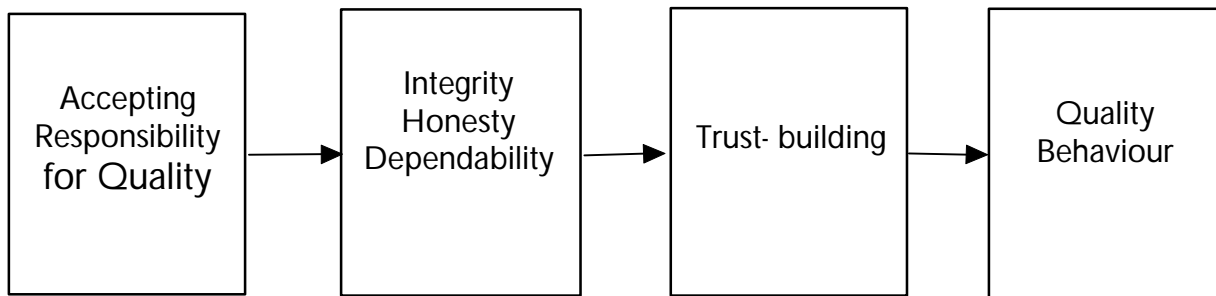
Motivating employees and continually developing their job skills are important responsibilities of managers in a total quality setting. In attempting to build trust in the workplace, managers should take the initiative.

In order to build trust, it is important for managers to exhibit integrity. Integrity, as a personal and organizational characteristic, combines honesty and dependability. When an individual or an organization has integrity, quality behavior automatically follows.

In his book *The Externally Successful Organization*, Philip Crosby says, "A reputation for integrity is earned through doing what one has agreed to do, doing it one time, and with completeness. Just being honest is not enough. Honesty is mostly not doing things that are dishonest and is more or less expected of responsible people. Integrity though, is built up block by block through planned employee and management actions based on processes and procedures that are completely understood and agreed upon."

Integrity is more than just honesty. Integrity means accepting responsibility for their actions, success and failures with honesty and dependability. Accepting responsibility is the fundamental element of integrity. People with integrity can be counted on to do the right thing, to do things right, to accomplish tasks thoroughly and completely, to complete work on time, and to keep promises. **Figure 9.2** shows the relationships among motivation, integrity and trust.

Figure 9.2 Motivation, integration and trust



CASE STUDY: TRUST BUILDING AT MOTOROLA

"Trust is accomplished in two ways: line of sight and equity. Line of sight management at Motorola means that individuals can see the impact of their actions and the actions of others on the success of the organization. In actual

practice, line of sight revolves around the use of teams so that individuals have an opportunity to see that their actions can affect their team's performance. Because ... teams are small and structured around naturally separate work functions, line of sight is readily apparent. Line of sight, however, goes farther than just the immediate work group. The operating environment is set up so that employees can judge policies, procedures, and managers based on what is actually done, rather than just on what is said. The second element in developing trust is equity. Equity is addressed primarily through a corporate bonus structure. Rewards are based on skill levels, experience, and education and are made as close in time as possible to actual performance. Thus, a sense of sharing and sharing fairly is achieved throughout the organization."

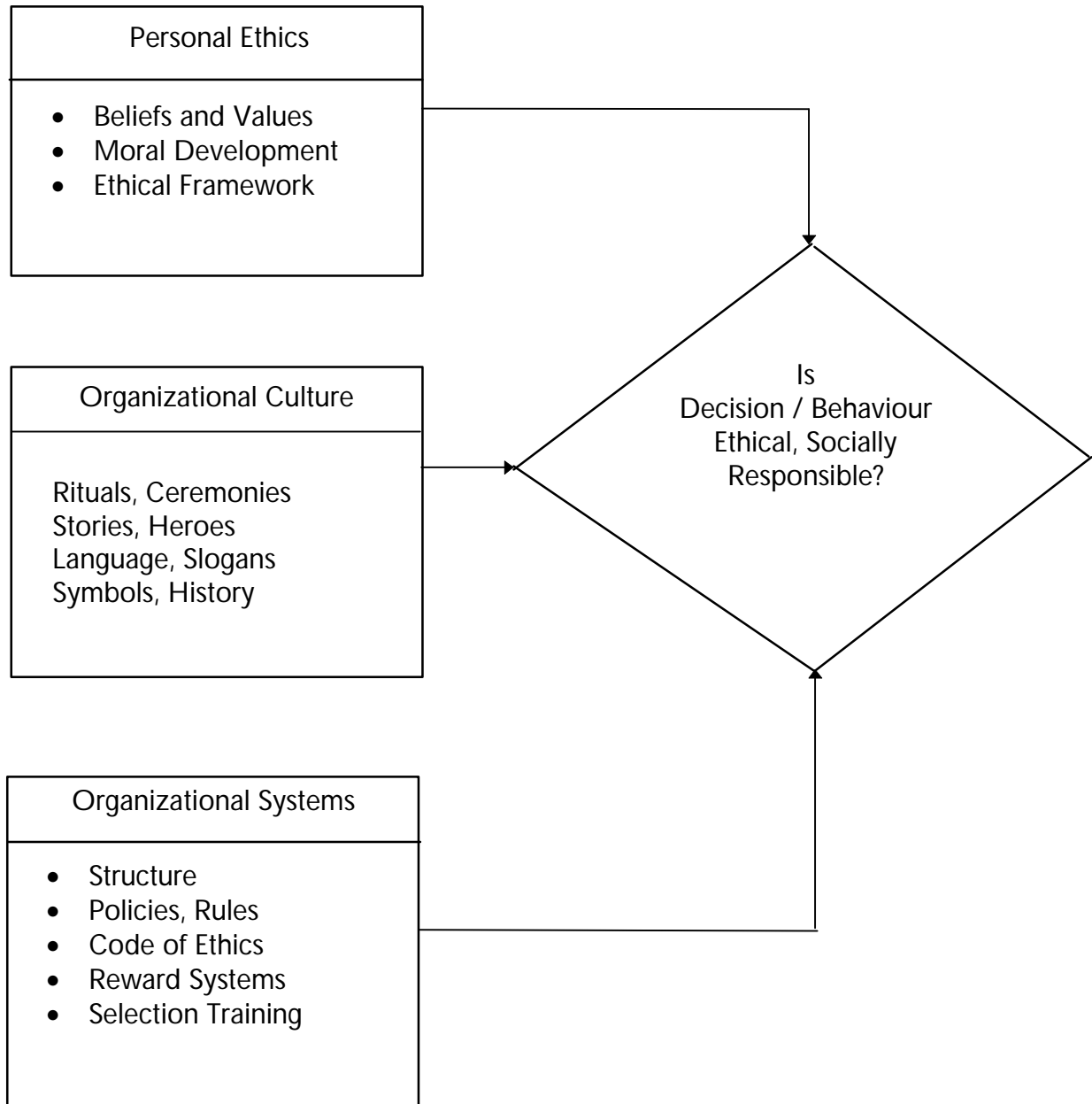
ORGANIZATION'S ROLE IN ETHICS

Ethics plays a critical role in the successful application of total quality. Ethical behavior on the part of the organization is just as important as the behavior of managers and employees.

Ethics is the study of morality. As applied in the workplace, morality is translated into standards of conduct. If a certain behavior is illegal, it is also unethical. However, conduct may be legal but unethical. Ethical issues are not always black or white. They often fall into a gray area between the two extremes of clearly right and clearly wrong. This gray area is often clouded by personal experience, self-interest, point of view, and external pressure.

The standards for ethical or socially responsible conduct are embodied in each employee as well as within the organization itself. The immediate forces that impinge on ethical decisions are summarized in **Figure 9.3**.

Figure 9.3 Forces that shape employee’s ethics



1. Personal Ethics

People bring personal belief and values from the outside world into the organization. Family upbringing and spiritual values provide principles by which to live and work. In addition, people

go through stages of moral development. For example, children have a low level of moral development, making decisions and behaving to obtain rewards and avoid physical punishment. At an intermediate level of development, people learn to conform to expectations of good behavior as defined by colleagues, society or law. At the highest level of moral development are people who develop an internal set of standards that are more important to decisions than external expectation.

2. Organizational Culture

Organizational culture will be reflected by rituals, ceremonies, stories, heroes, and language. It signals to employees what is valued in the organization. Important sources of these values are the organization's early history and, especially the role of the founder.

The CEO and other senior managers must be committed to specific ethical standards. To be effective managing ethical standards, executives may need to learn symbolic and ceremonial skills, and how to use speech, writing and gestures. Moreover, these executives must share a conviction that a reputation for fair and honest business is a prime corporate asset that all employees should nurture.

3. Organizational Systems

This includes the ethical values that are incorporated in policies and rules, code of ethics, recognition and rewards, selection and training. These formal efforts can reinforce ethical values that exist in the informal culture. Managers can assign responsibility for ethical values. One example is an Ethics Committee which is a group of executives appointed to oversee corporate ethics.

The Ethics Resource Center in Washington DC identified the following as major ethical issues:

1. Drug and alcohol abuse
2. Employee theft
3. Conflicts of interest
4. Quality control
5. Misuse of proprietary information
6. Abuse of expense accounts
7. Plant closings and layoffs
8. Misuse of company property
9. Environmental pollution
10. Methods of gathering competitor information
11. Inaccuracy of books and records
12. Receiving excessive gifts and entertainment
13. False or misleading advertising
14. Giving excessive gifts and entertainment
15. Kickbacks
16. Insider trading
17. Relations with local communities
18. Anti-trust issues
19. Bribery

20. Political contributions and activities
21. Improper relations with government representatives
22. Inaccurate time charging to customers
23. Improper relations with foreign government officials.

Organizations have a critical role to play in promoting ethical behavior among their employees. An organization's task in ethics can be summarized as follows:

- Creating an internal environment that promotes, expects, and rewards ethical behavior.
- Conducting ethics training for all employees.
- Setting an example of ethical behavior in all external dealings.
- Helping employees make ethical choices.
- Helping employees follow through and exhibit ethical behavior after the appropriate choice has been made.

Robert Wood Johnson, the leader who built Johnson & Johnson into a major international corporation, developed the following ethics credo for his company in the mid-1940s:

- To customers and users: quality and service at reasonable prices.
- To suppliers: a fair opportunity.
- To employees: respect, equal opportunity, and a sense of job security.
- To communities: a civic responsibility.
- To the environment: protection.

- To shareholders: a fair return.

CASE STUDY: ETHICS AT MARTIN MARIETTA

Martin Marietta Corporation is one of the largest government contractors in the US. As a producer of military material and equipment, Martin Marietta is paid by public tax dollars. Consequently, it is critical that the company and its employees apply a high ethical standard. To ensure that this happens, Martin Marietta developed a *Code of Ethics and Standards of Conduct booklet* that is given to all employees. Employees must acknowledge receipt of the booklet in writing. Contained in this booklet is the following philosophy statement:

"Martin Marietta Corporation will conduct its business in strict compliance with applicable laws, rules, regulations, and corporate operating unit policies, procedures, and guidelines, with honesty and integrity, and with a strong commitment to the highest standards of ethics. We have a duty to conduct our business affairs within both the letter and the spirit of the law."

Martin Marietta's corporate ethics booklet goes into great detail in such areas as bidding, negotiations, performance on contracts, conflict of interest, acceptance of gifts, political contributions, and other ethics-related areas of concern.

