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Shaping Cultures

Natasha Davies, January 2023

*Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives*



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MOTIVATION

THE MEANING OF MOTIVATION

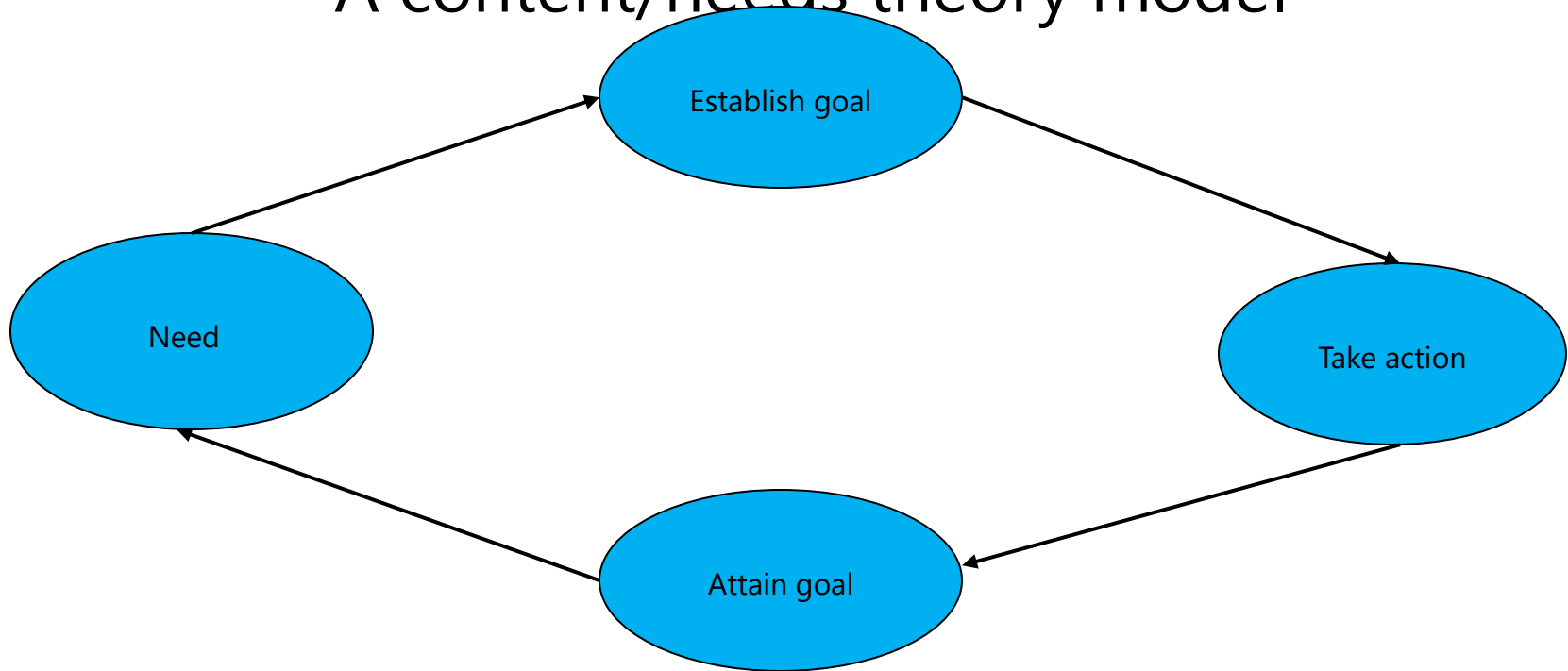
Motivation is concerned with the strength and direction of behaviour and the factors that influence people to behave in certain ways.

TYPES OF MOTIVATION

- Extrinsic motivation
- Intrinsic motivation

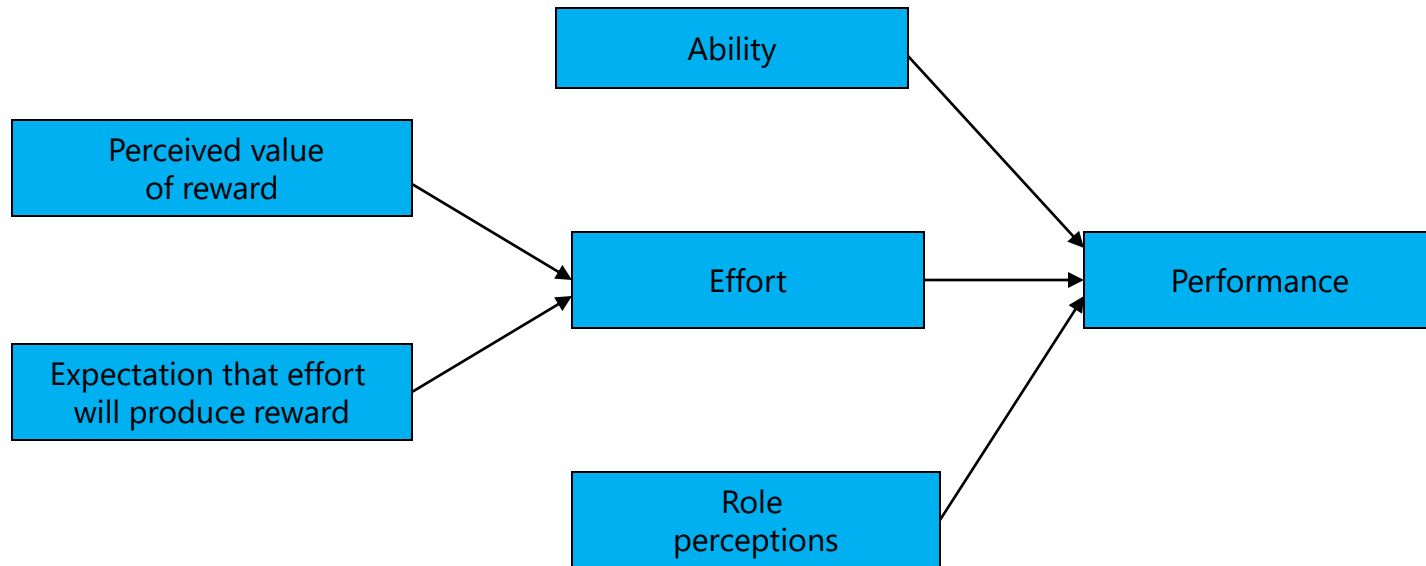
THE PROCESS OF MOTIVATION

A content/needs theory model



THE PROCESS OF MOTIVATION

Expectancy motivation model



Source: Porter and Lawler (1968)

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Content and process theories of motivation

- Content theories

- Hierarchy of needs (Maslow, Alderfer)
- Two-factor theory (Herzberg)
- Need to achieve (McClelland)

- Process theories

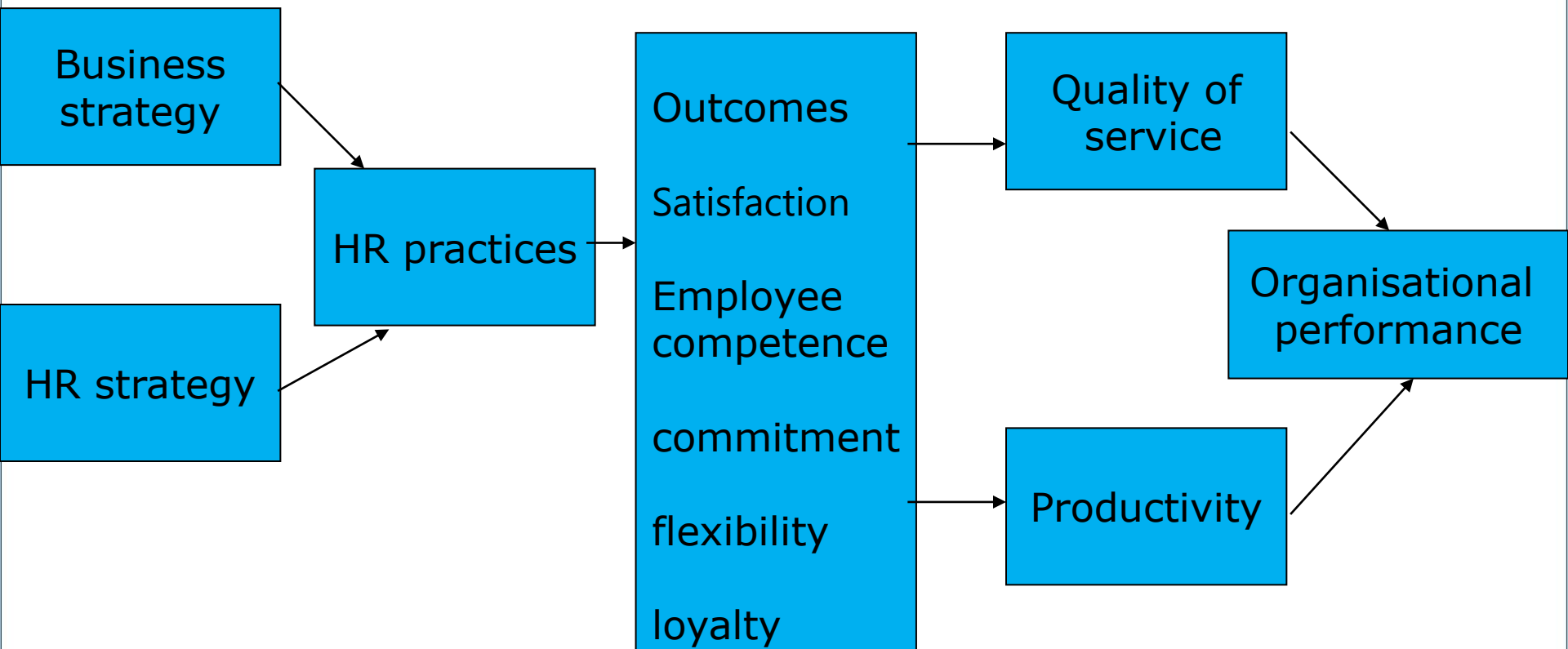
- Expectancy theory (Vroom, Porter and Lawler)
- Equity theory (Adams)
- Goal theory (Locke)

Job satisfaction

- Job satisfaction
 - 'A pleasurable, positive emotional state resulting from the appraisal of one's job or job experiences'

Locke 1976

The relevance of job satisfaction



Motivation and job design

- Job design

is concerned with the relationship between employees and the nature and content of their work. Effective job design aims to meet the personal, psychological, emotional and social needs of people at the workplace
- Techniques of job design
 - Job rotation
 - Job enlargement
 - Job enrichment

CRITICAL EVALUATION OF MOTIVATION THEORIES (2)

Process/cognitive theory:

- expectancy theory
- goal theory
- equity theory

Motivation and job design

- Scientific management
 - Task fragmentation or breaking down jobs into their most simple component elements
 - Deciding on the best way to perform a job including the work layout
 - Training employees to carry out the job in the prescribed manner
 - Closely supervising and controlling the process
 - Rewarding employees financially for meeting output targets
- Human relations approach
 - Importance of social relations at work and group work
 - Listening to employees, involving them

Job enrichment model

- **Skill variety** - extent to which job allows for use of different skills
 - **Task identity** - extent to which job involves 'whole' meaningful piece of work
 - **Task significance** - impact of job on others both inside the organisation and outside
- (These factors give **meaning** to work)
- **Autonomy** - extent to which job gives opportunity for freedom, independence, discretion
(This gives **responsibility** to the jobholder)
 - **Feedback** - extent to which job allows for clear and direct feedback on effectiveness
(This gives **knowledge of results**)

Empowerment and discretionary behaviour

- Giving employees more scope, responsibility and autonomy in their work
- Allowing employees the opportunity and freedom to take decisions in dealing with customers
- Allowing employees to use their initiative

Empowerment

- **Benefits**

- Speeds up decision-making
- Releases creativity and innovation
- Provides job satisfaction, motivation, commitment
- Gives people more responsibility
- Allows for achievement
- Reduces operational costs

through

- structural change: work organised around basic operations to form 'whole tasks'
- teamworking: each team planning and organising own work
- supportive management style

- What is meant by the term 'empowerment'?
- Describe one example of genuine empowerment in action, which you have either read about or observed.

Sources of workplace motivation

- Achievement
- Advancement
- Belonging
- Challenge
- Contribution to society
- Involvement
- Financial reward
- Growth and development
- Intellectual interest
- Job security
- Pride in the organisation
- Recognition and respect
- Responsibility
- Work environment

Motivational practices

- Give people responsibility for the outcomes of their work
- Set clear and realistic goals
- Ensure that people have the resources to do their job
- Give credit where credit is due and make sure it is known within the team
- Provide honest and unambiguous feedback
- Provide learning and development opportunities
- Implement reward packages that reflect the job and the external market rate
- Create an environment governed by fairness and respect
- Create a happy workplace

Hollyforde and Whiddett 2002

FACTORS AFFECTING MOTIVATION STRATEGIES

MOTIVATION: THE HR CONTRIBUTION

Emotions in organisations

- Emotions and feelings are key in helping to make sense of both ourselves and others.
- **Feelings** – what is going on inside us that helps us understand how we are experiencing things.
- **Emotions** – external presentation of our feelings.

Are emotions an important part of organisations?

‘The central ideology surrounding emotions in organizations is that they are irrational, idiosyncratic disturbances that are best controlled and kept undercover (Stearns & Stearns, 1986).’ (Gibson, 2006:478)

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Typology of emotion management

Emotion management

Emotion work



Emotional labour



Perceiving and managing emotions

Our ability to manage our emotions is closely intertwined with our identity, social role and the way we perceive ourselves and others perceive us.

- What would happen if we did not manage our emotions?
- Have perceptions of particular work roles become deeply embedded into our understanding of people, organisations and society?

Managing better?

- Perceptions and emotions are socially constructed, allowing us to make sense of others and ourselves.
- Sense-making processes involve stereotypes – which can also be dangerous and deceptive.
- Emotions can also be stereotyped to role performances, and failure to conform to these leads us to be judged in certain ways.
- Emotion management allows us to be perceived as normal members of society whilst upholding stereotypes at the same time!
- **If emotions were not so powerful and important then there would be no need for us to manage them by managing our emotions and those of others (Craib, 1995).**

Strategy Defined

- ‘Strategy is a rational decision-making process in which the organisation’s resources are matched with opportunities arising from the competitive environment’ (Hseih and Chen 2011, p17)

Porter's Generic analysis

- **Three strategies available to organisations:**
 - Cost leadership strategy – reduce costs to increase profit and market share
 - Differentiation strategy – make products and services more attractive and different from competitor offerings
 - Focus strategy – identify niche markets and exploit them
- Porter argues that whichever strategy is adopted, it has to be clear and well defined

Culture defined

According to Schein (1992, p12):

Is a 'pattern of shared basic assumptions that the group learned ...that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel'

Competing Values Framework

- Diagnoses an organisations cultural effectiveness by:
- Mapping the percentage of human and financial resources
- To understand the dominant culture of the organisation
- Addresses the level of contradiction between values
- Addresses the harmony between the organisational leadership or initiatives

CIPD GOOD WORK

- Defining Good Work – because it:
- Is fairly rewarded and gives people the means to securely make a living
- Gives opportunities to develop skills and a career and gives a sense of fulfilment
- Provides a supportive environment with constructive relationships
- Allows for work-life balance
- Is physically and mentally healthy
- Gives people the voice and choice that they need to shape their working lives
- Should be accessible to all
- Is affected by a range of factors, including HR practices, the quality of people management and by workers themselves

CIPD 7 dimensions of Good Work related to Job Quality

1. Pay and benefits – subjective feelings about pay, pension and other benefits
2. Contracts – contract type, underemployment and job security
3. Work life balance – overwork, commuting time, work encroaching on personal life and HR provision for flexible working
4. Job design and the nature of work – work and work intensity, autonomy and empowerment
5. Relationships at work – support, cohesion, psychological safety and the quality of people management
6. Employee voice – channels and opportunities for feedback on ones views, and how management receives this feedback.
7. Health and wellbeing – considering the positive and negative impacts of work on both physical and mental health.

Customer Alignment – the HR Map by Jamrog and Overholt 2004

- The HR effectiveness 'map' has 5 key components:
 1. Strategic alignment – strategic priorities are transmitted, shared and made consistent with employee's values and behaviours
 2. Customer focus alignment – customer relationships is the focus of the strategic, performance and people approaches
 3. Leadership and talent management alignment – leadership style, communication, motivation, commitment and behaviours lead to a productive organisational climate
 4. Performance alignment- the processes and day to day behaviours and activities match the strategic priorities
 5. Cultural alignment – employee's values and beliefs as well as the processes directly linked to them directly enable behaviours that support strategy

HRM and risk

- **Risk is tempered against a backdrop of organisational and environmental uncertainty and unpredictability**
- Risk management is about involving the identification, analysis, evaluation, control and monitoring of risk and uncertainty (Baker, Ponniah and Smith 1999)
- If people really are the most valuable resource within the organisation, then how far does the Duty of Care that an organisation has outweigh financial assessment of risk?

References