

Making the Most of Employee Motivation



The Bottom Line for Law Enforcement



Serving the Leaders of Today, Developing the Leaders of Tomorrow





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Webinar Panelist

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Acting Out: Outlining Specific Behaviors
and Actions for Effective Leadership





BACKGROUND ON MOTIVATION

- Understanding employee motivation is a common concern.
- There is a presumption that leaders are responsible for motivating their employees.
- Leaders must understand how motivation works in order to influence it.



HISTORICAL MOTIVATIONAL THEORIES

- Maslow's hierarchy of needs
- Herzberg's two-factor theory
- McGregor's theory X and Y
- Fredrick Taylor scientific theory
- Victor Vroom's expectancy theory

- New Theory:
Higher-Order Goal/Personality Trait Theory



MOTIVATION DEFINED

- “Motivation is defined as the process that initiates, guides, and maintains goal-oriented behaviors” (Cherry, 2015).





MOTIVATING OTHERS

- How is motivation accomplished; do we actually motivate others?





MOTIVATION

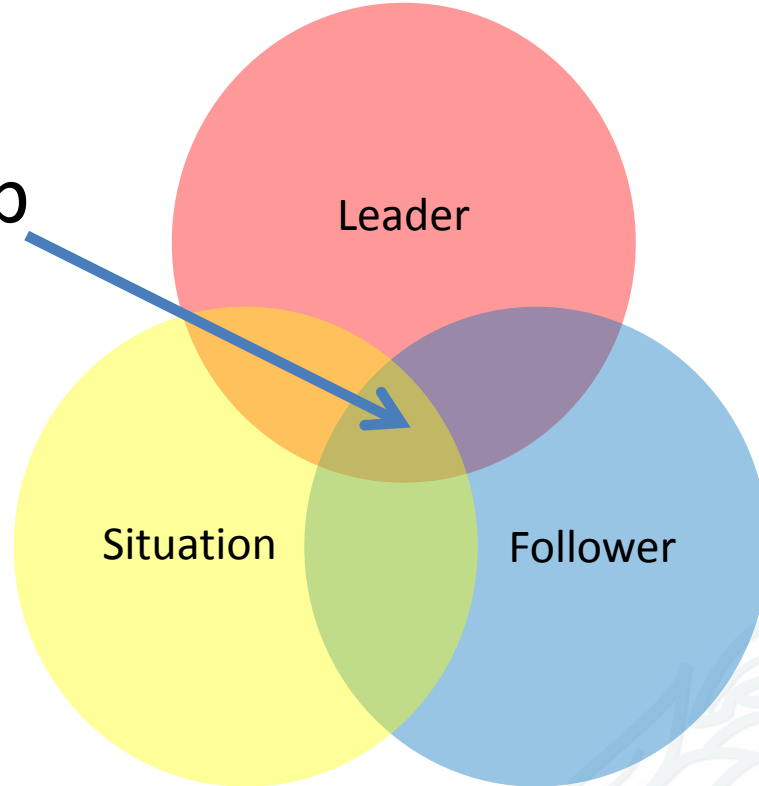
Causing people to behave in a way which they might otherwise not behave. (Change in attitudes, values, beliefs, or behavior as a result of influence strategies)

“Leadership is the art of motivating people to voluntarily commit themselves to follow the course laid out by the leader”
(Weinzel, 2010).



MOTIVATION

Leadership





MAIN POINTS OF MOTIVATION

- Performance = Ability x Motivation
- Motivation = Retention





THREE DIMENSIONS OF MOTIVATION

1. Direction

- Goal: What do you want me to do?

2. Energy

- Effort: How hard should I try?

3. Persistence

- Sustain: How long do you want me to do it?



EXTRINSIC VS. INTRINSIC MOTIVATION

- Extrinsic motivation: motivated to perform a behavior or engage in an activity in order to earn a reward or avoid a punishment.
- Intrinsic motivation: motivated to perform a behavior because it is personally rewarding rather than the desire for some external reward.
- Extrinsic motivation arises from outside of the individual while intrinsic motivation arises from within.



GROWTH NEEDS

- Not about intelligence, skill, activity level or productivity.
- Growth needs speak to the issue of being happy with doing one's job - as it is.
- Employees can be classified as having either high growth needs or low growth needs.



HIGH GROWTH NEEDS (HGN)

- HGN employees seek more responsibility and challenge.
- They are happy when they experience higher levels of:
 - Meaningfulness of the work,
 - Responsibility for the outcome, and
 - Knowledge of the actual results.



LOW GROWTH NEEDS (LGN)

- LGN employees would rather not carry the burden of challenge and responsibility.
- They rather not be involved in decision-making processes and care little about extrinsic outcomes/results.





MOTIVATIONAL THEORY

Higher-Order Goal/Personality Trait Theory

Personality traits initiate purposeful goal strivings, which lead to experienced meaningfulness in one's work.

- Purposefulness is the process through which one's personality traits are engaged to pursue and achieve higher-order goals.
- Meaningfulness relates to the sense that one's work and effort is valued, useful, and worthwhile.

Barrick, Mount, and Li, (2013).



MOTIVATIONAL THEORY

Motivational Strivings (Higher-Order Goals)

- Communion striving: Individuals are highly motivated to achieve meaningful contact with others.
- Status striving: Individuals have a desire to exert power and influence over others within the organizational hierarchy.
- Autonomy/growth striving: Individuals are motivated to gain control and understanding of important aspects of the work environment and to pursue personal growth opportunities.
- Achievement striving: Individuals have a powerful need to demonstrate personal competence and a sense of accomplishment.



MOTIVATIONAL THEORY

Five Factor Model of Personality Traits

- Extraversion (social, dominant, ambitious)
- Agreeableness (cooperative, considerate trusting)
- Conscientiousness (dependable, hardworking, persistent)
- Emotional stability (calm, confident, secure)
- Openness to experience (imaginative, adaptable, intellectual)



MOTIVATIONAL THEORY

Task Characteristics

- Task identity (completing a whole piece of work from start to finish)
- Task variety (the opportunity to use different skills on a variety of tasks)
- Task significance (work outcomes having a substantial impact on others)
- Autonomy (discretion in decision making, work methods, and work scheduling)
- Feedback (information regarding performance)



MOTIVATIONAL THEORY

Social Characteristics Opportunities

- To interact with other employees or people outside the organization
- To develop strong interpersonal relationships
- To exchange support with others





MOTIVATIONAL THEORY

The Relationships Between Motivational Strivings, Job Characteristics, and Personality Traits

Motivational Strivings/Goals	Task & Social Characteristics	Personality Traits
<u>Communion striving</u> : Individuals are highly motivated to achieve meaningful contact and to get along with others.	Social support Interdependence Interaction outside organization	<u>Emotional stability</u> : (calm, confident, secure). <u>Agreeableness</u> : (cooperative, considerate, trusting)
<u>Status striving</u> : Individuals have a desire to exert power and influence over others within the organizational hierarchy.	Power and influence Task significance Feedback from others	<u>Extraversion</u> : (social, dominant, ambitious).
<u>Autonomy/growth striving</u> : Individuals are motivated to gain control and understanding of important aspects of the work environment and to pursue personal growth opportunities.	Autonomy Task variety	<u>Openness to experience</u> : (imaginative, adaptable, intellectual). <u>Extraversion</u> : (social, dominant, ambitious).
<u>Achievement striving</u> : Individuals have a powerful need to demonstrate personal competence and a sense of accomplishment.	Task identity Feedback from job or another	<u>Conscientiousness</u> : (dependable, hardworking, persistent). <u>Emotional Stability</u> : (calm, confident, secure).

Adapted from: Barrick, M. R., Mount, M. K., & Li, N. (2013). The theory of purposeful work behavior: The role of personality, higher-order goals, and job characteristics. *Academy of Management Review*, 38(1), 132–153.



LEADER STRATEGIES FOR MOTIVATION

- Know what motivates your employees (before you hire them, if possible).
- Learn and stay informed about what motivates your people (this might change).
- Create a challenging environment for those with HGN
- Give rewards that provide information versus those that control
- Understand the limitations of employees with LGN



LEADER STRATEGIES FOR MOTIVATION

- Establish clear core values and purpose
- Maintain a focus on long-term objectives
- Supervise leadership of small work groups or units
- Maintain continuous communication
- Promote collaboration
- Provide opportunities for development
- Provide work opportunities that match the motivational needs of staff



QUESTIONS





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