

Figure 5.4. Charging up, draining down.

Charging up, draining down	
Charges up (+)	Drains down (-)
+ Variety of work, drawing on skills and abilities	- Lack of trust
+ Independence and responsibility	- Inadequate pay
+ Being listened to and informed	- Confusion
+ Participation in decision making	- Unsafe working conditions
+ Tasks that involve learning and growth	- Poorly maintained or inadequate equipment
+ Training	- Vague instructions
+ Being trusted	- Not being listened to
+ Seeing the result of your work	- Someone solving problems for you
+ Recognition and praise for good work	- Conflict with coworkers or supervisor
+ High occupational status	- Not knowing whether you are succeeding
+ Good pay	- Boredom
+ Interesting work	- Perception of unfair treatment



An Expectancy Framework

“Process theories” make up another set of ways that psychologists look at motivation. They have in common a focus on mental processes that people go through in deciding on the level of effort to put forth. One of the most helpful theories is the Expectancy Theory, which simply suggests that people expend effort to obtain the rewards they value. They make choices, not always consciously, about how much effort to devote to what activity. These choices are based on expected payoffs associated with different behavioral alternatives. There are three parts to figuring these expected payoffs.

The first is the expectation that **effort produces performance**. This corresponds to the “can do” issue. At issue is whether the individual expects to have the ability, tools, supervision, and other support necessary to achieve desired

performance. Even if a bonus is offered to truck drivers who complete their deliveries in half the allotted time, no additional effort will be put into improving performance if they view the target as unattainable.

The second part is the belief that improved **performance will be recognized** and rewarded. This is the “so what” issue, or the performance-reward link. The link is greater if differences in performance level are actually recognized and translate into different individual rewards. The belief that production quantity determines earnings is stronger under a piece rate system than under an hourly pay system. Failure of pay systems to motivate employee effort is most often attributable to this element in the expectancy chain.

The third aspect of expected payoff is the **value of the reward** given to the individual for improved performance. Even if a person can pick peppers, and the more peppers picked the more lira earned, effort to pick peppers will not be intense if lira are worthless to the worker. This theory has an intuitive appeal, as it basically says that people are motivated to work toward what will allow them to obtain the things they want and value.

Rewards from Work

Considering needs more generally, people work to obtain rewards, intrinsic and extrinsic. “Intrinsic rewards” are the intangible ones essentially given to one’s self. Pride of workmanship, a sense of importance, satisfaction with a job well done, feelings of belonging, identification with a larger enterprise, and dignity are examples. “Extrinsic rewards” are mostly observable and given to the recipient by others: pay, health insurance, a new pickup truck, a large office, a company hat, a television set, control over certain resources, and the right to accept or to avoid overtime hours.

To most employees in agriculture, as well as in other industries, money is a special reward, the main one for working. It has value for both what it buys and what it represents as an index of worth. Employment income is a symbol and an instrument of status in society. Other rewards are important, but if other things are equal, people tend to do what will get them more money. In the words of a seasoned mechanic, “I have been up, down, and seen a lot. Been rich and miserable, and poor and miserable. Believe me, richer is better.”

The comment below, posted on an Internet discussion group by a veteran ranch hand, reveals plenty about his motivation. What factors under management control would affect his desire to stay on the job and continue working to the best of his abilities?