

CHAPTER 9

Motivation, Performance, and Effectiveness

GROUP 1

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Defining Motivation, Satisfaction, Engagement, Performance, and Effectiveness

- Most researchers define **motivation** as anything that provides direction, intensity, and persistence to behavior.
- **Performance**, by contrast, concerns behaviors directed toward the organization's mission or goals or the products and services resulting from those behaviors.
- **Effectiveness** is the leader's group, unit, or team achieving its overall goals, making an impact, or winning?



Defining Motivation, Satisfaction, Engagement, Performance, and Effectiveness

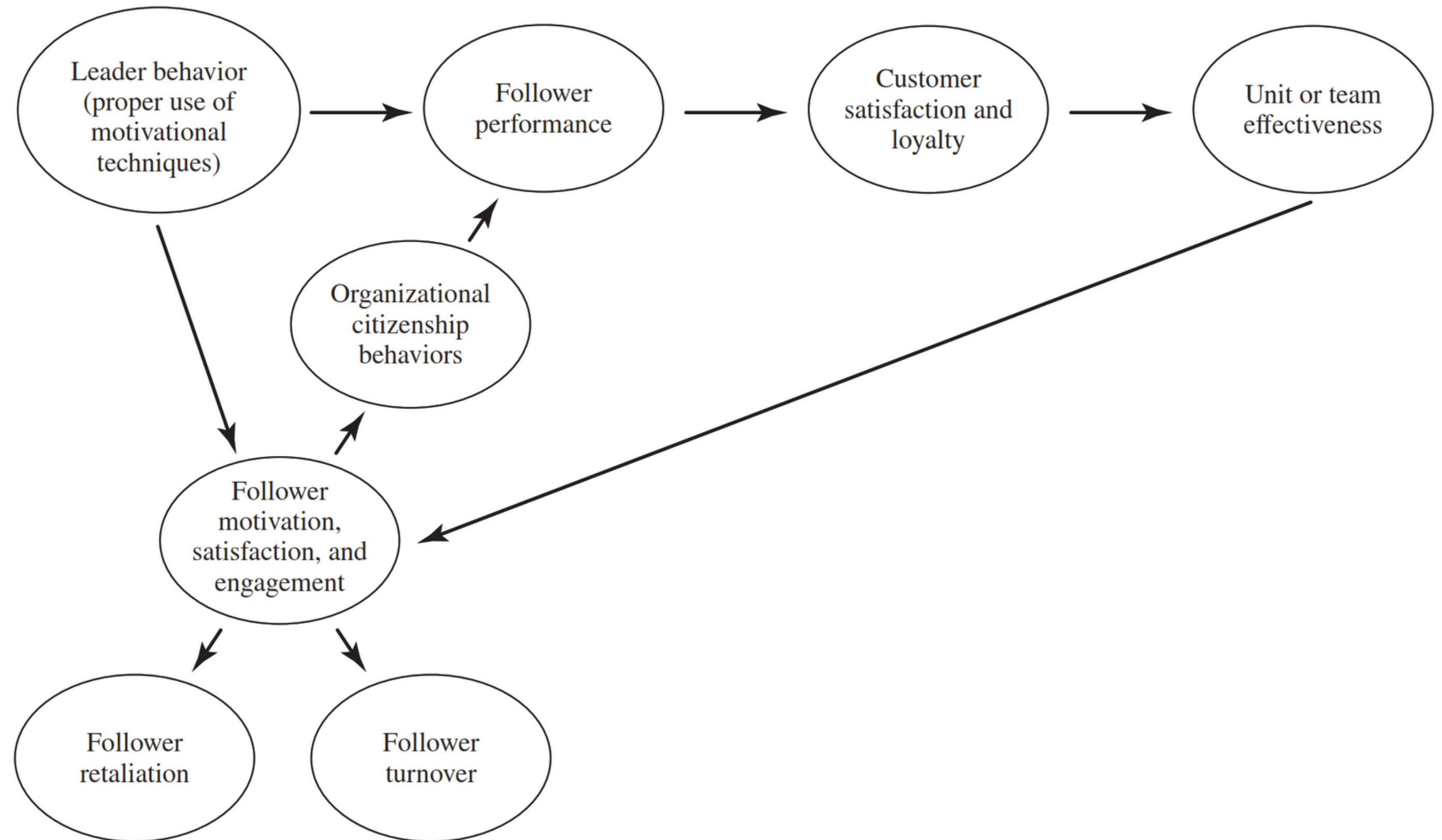
- Job **satisfaction** is not how hard one works or how well one works, but rather how much one likes a specific kind of job or work activity. Job satisfaction deals with one's attitudes or feelings about the job itself, pay, promotion or educational opportunities, supervision, co-workers, workload, and so on.
- Employee **engagement** is linked to how productive someone is. Engaged employees are focused on their tasks and spend more time actually working. On the other hand, employees who aren't engaged often try to avoid doing their work or find ways to distract themselves instead of being productive.



**HOW IT
LINKED?**

FIGURE 9.1

Relationships among Leadership, Satisfaction, Engagement, Performance, and Effectiveness





Understanding and Influencing Follower Motivation

Theories Of Motivation

**MASLOW'S
HIERARCHY
OF NEEDS**

**Herzberg's
Two-Factor
Theory**

**Expectancy
Theory**



Role *of* Leadership In Motivation

Providing Clear Goals

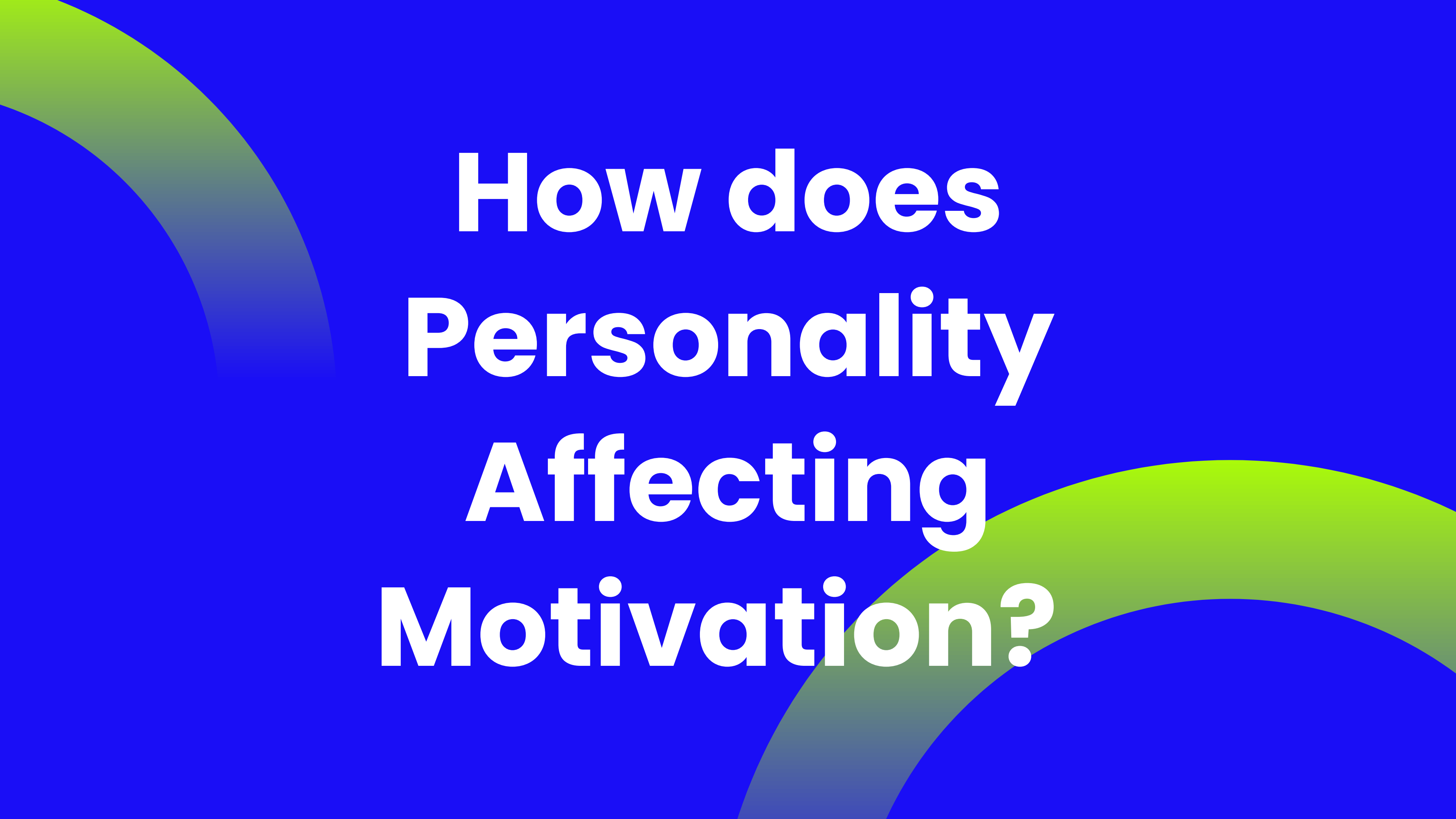
Setting clear, achievable goals helps align follower efforts with organizational objectives and gives them a sense of purpose.

Offering Support and Resources

Leaders should provide followers with the necessary tools, guidance, and resources to perform their tasks successfully.

Giving Feedback and Recognition

Constructive feedback helps followers understand their progress, while recognition fosters a sense of accomplishment and motivation to continue.



**How does
Personality
Affecting
Motivation?**



How Do Reward and Punishment Affect Motivation?

Reward

- There are 2 types of rewards :

**Internal
Rewards**

**External
Rewards**

Punishment

- There are 3 types of punishment :

Direct
Punishment

Negative
Feedback

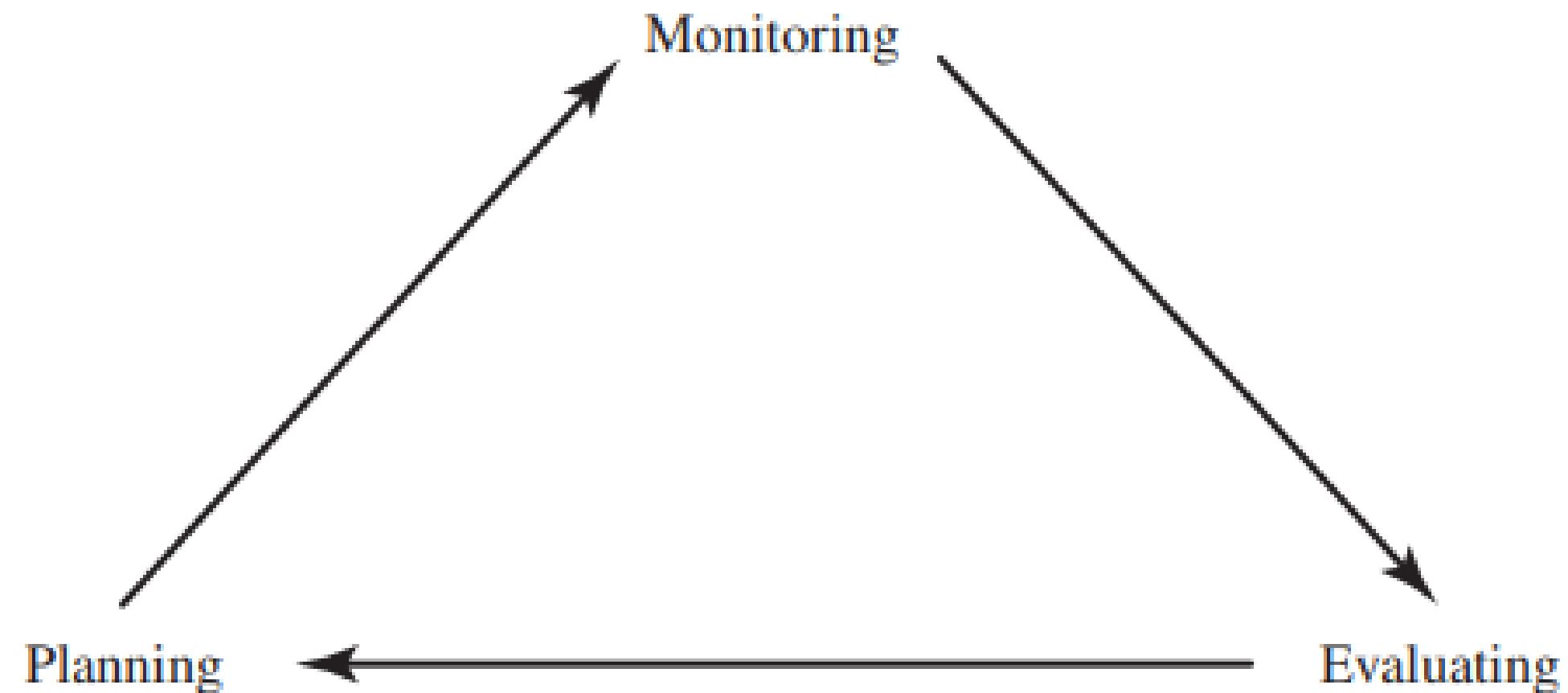
Loss Of
Privileges

Understanding and Managing Follower Performance and Team and Organizational Effectiveness

Leaders are judged by their ability to achieve team or organizational goals, which rely on follower performance—behaviors that contribute to success.

Effective performance management involves planning, monitoring, and evaluating progress. Effectiveness, focuses on the outcomes of these behaviors, such as profits or customer satisfaction. Leaders must account for external factors that can impact results, like economic conditions or competition. motivation, resources, and knowledge.

The performance management cycle



The performance management cycle

Planning: Leaders must understand the team's goals, the roles of their followers, and the necessary behaviors for success. By setting clear expectations and understanding which tasks are critical, leaders can better direct efforts toward achieving team goals.

The performance management cycle

Monitoring: Leaders observe follower performance, provide feedback, secure resources, and review goal progress. Monitoring can vary depending on the nature of the work, and while technology helps track performance, human interaction is still essential for coaching and support.

The performance management cycle

Evaluating: Leaders assess performance to identify top and low performers, determine rewards or consequences, and guide followers on development or career decisions. Performance appraisals, though often criticized, remain a widely used tool for evaluating overall effectiveness.

Thank
you

