8.2 Motivation

Name: _____ Class: _____ Date: _____ **Total: 11 marks**

KEY WORDS expectancy theory • goal-setting theory

Objective

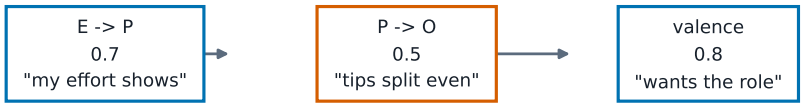
Audit the expectancy chain; classify hygiene versus motivators; design goals that carry acceptance.

1 Key knowledge and worked examples

■ Links, dials, goals

Force = $E \to P \times P \to O \times V$. Hygiene prevents; motivators create. Specific, difficult, accepted goals beat "do your best".

Force multiplies - a zero anywhere is a zero everywhere



force = 0.7 x 0.5 x 0.8 = 0.28

the diluted 0.5 is the lever: split tips by table served and the chain tightens

diagnose the link, not the person

Diagnose the link, not the person

■ Worked example. The tip scheme

$0.7 \times 0.5 \times 0.8 = 0.28$; the diluted 0.5 is the lever – split by table served and performance connects to outcome per person.

2 Practice

A café's loyalty scheme for supervisors: effort clearly raises mystery- shopper scores (0.8), but the bonus pool pays out on STORE profit (0.3), and the supervisors would rather have protected weekends (0.9 for time, 0.2 for the cash).

2.1 Compute the force on the cash outcome and on the time outcome (treat $P \to O$ for time as 0.5 – protected weekends follow good staffing). Which wins? [4]

2.2 The owner doubles the cash pool. Predict the effect on effort, with the theory's arithmetic. [2]

2.3 Write a specific, difficult, accepted goal for the counter team (write the acceptance mechanism too). [3]

2.4 In one line each: why is a pay rise alone a weak motivator, and what completes it? [2]

Solutions

2.1

- Cash: $0.8 \times 0.3 \times 0.2 = 0.048$.
- Time: $0.8 \times 0.5 \times 0.9 = 0.36$.
- Time wins by 7.5× – the design should pay in weekends, not cash.

2.2

- Doubling the pool touches valence only ($0.2 \to 0.4$): force 0.096 – still a quarter of the time route.
- Multiplication: the broken $P \to O$ (0.3) caps everything.

2.3

- Example: "Mystery-shop ≥ 90 on 8 of 10 visits this quarter, reviewed fortnightly with the team."
- Difficult but reachable from 0.8 effort-belief; feedback built in.
- Acceptance: the team sets the final number and the review slot.

2.4

- Pay is hygiene: it removes dissatisfaction but does not create effort.
- Motivators complete it: recognition, achievement, growth – and rewards the doers value (weekends).

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