

Case Study #3 Building Motivation  
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### Abstract

The sales representative was giving the task of increasing the profits in their assigned area by twenty percent. When all else has failed to motivate their sales teams to meet goals, the sales representative had to utilize all motivating factors to help the team become productive. There was an adapting to the situation of unmotivated sales people not producing while appealing to those employees with monetary rewards (Scandura, 2016). However, when an unmotivated employee is given monetary bonus this could possibly have both a positive and negative results. Employees may become reliant on the expectancy theory as standard motivation (Scandura, 2016). Instead of the leader becoming the motivator, they only become a means to an end.

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When given the directive to increase profits in their area, the sales representative began to reach out to the retail personal in the targeted area. The sales person attempted to utilized many techniques to maximize exposure and profit within the retailer. The efforts did not yield any positive results. Even after involving the store manager and providing addition training and support, the sales numbers and profits did not increase. The sales representative was failing as a leader as well as a motivator.

The narrative in the case study stated the employees did not show too much interest in selling Construction Products, Inc. products because they would be getting a paycheck if they sold the product or not. The sales representative need a way to motivate an unmotivated retail employee to not only sell Construction Products Inc's. products but also educate the customer about the Construction Products Inc. materials that will be the best choice for the project. The sales representative considered adding a monetary bonus to increase monthly productivity goals. Before the monetary incentive is presented, the sales representative must weigh the pros vs. cons.

According to Scandura (2016), leaders can motivate their followers by giving them goals to accomplish and a path to reach those goals. Scandura (2016), outlined four areas the sales representative need to employ to assist the retail employees achieve the set goals (2016). The sale representative, would establish goals with the retail employees along with the pathway to achieve those goals. Those pathways could be staging the product in an optimum area for maximum exposure. Providing additional support by showing consideration, being friendly and gaining trust of the retail employees (Scandura, 2016). Next, the sales representative could work side by side with the retail employees to provide Participative Leadership by listening to the employees and providing positive feedback to their opinions and ideas (Scandura, 2016). The fourth and final level is Achievement Leadership. This leadership will challenge the retail employee to perform at a higher level than when the employee was not interested in selling the

product and just getting a paycheck. The monetary bonus could possibly motivate the employee to meet the set goals.

Another pro of offering a monetary bonus to the employees, it could possibly “enhance the motivating potential of work known as work redesign” (Scandura, 2016, p.174). Work then becomes motivating instead of a place to just get a paycheck. According to Scandura (2016), a motivate employee or follower would utilize the SMART acronym to achieve their goals. A motivated employee would use a variety of skills to maintain an elevated level of performance.

The cons of providing a monetary bonus is that it could eventually develop a false sense of performance. Scandura (2016), identified this as the expectancy theory. This theory only works if the goal is attainable or if the employee thinks the goal is attainable. Scandura (2016), also states there are both positive and negative valences in the expectant theory. The bonus would have a positive valance whereas missing the goals, or working extra hours to achieve the goals, would be the negative valance.

The negative valance would possibly lead to the affected employee dealing with the fairness theory. When one employee is recognized for achieving goals there may be some interpersonal justice as the employee may feel they are being treated differently by their leaders (Scandura, 2016). The interpersonal justice issues the underperforming employees may be experiencing, could eventually cause the leader to be ineffective. The ability to develop a positive high-quality relationship between the leader and employee could be greatly be diminished. A negative valance performance employee could develop the perceptions they are not being treated fair. If the sales representative decides to use a monetary bonus to boost productivity and meet sales goals, they need to consider how to balance fairness with incentive. While providing support for the to the employees as they strive to reach their goals.

#### References

Scandura, T.A., (2016). Essentials of organizational behavior: an evidence approach. Los Angeles, CA: Sage