

Week 4 Assignment Lead 705 September 16, 2017

Case Study #3: (Scandura p. 190) *question #4* at the end of Case Study 7.1.

Duckworth et al. (2007) describe grit as the ability to stick to the goal and not to give up even to the face of adversity. To succeed, the company representative spends more hours practicing for the contest of the set goal. The Construction Products Inc. representative, in addition to using financial incentive to promote the desired sales, must motivate the workers, meet their needs, set goal. And use job characteristic model to assign employees to different types of jobs to reduce monotony.

Rep should be fair to all employees, show what expected of both the employees and representative, and direct the path for the workers to follow (Scandura, 2016).

The motivation defined as “what a person does (direction), how hard a person works (intensity), and how long a person works (persistence)” (Scandura, 2016, p.169). The rep would motivate and energizes behavior by activating people’s needs and drives. The gain energy used towards goals necessary to lift up the sales (P. 169).

The rep should apply need for achievement theory as an incentive to implement the change in the fifty stores assigned. McClelland (1961) research on the need for achievement (nAch) supports the idea that people with higher need to achieve do perform at the advanced level and may be more successful entrepreneurs. But they may work for self without helping others. Mostly, the employee needs, dissatisfaction come from supervision, pay, company policies, and the working conditions, called hygienes. They, also get satisfaction from things such as advancement, recognition, and achievement, called motivator.

Once employees’ needs met their behavior may be directed to high job performance, but based on grit, the persistence plays a role in understanding how individuals attain high levels of

performance (Scandura, 2016). Once rep sets the goal, the workers' perseverance (grit) measures their ability to stick to goal until it is attained (p.171).

Again the work itself may have characteristics that have the potential to motivate people to higher levels of performance because people are more satisfied when their work is impressive, and they may be less likely to quit (Heckman, 1976).

The rep should exercise a surface to all the employees to avoid their adverse reaction when they think they did not get what they deserved. EThe employees feel hurt, especially if they had worked hard to get the promotion to the higher position, raise pay, and commendation but others with no merit got it (Scandura, 2016). High effort, also can happen if an employee expects a reward and would work hard motivated by the expectation of receiving an incentive of money or pay raise (p. 184).

The rep also drives the workers to accomplish goals by establishing the path to the goals through increasing the quality and number of payoffs from reaching goals and then make the path to the goals clear by moving obstacles. The leader's behavior should be of directive leadership, supporting leadership, participating leadership, and achievement-oriented leadership (p.185).

Finally, the rep plays a significant role in how to motivate their workers to perform at high levels. Rep must make sure the employees understand goals and are committed to them. Rep must design more motivating work or allow workers some direction to make own work aligned with the unit and organizational objectives. The rep must be careful in being fair with their employees that they don't become unmotivated by the perception of inequality. Rep need strengthen workers expectation that they can perform high and also make them understand what the value of the reward (p. 187).

## References

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- McClelland, D. C. (1961). *The achieving society*. New York, NY: Van Nostrand Reinhold.
- Scandura, T. A. (2016) *Essentials of organization behavior an evidence-based*. Thousand Oaks. Sage Publication.