

MOTIVATING EMPLOYEES: THE BIBLICAL RECORD & CONTEMPORARY RESEARCH

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BIBLICAL RECORD

- ◉ The purpose
- ◉ The heart
- ◉ Rewards & Incentives
- ◉ Goal setting
- ◉ Equity
- ◉ Social influences
- ◉ Life perspective

PURPOSE

- Flourishing life of well-being in the community in all its dimensions.

- An active relationship with God
- Physical well-being
- Mental health
- Social harmony
- International peace
- Community economic prosperity

“Shalom”
(peace)

Genesis-Deuteronomy: the foundation for motivation

PURPOSE

Depart from evil, and do good; **Seek peace [shalom], and pursue it.** (Psalm 34:14)

...seek the welfare [shalom] of the city where I have sent you into exile, and pray to the LORD on its behalf; for in its welfare you will have welfare. (Jeremiah 29:7)

PURPOSE

...**pursue** righteousness, faith, love and **peace**, with those who call on the Lord from a pure heart. (2 Timothy 2:22) [Heb 12:14; 1 Pet 3:11]

Those who love Thy law have great peace [shalom]... (Psalm 119:165)

What about economic rewards?

PURPOSE

...He will prosper you and multiply you...
(Deut 30:5)

the LORD your God will prosper you
abundantly in all the work of your hand
(Deut 30:9)

...he who trusts in the LORD will prosper.
(Pro 28:25)

I pray that in all respects you may prosper...
(3 John 1:2)

PURPOSE

But you shall remember the LORD your God,
for it is He who is giving you power to make
wealth, that He may confirm His covenant...
(Deuteronomy 8:18)

PURPOSE

In Scripture...

PROSPERITY



SHALOM

PURPOSE

- True “Prosperity Theology”
 - Communal (primarily)
 - Multidimensional
 - Economic prosperity cannot be isolated from other dimensions of shalom!

KEY to
understanding
Bible prophecy:
the **Year-Day**
principle.

PURPOSE

- True “Prosperity Theology”
 - Communal (primarily)
 - Multidimensional
 - Economic prosperity cannot be isolated from other dimensions of shalom!

Shalom is the **KEY**
to understanding
the Bible on
wealth &
prosperity!

Also a **KEY** to
understanding the
work of Jesus
Christ

A MATTER OF THE HEART

Watch over your heart with all diligence, for from it flow the springs of life. Proverbs 4:3

A MATTER OF THE HEART

Do not let your heart envy sinners, but live in the fear of the LORD always. (Proverbs 23:17)

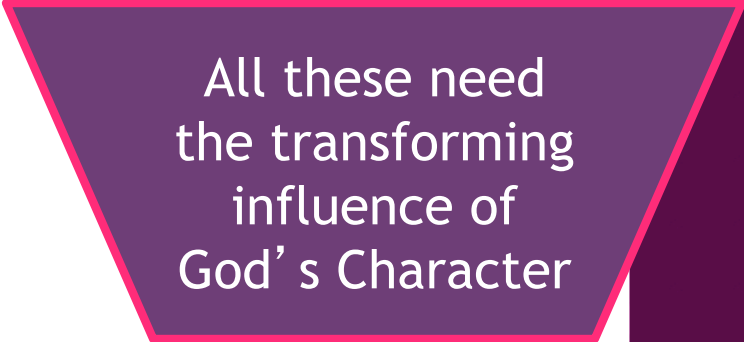
The wicked earns deceptive wages, but he who sows righteousness gets a true reward.

(Proverbs 11:18)

A MATTER OF THE HEART

- Motive is one of many functions of the heart:

- Thinking & contemplating
- Discernment, judgment
- Planning
- Spiritual activity
- Moral choices



All these need
the transforming
influence of
God's Character

- The “great work” on the heart:

Restoration of God's image.

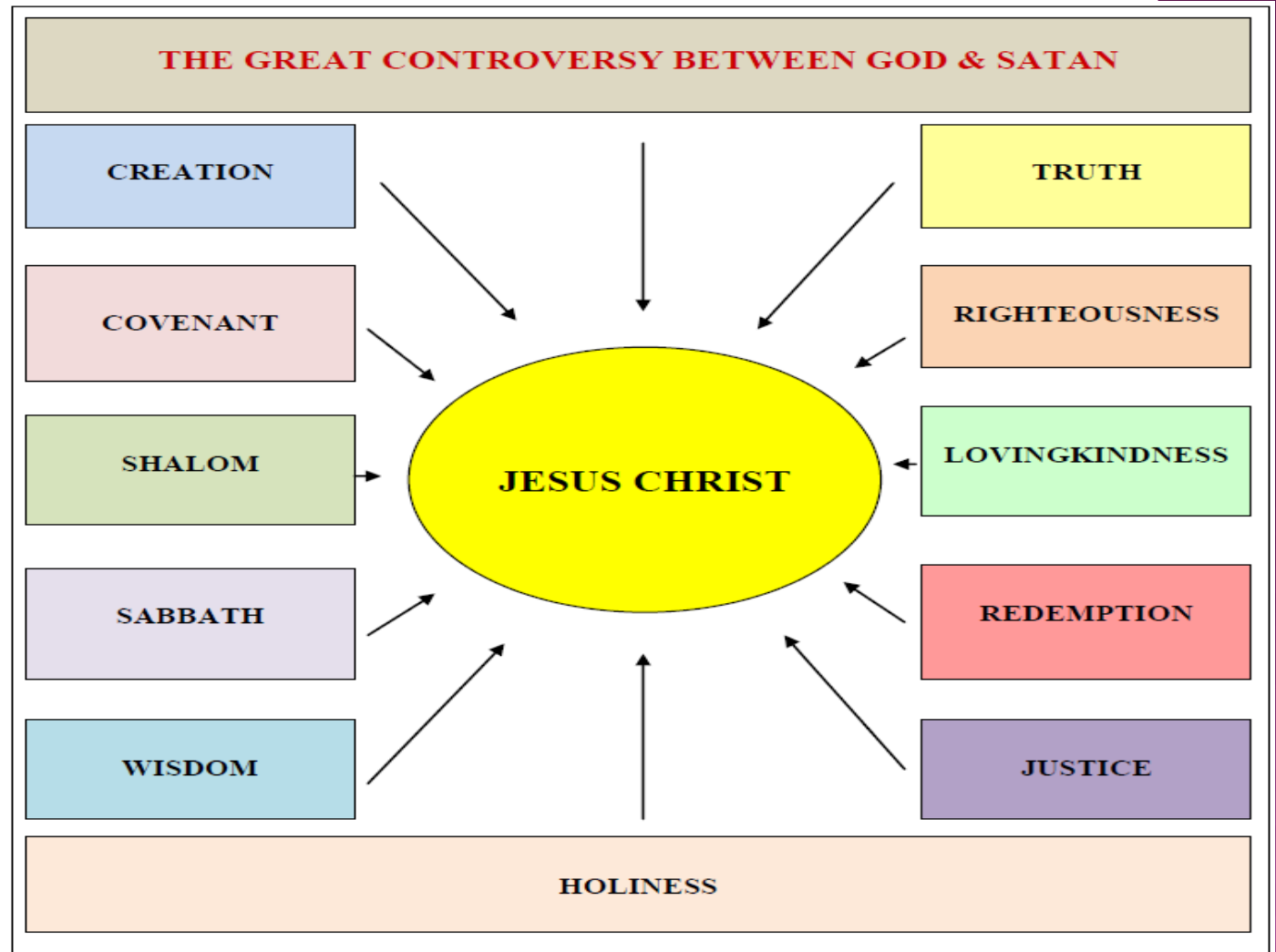
The law of the LORD is perfect, restoring the soul; (Psalm 19:7)

A MATTER OF THE HEART

- ◉ It is the heart that needs transformation.

I will put My law within them, and on their heart I will write it (Jeremiah 31:33; Hebrews 8:10)

A MATTER OF THE HEART



A MATTER OF THE HEART

- Physical behavior not an accurate guide to motive:

Two women came to Jesus with a request...

A MATTER OF THE HEART

- Physical behavior not an accurate guide to motive:
 - Mother of James & John (give us more kingdom power!)
 - Canaanite woman (heal my daughter)

BIBLICAL EXAMPLES

- ◉ Jacob during the famine
- ◉ Jairus desires healing for his daughter
- ◉ Queen Esther desires freedom for Jews
- ◉ Zaccheus experiences transformed life

EXAMPLES OF MOTIVES

- ◉ Physical need for food and safety
- ◉ Spiritual hunger
- ◉ Mixed motives
- ◉ Selfish desire for money
- ◉ Revenge
- ◉ Desire for influence
- ◉ Loyalty to family

CAUSE & EFFECT

◉ E.g., Agriculture

- Diligent work → Farmer enjoys the fruit (James 5:7)

- Work → Wages and/or harvest

...to the one who works, his wage is not reckoned as a favor, but as what is due. (Rom 4:4)

a hired man who eagerly waits for his wages
(Job 7:2)

...sow fields, and plant vineyards, and gather a fruitful harvest. (Psalm 107:37)

INTRINSIC V. EXTRINSIC

- David offers **extrinsic** reward to successful military leader. Joab responds.

Intrinsic	Extrinsic
Psalm 19:11 Keeping the law carries its own spiritual reward “In keeping them there is great reward.”	Deuteronomy 7:12-15 Wealth and success results from obedience to God’s plan.
Psalm 17:15 Close relationship with God = highest reward	2 Samuel 18:22 Tangible rewards (gifts and social status)
Proverbs 5:1-2 Wisdom & knowledge are rewards	Psalm 17:14 Children are a reward

INTRINSIC V. EXTRINSIC

There is nothing better for a man than that he should eat and drink, and find enjoyment in his toil. This also, I saw, is from the hand of God; (Eccles 2:24) **[Intrinsic and Extrinsic]**

See also Eccles 3:12-13; 5:18



GOAL SETTING

- ◉ God's Plan of Salvation: A BIG goal!
- ◉ Genesis: The first great commission → rule over the earth and care for it
- ◉ Apostle Paul's goals
 - Goals of his letters to a churches
 - Goal of his instruction to Timothy: love, pure conscience

GOAL SETTING

- ◉ I press on toward the goal for the prize of the upward call of God in Christ Jesus. (Phil 3:14)
- ◉ Run in such a way that you may win. (1 Cor 9:24)

FAIRNESS

- ◉ Matthew 20: Equity
- ◉ a.k.a. Distributive fairness

SOCIAL INFLUENCES

- ◉ Motivation seldom, if ever, can be isolated from social relationships.
- ◉ Our reasons for action involve other people.
- ◉ Motives occur in the heart but are shown in social activities

SOCIAL INFLUENCES

- ◉ Be careful with whom you associate (Proverbs 22:24-25)
- ◉ Leaders model for followers
- ◉ Bad company corrupts good morals (1 Corinthians 15:32-33)
- ◉ Use your influence for God

LIFE PERSPECTIVE

◉ Scripture Perspective:

- Persons may die but the community will live on for many generations.
- We have but **one opportunity** in this life to serve the bigger community's interests for the long-run.
- We must be **diligent!**

LIFE PERSPECTIVE

- “Whatever your hand finds to do, verily, do it _____.”

LIFE PERSPECTIVE

- “Whatever your hand finds to do, verily, do it with all your might; **for there is no activity or planning or knowledge or wisdom in Sheol where you are going.**” (Eccl 9:10)
- He who tills his land will have plenty of bread, but he who pursues vain things lacks sense. (Prov 12:11)

LIFE PERSPECTIVE

- ◉ The soul of the sluggard craves and gets nothing, but the soul of the diligent is made fat. (Prov 13:4)
- ◉ In all labor there is profit, but mere talk leads only to poverty. (Prov 14:23)

LIFE PERSPECTIVE

◎ Things more valuable than wealth:

- **Truth** (faithfulness): “Buy truth, and do not sell it.” (Prov 23:23) [This is the only thing that Scripture says we should get a monopoly on.]
- **Reputation**: “A good name is to be more desired than great riches.” (Prov 22:1)
- **Wisdom**: “Wisdom...is more precious than jewels...” (Prov 3:15)
- **Knowledge**: “...the lips of knowledge are a more precious thing.” (Prov 20:15)
- **Diligence**: “...the precious possession of a man is diligence.” (Prov 12:27)

CONTEMPORARY RESEARCH

- ◉ Behaviorism
- ◉ Needs
- ◉ Theory X, Theory Y
- ◉ 2-factor theory
- ◉ Job Characteristics
- ◉ Expectancy
- ◉ Equity
- ◉ Goal Setting

BEHAVIORISM

		TYPE OF STIMULUS TO WORKERS	
		Things they Like (appetitive)	Things They Don't Like (aversive)
TYPE OF MANAGERIAL ACTION	ADD "Positive" (+)	Add something they like → Positive Reinforcement → Behavior strengthens	Add something they don't like → Positive Punishment → Behavior weakens
	TAKE AWAY "Negative" (-)	Take away something they like → Negative Punishment → Behavior weakens	Take away something they don't like → Negative Reinforcement → Behavior strengthens

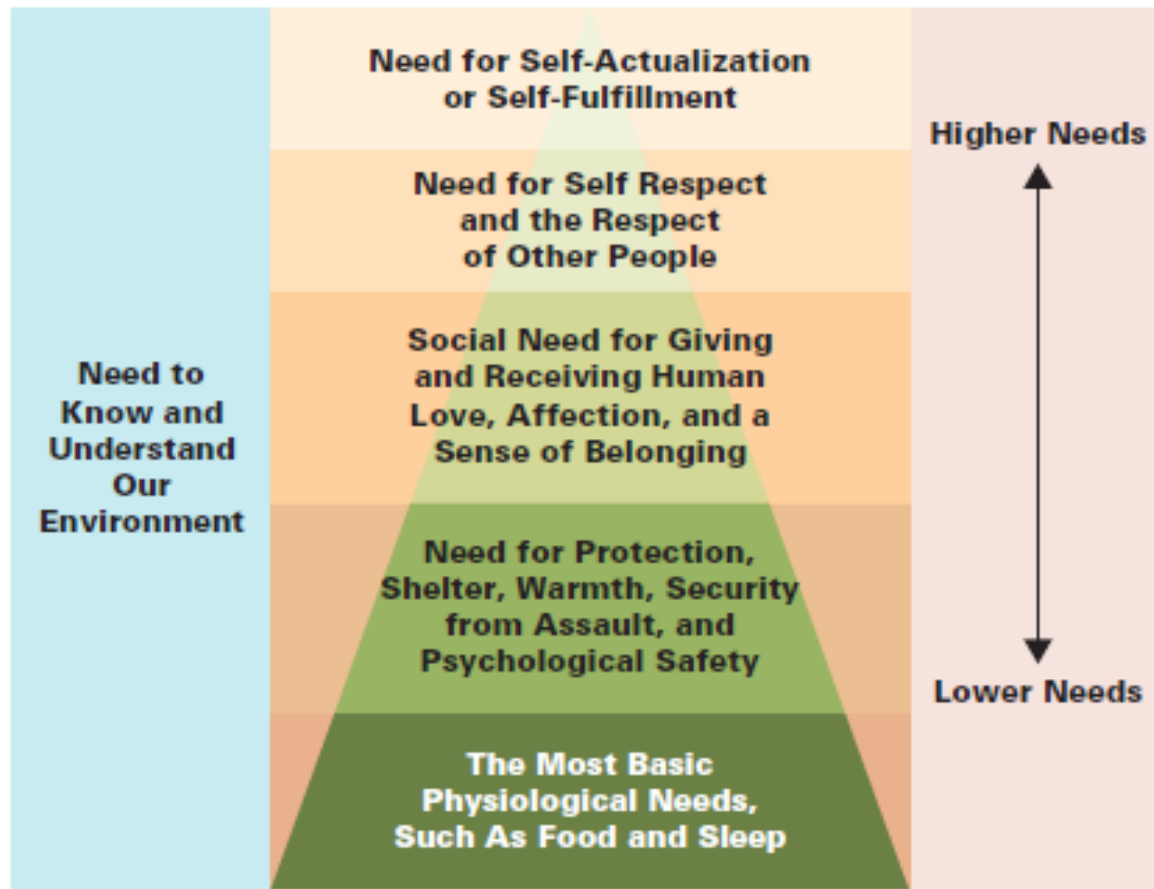
BEHAVIORISM

- ◉ Manager' s job:
 - Control the environment
 - Manipulate stimuli
- ◉ Identify specific performance behaviors desired
- ◉ Determine base rate of performance
- ◉ Create an intervention plan
- ◉ Select reinforcers: powerful, durable, reliable
- ◉ Reinforce after observed behavior
- ◉ Train the skills needed for performance
- ◉ Tell the worker what gets reinforced
- ◉ Measure and report to workers the results



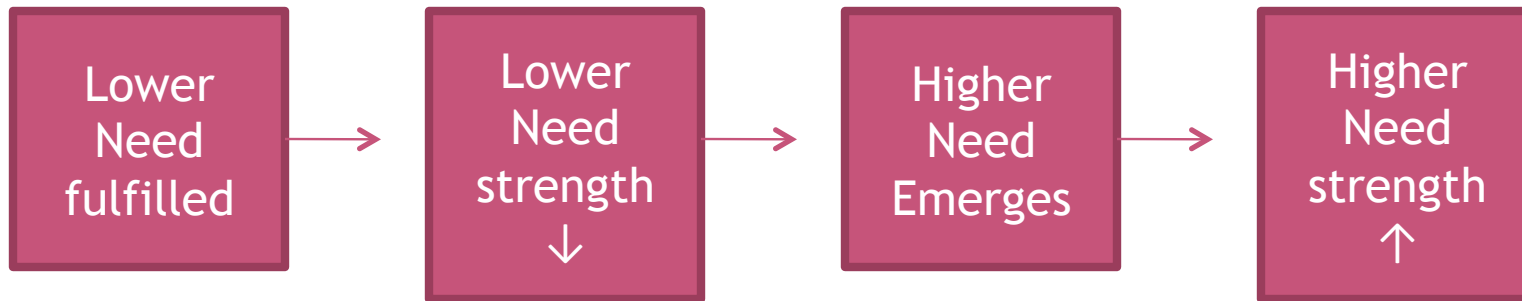
**Still
useful!**

NEEDS (MASLOW, ALDERFER)



NEEDS (MASLOW, ALDERFER)

- Needs deprived/unfulfilled are more intense.



- Gratification* is as important as *deprivation*.
- Gratification sets you free from the domination of the need.
- The potential: satisfied needs will re-emerge

THEORY X (MCGREGOR)

○ Theory X Management Behaviors:

- Results driven and intolerant
- Issues ultimatums and deadlines
- Aloof and arrogant
- Short temper, shouts at workers
- Demands, never asks
- Does not build teamwork
- Poor listener
- Vengeful
- Withholds rewards
- Unhappy

THEORY Y (MCGREGOR)

- Assumes that higher-order needs dominate.
- Treats employees with respect, listen, allow employees to participate in decision making
- Emphasizes self-control & self-direction

TWO-FACTOR THEORY (HERZBERG)



TWO-FACTOR THEORY (HERZBERG)

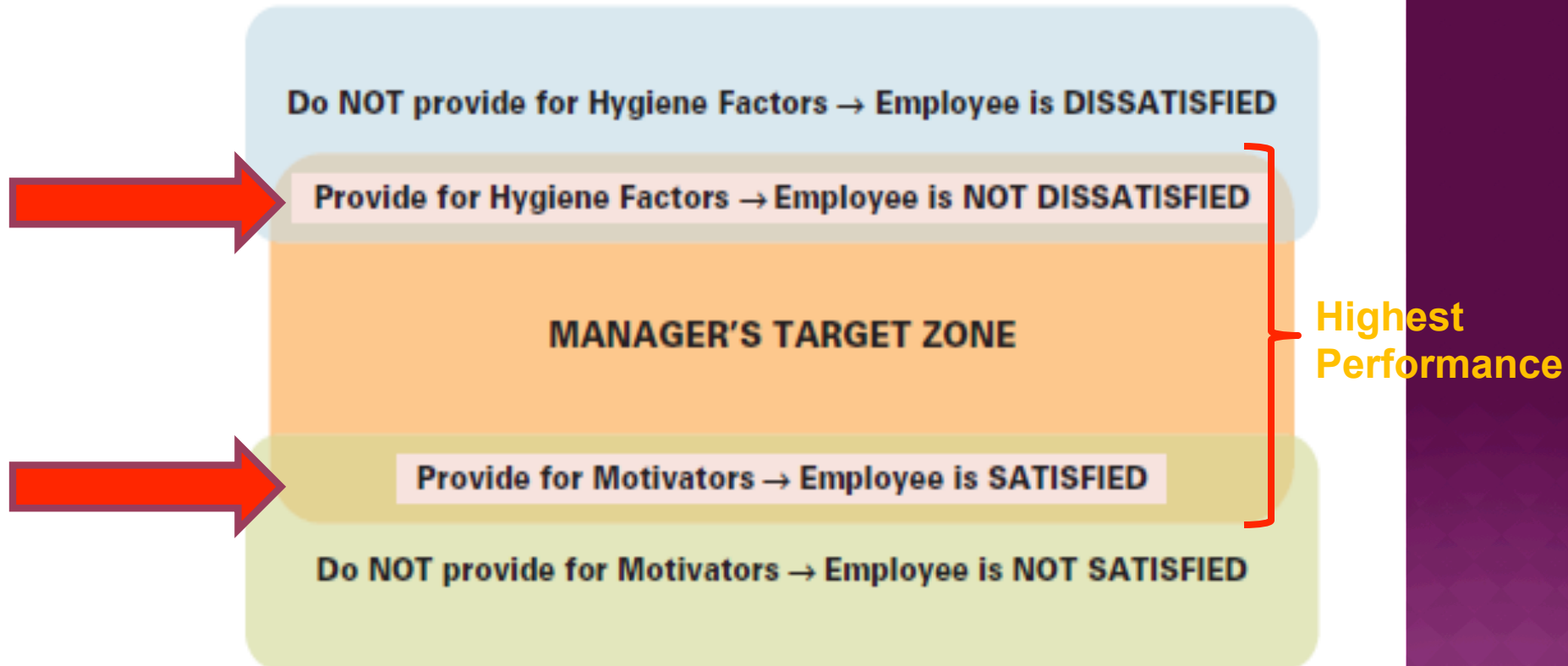
- ⦿ Job **satisfaction**, from **job content**:
 - Achievement
 - Recognition (verbal)
 - The work itself (i.e., challenging)
 - Responsibility
 - Advancement (promotion)
- ⦿ When these **motivating factors** are present, improved performance will result.

Emphasis is on **intrinsic** factors!

TWO-FACTOR THEORY (HERZBERG)

- ⦿ **Job dissatisfaction, from job context:**
 - Company policy, administrative practices
 - Supervision (technical quality)
 - Interpersonal relations (especially with supervisor)
 - Physical working conditions
 - Job security
 - Benefits
 - Salary
- ⦿ When **hygiene factors** are inadequate or missing, performance will suffer.

TWO-FACTOR THEORY (HERZBERG)



Emphasize the **intrinsic** factors!

TWO-FACTOR THEORY (HERZBERG)

- ◉ Most elements of the two-factor theory unsubstantiated with empirical research.
- ◉ Legacy: **Intrinsic** nature of the work itself!

JOB CHARACTERISTICS (HACKMAN, OLDHAM)

Job Characteristics	Description / Why Important
Autonomy	Workers feel personally responsible for their work; independence, freedom, discretion.
Task identity	Tasks that have a distinct beginning and end & visibility in the process.
Task variety	Variety taps into (requires) different skills.
Feedback	Information about the effectiveness of performance; built into the job itself, or comes from external sources.
Task significance	The job has a substantial impact on the lives or work of other people (either inside or outside)

Intrinsic nature of the job content

JOB CHARACTERISTICS (HACKMAN, OLDHAM)

- ◉ Manager's role: Enrich the Job for workers
 - Form **natural work units**: **task identity**, **task significance**.
 - **Combine Tasks**: **skill variety**, **task identity**.
 - Establish **client relationships with workers**: **skill variety**, **autonomy**, **feedback**.
 - Load jobs **vertically** with responsibilities and controls formerly reserved for management: **autonomy**.
 - Open **feedback channels**, especially those that flow from the job itself: **feedback**.



Still
useful!

Emphasize intrinsic factors!

EXPECTANCY (VROOM, LAWLER, PORTER)

○ Expectancy formula: **E** → **P** → **O** → **G**

■ **Effort-to-performance expectancy** = **E** → **P**

←
If I contact 15 prospects, I should be able to close five sales today.

■ **Performance-to-outcome expectancy** = **P** → **O**

←
If I close five sales every day, I will be the highest performer.

■ **Rewards-personal goals expectancy** = **O** → **G**

←
If I am the highest performer, I should get a bonus.

If I get a bonus, I can buy a new car.

If I am consistently the highest performer, I should be able to buy a house.

EXPECTANCY (VROOM, LAWLER, PORTER)

- ◉ Make sure employees **understand expectations**
- ◉ Tie rewards to performance
- ◉ Emphasize more **intrinsic** rewards
- ◉ Tailor rewards to individual wants.
- ◉ Secrecy about pay should be removed
- ◉ Use peer evaluations



Still
useful!

EQUITY (ADAMS)

- ◉ The equity / inequity formula:

Worker = Reference person?

$$\left(\frac{O}{I} \right) = \left(\frac{O}{I} \right) ?$$



EQUITY (ADAMS)

○ Ways to resolve tension

- Restore **actual** equity by **altering inputs** and/or **outcomes**
- Restore **psychological** equity by **adjusting perceptions** (cognitive distortion)
- Changing the **reference person**
- **Exit**

○ Most likely choice: **What will cost less?**



Still
useful!

GOAL SETTING (LOCKE, LATHAM)

- ◉ Goal setting:
 - The most heavily and consistently validated motivation principle.

Set a goal → Achieve it!

GOAL SETTING (LOCKE, LATHAM)

- Goal Paradox:



Goals...

- **Create** discrepancy between performance & standard
- **Resolve** discrepancy between performance & standard

GOAL SETTING (LOCKE, LATHAM)

- Why goals lead to higher performance
 - Require higher performance to achieve higher satisfaction
 - Entail less ambiguity re: what is good performance
 - Lead individuals to expend more effort
 - Stimulate individuals to persist longer
 - Activate previously learned skills
 - Motivate individuals to search for task strategies (methods of performing a task)

SPECIFIC vs GENERAL?

Which type of goal do
you prefer?

SPECIFIC vs GENERAL?

- Assumes: knowledge & ability
- For **simple** tasks
- Requires greater attention
- **Biggest need:** sustained, focused effort
- Assumes: Lack of knowledge or ability
- For **complex** tasks
- Requires learning new methods of work
- **Biggest need:** understanding best way to do the task

Specific Goal

General, Vague Goal

SPECIFIC vs GENERAL?

- Draws attention to the **end result**
- Draws attention to **discovering** best ways
- Fosters focus on tasks and pace
- Fosters discovery of the best practices
- Requires **working** a plan
- Requires **forming** a plan
- Commitment is lower
- Commitment is higher

Specific Goal

General, Vague Goal

GOAL SETTING (LOCKE, LATHAM)

- ◉ Set measurable goals for simple tasks; encourage training, standardization
- ◉ Set learning goals for complex tasks; encourage exploration, discovery, learning.
- ◉ Establish clear deadlines
- ◉ Specify performance standards
- ◉ Make goals challenging (but not impossible)
- ◉ Give feedback



Most
useful!

Compare & Contrast

COMPARE & CONTRAST

- ◉ Commitment to God and bigger community
- ◉ Interpersonal relationships shaped by covenant principles
- ◉ Bigger goal: community shalom
- ◉ Commitment to the firm and self
- ◉ Characteristics of job
- ◉ Interpersonal relationships shaped by economic goals
- ◉ Bigger goal: the firm's success

Biblical Record

Contemporary Research

COMPARE & CONTRAST

- ◉ God-interest, other-interest, self-interest
- ◉ Purpose → **Contribute to Shalom for all**
- ◉ Self-interest
- ◉ Purpose → **Profit for the firm, more money, status or influence for me.**

Biblical Record

Contemporary Research

COMPARE & CONTRAST

- **Perspective:** Broader than self & our organization.
- Pursue shalom for the community & you will experience shalom.
- **Perspective:** Limited to self & our organization.
- Pursue wealth or power, with little consideration for the other dimensions of shalom.

Biblical Record

Contemporary Research

COMPARE & CONTRAST

The faithful believer: motivated toward sustained, diligent effort because of a bigger goal believed to be in reach that will affect others outside the organization.

As others in the community experience shalom, the person reaps benefit, too.

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