

28 MOTIVATION

ANSWERS—QUIZ 1

1. a
2. b
3. a
4. a
5. b
6. b
7. c
8. a
9. b
10. a
11. c
12. Traditional approaches involved top/down communication, minimal employee participation, and dependence on discipline to influence behavior.
13. The “personal equation” is the known fact that people differ from one another. It is also referred to as “individual differences.”
14. Employees need to integrate these objectives into their job assignments with the same degree of mental and emotional effort they expend for other work objectives.
15. This approach is concerned with changing the environment in which a person works, including the circumstances surrounding the person on the job and the incentives given in exchange for work.
16. According to Mager and Pipe, the three questions that should be asked in identifying performance are What is the issue? Is it important? If yes, is it a skill deficiency?
17. This kind of attitude can generate counterproductive stress and lead to abuses in reporting or in the proper handling of employee injuries and illnesses.
18. Most learning is lost immediately after it takes place.
19. The behavior sampling technique, or activity sampling technique, is used to assess potential accident-producing behavior. It involves observing workers’ behaviors at random intervals and classifying those behaviors according to whether they are safe or unsafe. Then calculations are made to determine either the percentage of time the workers are involved in at-risk practices, the percentage of workers involved in at-risk practices during the observation period, or the

percentage of unsafe versus safe behavior observed. Management can apply various components of a safety program and, using this technique, see their effect on workers’ behavior.

20. The first step is to identify critical behavior. This involves writing, in observable terms, what employees should do to properly perform their jobs. The next step is to conduct measurement through observation. In this step, trained observers watch the workplace to determine if the listed behaviors are performed safely or unsafely. The total number of observed behaviors is divided into the number of safe behaviors to obtain a percentage figure for safe behaviors. The final step is to give performance feedback. The figure for safe behaviors can be displayed in the workplace and updated at regular intervals after follow-up observation. Praise, recognition, and peer pressure can also encourage and reinforce safe behavior.

ANSWERS—QUIZ 2

1. b
2. a
3. b
4. a
5. a
6. b
7. d
8. a
9. c
10. b
11. b
12. Individual differences, motivation, emotions, stress, attitudes, behaviors, and learning processes are the psychological factors that most directly affect the success of safety programs.
13. Whether or not an employee works safely depends on the present situation, past experiences, and workplace and methods design.
14. Validity is how well a test or an instrument measures what it is supposed to measure.
15. First, positive reinforcement is more efficient in achieving higher levels of safety performance than disciplinary actions focused on unwanted behaviors. Second, the closer in time reinforcement is associated with a behavior, the stronger its effect.
16. The main argument is that receivers may block out

or suppress the message and that the effects of scare tactics are not long lasting.

17. Problems can arise when employees fail to report an injury or incident for fear that a promised incentive will not be awarded to them or to their work group.
18. Management leadership, supervision involvement, employee responsibility, safety support activities, and safety support climate are the five basic factors that an employee survey should cover.
19. In reality people are highly unlikely to be average. If body dimensions are taken as an example, less than 4% of a test group will have three common average dimensions and less than 1% will be average in five or more dimensions at the same time. Therefore, an appeal targeted at the “average person” misses much of the population. A better approach is to use percentiles and design a system to fit all but the upper 5% and lower 5% of a population. Then, it will be apply to 90% of a population.
20. Affiliation-motivated people need to be accepted by others and feel they belong. They are motivated by needs that gain them acceptance by the group or retain their membership in the group. Achievement-motivated people are more concerned about the outcome of a task. They are not extreme risk takers and will try to offer solutions to problems rather than leaving the outcome to fate or chance. Employers can develop achievement-motivated workers by creating a need that has clear objectives, a reasonable probability of success, and measurable feedback.

inherent motivation is essential to accomplish a company’s goals. If a company’s goal is to provide a safe working environment, then a worker will naturally be motivated to do just that.

2. Frequency is the idea that people do best those things they practice most. The Human Resources Director feels that frequency is essential because it emphasizes the need to frequently apply safety practices in training programs and on the job. Of course, safety professionals and instructors must also emphasize following the correct method. By using safe methods on a daily basis, workers will develop safe habits that will become routine.
3. The law of primacy affects safety programs in two ways. First, a worker’s initial contact with safety procedures must be positive and of major importance. If it is negative, a new worker will feel safety is unimportant. Second, in training programs, developing habits using safe methods is vital. The manager must be certain the worker does not learn how to work any other way than by the safe method.

ANSWERS—CASE STUDY

1. Theory Y was developed by McGregor in 1985 in an attempt to analyze how management regards human motivation. It assumes the worker has the potential to be interested and motivated to work. As a result, management must organize work so the worker’s job coincides with the goals and objectives of the company. In effect, management views the job as constructively using the worker’s self-control and self-direction. By emphasizing responsibility and goal orientation, management capitalizes on the motivation already present within a worker. Conflicts between workers and management are resolved through mutual exploration and discussion. Theory Y assumes that the worker’s