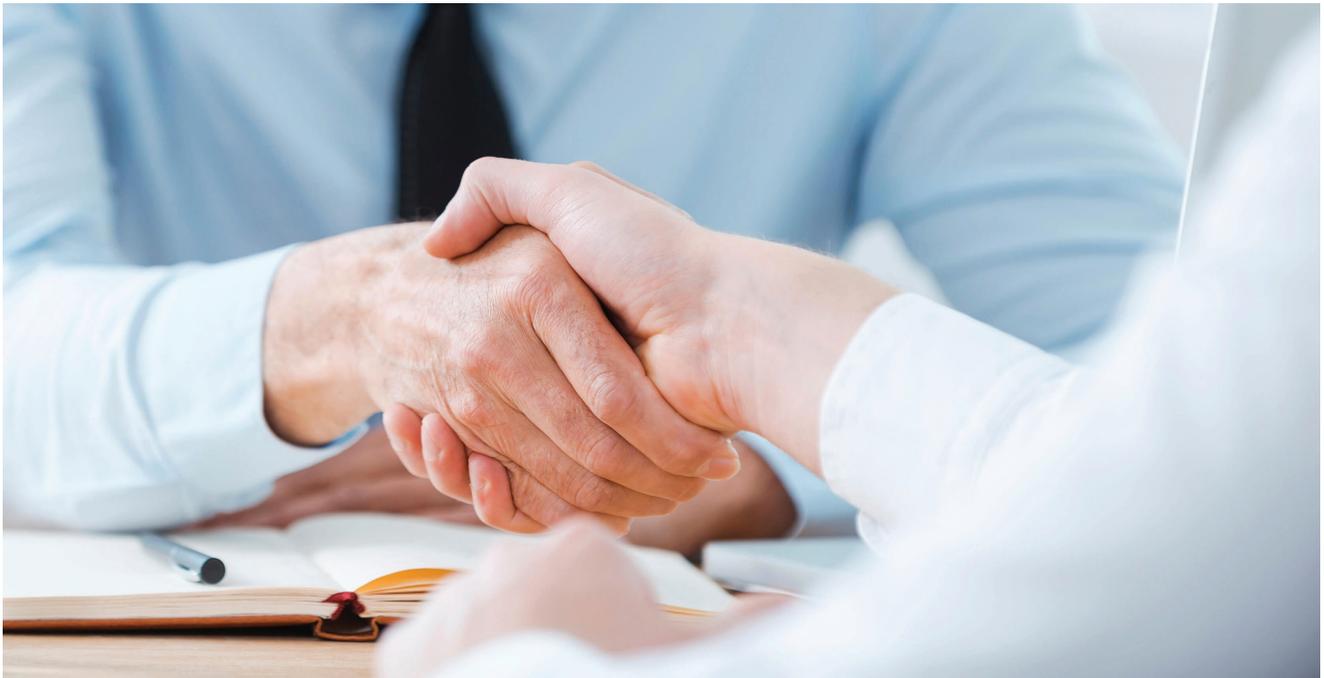


# BEYOND MOTIVATION

Realize a more engaged workforce  
by applying recently discovered respect factors



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**In recent years, researchers, scientists, and business leaders have realized that studying motivation and applying it in the workplace is insufficient to achieve an engaged workforce. Now an understanding and application of respect factors are essential to obtaining and sustaining engaged employees.**

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Most readers of this article are familiar with Frederick Taylor and his efforts to improve productivity in the early 1900s. His work was based on the assumption that thinking on the part of the non-managerial workforce was not required. He thought that these employees exist mainly for their physical effort, and therefore his motivational schemes were ineffective in stimulating increased thinking and ideas from non-managerial employees. Following Taylor's work, there have been numerous theories to explain and impact human behavior at work. Among these are The Self-Efficacy Theory, McGregor's Theory X and Y, Vrooms Expectancy Theory, Herzberg's Two-Factor Theory, Locke's Goal-Setting Theory, and Adam's Equity Theory. All of these theories continue to be taught in such courses as Organizational Behavior and

Organizational Psychology, and the prevailing behavior of managers today tends to be based on some type of reward and recognition program. This behavior is often operant conditioning: the strength of a behavior is modified by reinforcement (awards) and/or punishment.

We believe that while motivation appears to be enough to obtain and sustain an engaged workforce, it is not. The Respect Project—Latin America is accumulating substantial evidence that shows that managers must know how employees perceive Respect and Disrespect. We know from our current research in Ecuador that workers perceive Respect and Disrespect differently according to position in the organization, their educational level, etc. We are becoming more certain that managers in Ecuador and we think managers around the world, are not aware of these perception differences. Furthermore, they are not aware of the strong impact that Respect and Disrespect has on their employee's willingness to be engaged in their work.

Our research so far has shown that employees in Ecuador perceive respect in three fundamental ways and we call these "Respect Factors". Here is a very brief description of these factors, keeping in mind that they affect employees' perception of respect differently according to several variables such as educational level and position in the organization:

**Factor 1: Effective Communication, Participation, and Empowerment.** Three examples:

- My manager allows me to express my opinion.
- My manager answers my questions in an effective way.
- My manager allows me to make decisions.

**Factor 2: Civility (Politeness, Courtesy, and Understanding).**

This pertains to treating employees with courtesy, politeness, kindness while showing an awareness of the feelings of employees. Our research revealed several ways managers can do this and here are just two examples:

- A greeting from my manager.

- A response from the manager to my greeting.

**Factor 3: Interactional Justice.**

This pertains to work procedures and decisions done while considering the dignity and respect for the employees. Our research revealed several ways managers and companies can do this. Here are just two examples:

- My manager gives me sufficient time to complete most of my assignments.
- My manager distributes work fairly between me and my fellow workers.

Although we already know that respect affects engagement, our ongoing research is revealing that employees react to these expressions of respect differently according to variable such as age, gender, education, position in organization, etc.

In our next article, we will address the Disrespect Factors, those common actions that cause employees to feel disrespected. Join us in this fascinating journey beyond motivation into the world of respect and engagement where we hope to not only reveal a more complete list of Respect and Disrespect Factors and their impact on engagement, but also help managers utilize this knowledge in their daily work behavior with their employees.