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# Motivating Employees

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## What Is Motivation? ▶

- **Motivation** ▶
  - Is the **result** of an interaction between the person and a situation; it is **not a personal trait**.
  - Is the process by which a person's **efforts are energized, directed, and sustained** towards attaining a goal.
    - **Energy**: a measure of intensity or drive.
    - **Direction**: toward organizational goals
    - **Persistence**: exerting effort to achieve goals.
  - Motivation works best when individual needs are compatible with organizational goals.

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## Early Theories of Motivation

- Maslow's Hierarchy of Needs
- MacGregor's Theories X and Y
- Herzberg's Two-Factor Theory

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## Early Theories of Motivation

- **Maslow's Hierarchy of Needs Theory** ▶
  - Needs were categorized as five levels of lower- to higher-order needs. ▶
    - Individuals must satisfy lower-order needs before they can satisfy higher order needs.
    - **Satisfied needs will no longer motivate.**
    - Motivating a person depends on knowing at what level that person is on the hierarchy.
  - Hierarchy of needs ▶
    - Lower-order (external): physiological, safety
    - Higher-order (internal): social, esteem, self-actualization

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## Early Theories of Motivation (cont'd)

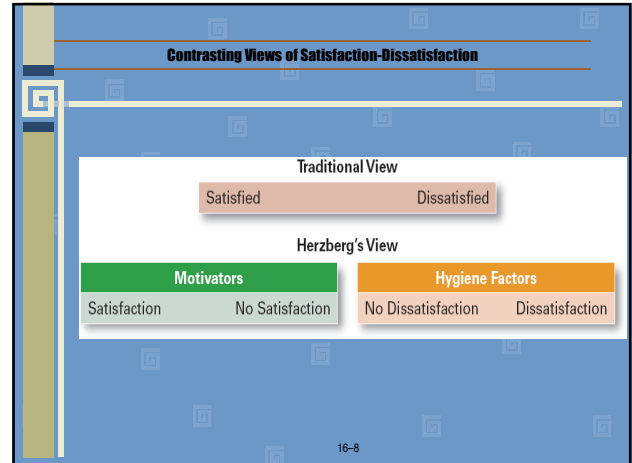
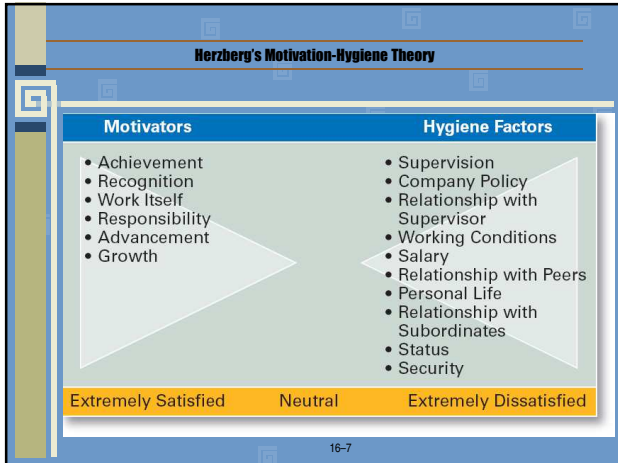
- **McGregor's Theory X and Theory Y**
  - **Theory X** ▶
    - Assumes that workers have little ambition, dislike work, avoid responsibility, and require close supervision.
  - **Theory Y** ▶
    - Assumes that workers can exercise self-direction, desire responsibility, and like to work.
  - **Assumption:**
    - Motivation is maximized by participative decision making, interesting jobs, and good group relations.

▶ 16-5

## Early Theories of Motivation (cont'd)

- **Herzberg's Motivation-Hygiene Theory**
  - Job satisfaction and job dissatisfaction are created by different factors.
    - **Hygiene factors**: extrinsic (environmental) factors that create job dissatisfaction.
    - **Motivators**: intrinsic (psychological) factors that create job satisfaction.
  - Attempted to explain why job satisfaction does not result in increased performance.
    - The opposite of satisfaction is not dissatisfaction, but rather no satisfaction.

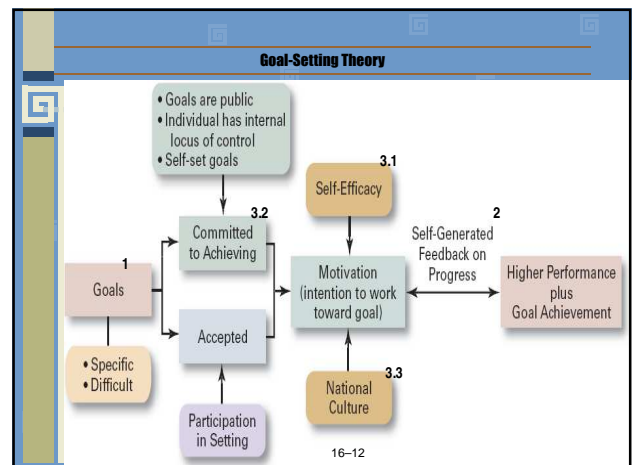
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- ## Contemporary Theories of Motivation
- Three-Needs Theory
  - Goal-Setting Theory
  - Reinforcement Theory
  - Designing Motivating Jobs
  - Equity Theory
  - Expectancy Theory
- 16-9

- ## Motivation and Needs
- **Three-Needs Theory (McClelland)**
    - There are three major acquired needs that are major motives in work.
      - **Need for achievement (nAch)**
        - The drive to excel and succeed
      - **Need for power (nPow)**
        - The need to influence the behavior of others
      - **Need of affiliation (nAff)**
        - The desire for interpersonal relationships
- 16-10

- ## Motivation and Goals
- **Goal-Setting Theory**
    - Proposes that setting goals that are *accepted, specific, and challenging yet achievable* will result in higher performance than having no or easy goals.
  - **Benefits of Participation in Goal-Setting**
    - Increases the acceptance of goals.
    - Fosters commitment to difficult, public goals.
    - Provides for self-feedback (internal locus of control) that guides behavior and motivates performance (self-efficacy).
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## Motivation and Behavior

- **Reinforcement Theory**
  - Assumes that a desired behavior is a function of its consequences, is externally caused, and if reinforced, is likely to be repeated. ▶
  - Reinforcement theory ignores factors such as goals, expectations, and needs. Instead it focuses solely on what happens to a person when he does something. ▶
  - Positive reinforcement is preferred for its long-term effects on performance
  - Ignoring undesired behavior is better than punishment which may create additional dysfunctional behaviors.

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## Designing Motivating Jobs

- **Job Design**
  - The way into which tasks can be combined to form complete jobs.
  - Factors influencing job design:
    - Changing organizational environment/structure
    - The organization's technology
    - Employees' skill, abilities, and preferences
  - **Job enlargement**
    - Increasing the job's scope (number and frequency of tasks)
  - **Job enrichment**
    - Increasing responsibility and autonomy (depth) in a job.

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## Designing Motivating Jobs (cont'd)

- **Job Characteristics Model (JCM)**
  - A conceptual framework for designing motivating jobs that create meaningful work experiences that satisfy employees' growth needs.
  - Five primary job characteristics:
    - **Skill variety:** how many skills and talents are needed?
    - **Task identity:** does the job produce a complete work?
    - **Task significance:** how important is the job?
    - **Autonomy:** how much independence does the jobholder have?
    - **Feedback:** do workers know how well they are doing?

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## Designing Motivating Jobs (cont'd)

- **Suggestions for Using the JCM**
  - Combine tasks (job enlargement) to create more meaningful work.
  - Create natural work units to make employees' work important and whole.
  - Establish external and internal client relationships to provide feedback.
  - Expand jobs vertically (job enrichment) by giving employees more autonomy.
  - Open feedback channels to let employees know how well they are doing.

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## Motivation and Perception

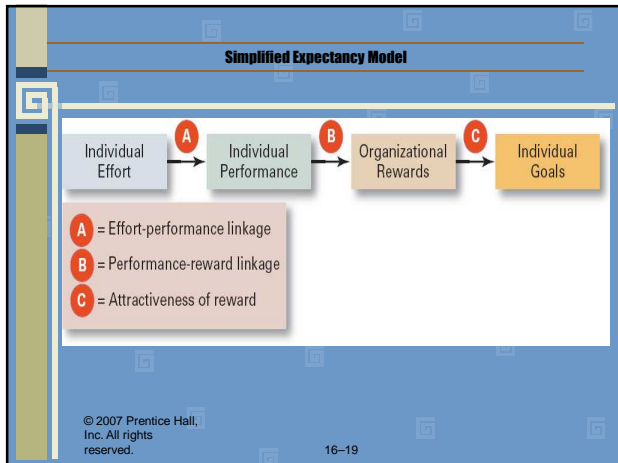
- **Equity Theory** ▶
  - Proposes that employees perceive what they **get** from a job situation (**outcomes**) in relation to what they **put in** (**inputs**) and then **compare** their inputs-outcomes ratio with the inputs-outcomes ratios of relevant others.
    - If the ratios are perceived as equal then a state of equity (fairness) exists.
    - If the ratios are perceived as unequal, inequity exists and the person feels under- or over-rewarded.
    - When inequities occur, employees will attempt to do something to rebalance the ratios (seek justice).

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## Motivation and Behavior

- **Expectancy Theory (Vroom)**
  - States that an individual tends to act in a certain way based on the expectation that **the act will be followed by a given outcome** and on the attractiveness of that outcome to the individual.
  - Key to the theory is understanding and managing employee goals and the linkages among and between effort, performance and rewards.
    - **Effort:** employee abilities and training/development
    - **Performance:** valid appraisal systems
    - **Rewards (goals):** understanding employee needs

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## Current Issues in Motivation

- **Cross-Cultural Challenges**
  - Managers can't assume that motivational programs that work in a one geographic location are going to work in others. ▶
- **Motivating Unique Groups of Workers**
  - Motivating a diverse workforce through flexibility:
    - **Men** desire more autonomy than do **women**.
    - Women desire learning opportunities, flexible work schedules, and good interpersonal relations
    - Flexible work schedules. ▶ ▶

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## Current Issues in Motivation (cont'd)

- **Motivating Professionals**
  - Characteristics of professionals
    - **Strong** and long-term **commitment** to their field of expertise.
    - **Loyalty** is to their **profession**, not to the employer.
    - Have the need to regularly **update their knowledge**.
    - **Don't define** their workweek as 8:00 am to 5:00 pm.
  - Motivators for professionals
    - Job challenge
    - Organizational support of their work

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## Current Issues in Motivation (cont'd)

- **Motivating Contingent Workers**
  - Opportunity to become a permanent employee
  - Opportunity for training
  - Equity in compensation and benefits
- **Motivating Low-Skilled, Minimum-Wage Employees**
  - Employee recognition programs
  - Provision of sincere praise

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## Current Issues in Motivation (cont'd)

- **Designing Appropriate Rewards Programs**
  - Open-book management
    - Involving employees in workplace decision by opening up the financial statements of the employer.
  - Employee recognition programs
    - Giving personal attention and expressing interest, approval, and appreciation for a job well done.
  - Pay-for-performance
    - Variable compensation plans that reward employees on the basis of their performance.

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## Current Issues in Motivation (cont'd)

- **Designing Appropriate Rewards Programs (cont'd)**
  - Stock option programs
    - Using financial instruments that give employees the **right to purchase shares of company stock** at a set (option) price.

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## References

- Robbins, S. P. and Coulter, *Management*. 9<sup>th</sup> ed. Prentice Hall.

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