

UCS1704 – Management and Ethical Practices

UNIT – II

Directing

Motivation – Theories & Techniques

Semester – VII



OUTLINE

What Is Motivation?

- Define motivation.
- Explain motivation as a need-satisfying process.

Early Theories of Motivation

- Describe Maslow's hierarchy of needs and how it can be used to motivate.
- Discuss how Theory X and Theory Y managers approach motivation.
- Describe Herzberg's motivation-hygiene theory.
- Explain Herzberg's views of satisfaction and dissatisfaction.

OUTLINE (cont'd)

Contemporary Theory of Motivation

- **Describe the three needs McClelland proposed as being present in work settings.**
- **Describe the Vroom's Expectancy Theory.**

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.

Early Theories of Motivation

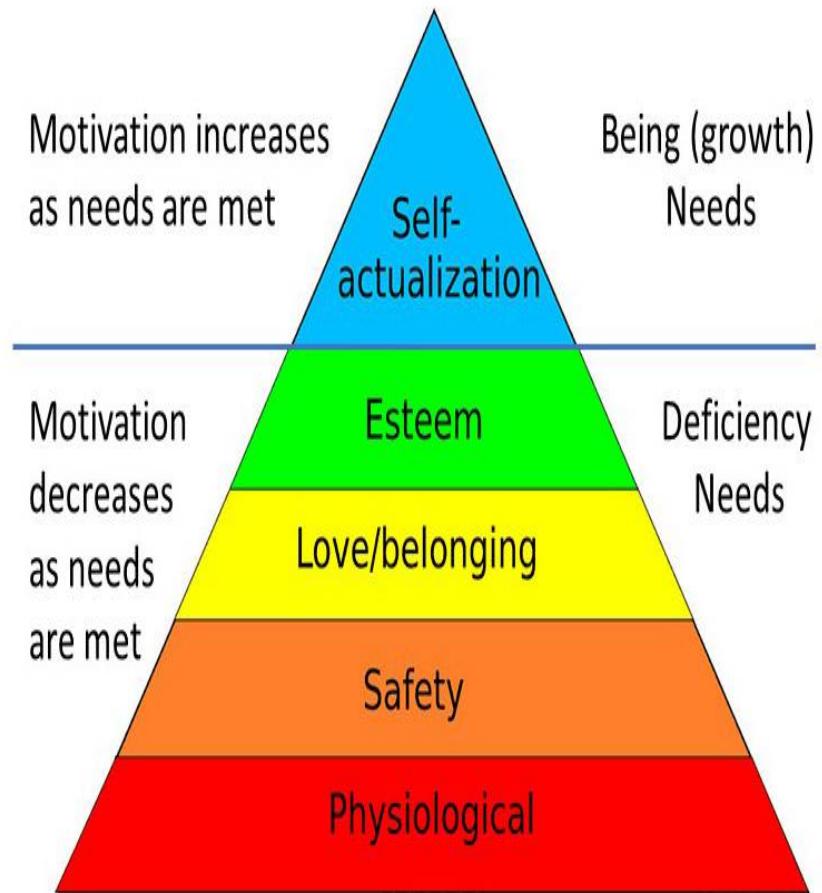
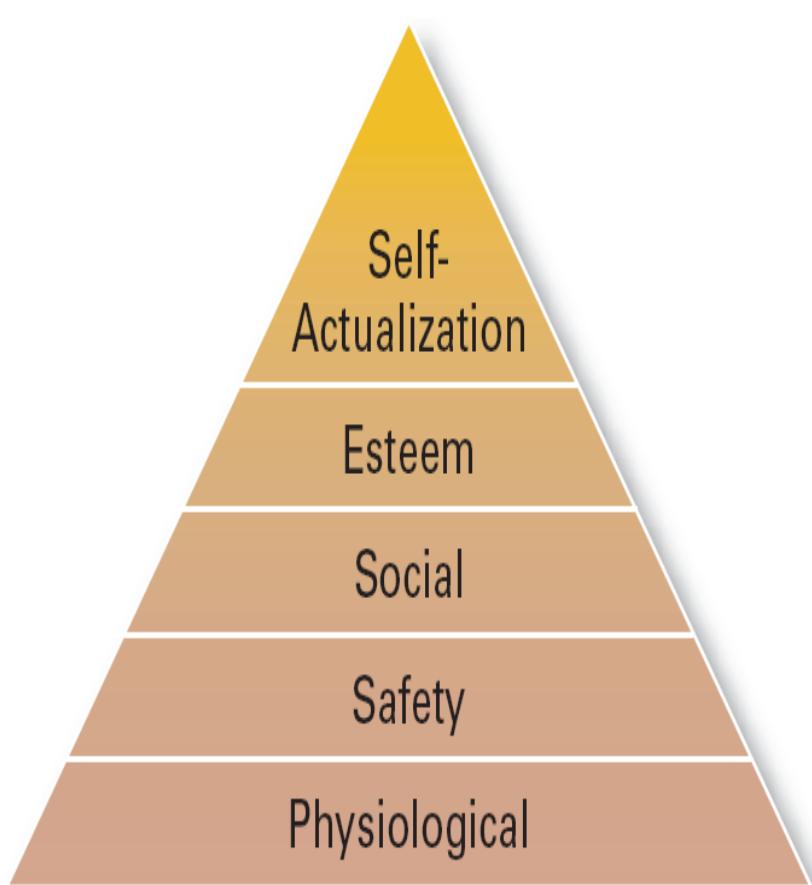
- Maslow's Hierarchy of Needs
- McGregor's Theories X and Y
- Herzberg's Two-Factor Theory

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

Maslow's Hierarchy of Needs



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.
 - ❖ Leads to: Mistrust, tends to blame others for everything.

- Theory Y

- ❖ Assumes that workers can exercise self-direction, desire responsibility, and like to work.
 - ❖ Lead to: Positive work environment.

- Assumption on Theory Y:

- ❖ Motivation is maximized by participative decision making, interesting jobs, and good group relations.

Early Theories of Motivation (cont'd)

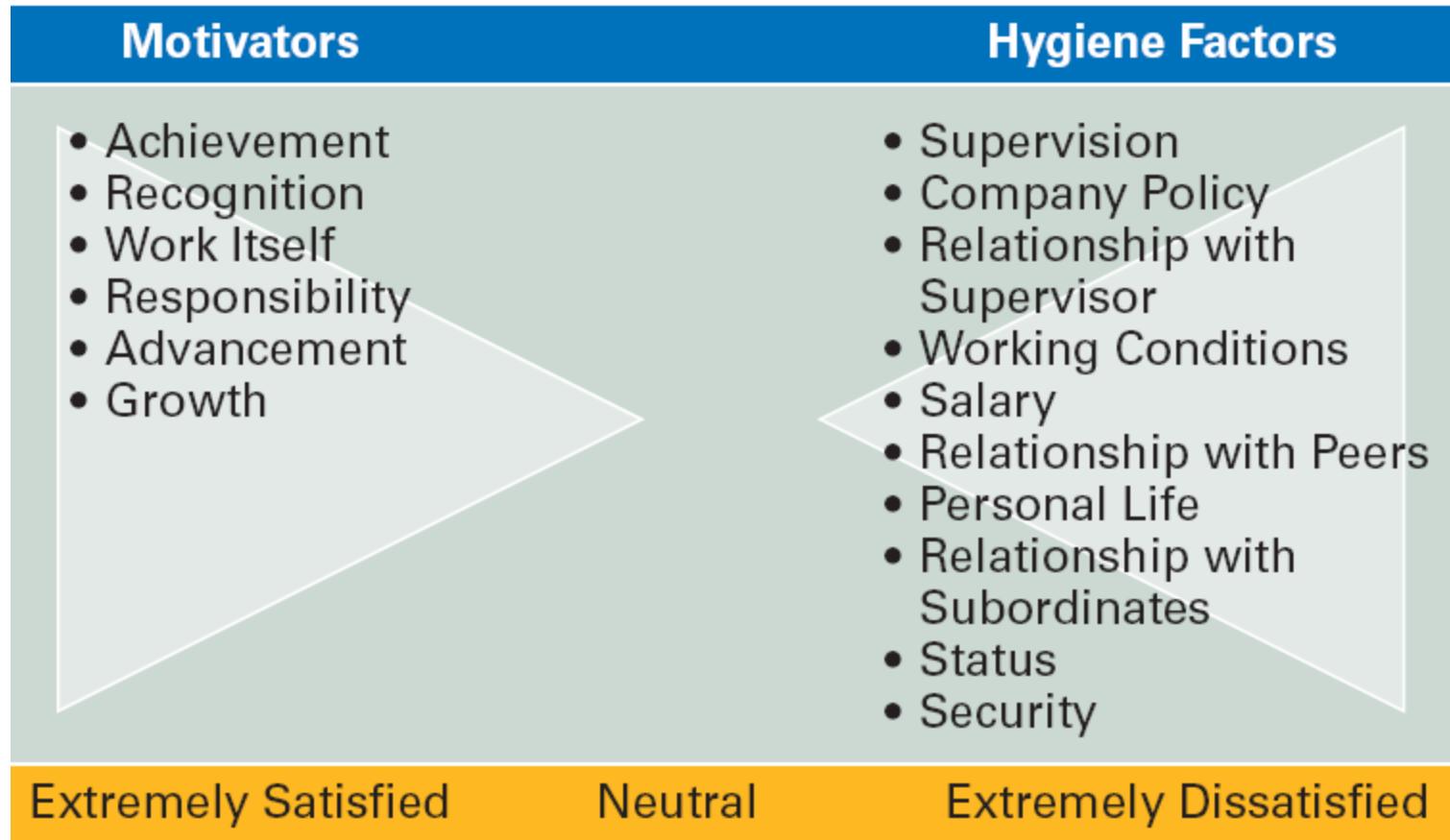
- Herzberg's Motivation-Hygiene Theory
 - Job satisfaction and job dissatisfaction are created by different factors.
 - ❖ Hygiene factors: extrinsic (environmental) factors that create job dissatisfaction. If absent, no dissatisfaction...
 - ❖ Motivators: intrinsic (psychological) factors that create job satisfaction. If absent, no satisfaction...

Early Theories of Motivation (cont'd)

- Herzberg's Motivation-Hygiene Theory

- Attempted to explain why job satisfaction does not result in increased performance.
 - ❖ If the job is poorly defined or if they feel they lack autonomy they will be less satisfied with their jobs which will lead to lower performance.
 - ❖ To increase performance, employees need to be treated fairly, prioritize work-life balance, make them a part of the big picture, be transparent & honest, encourage open communication, and create opportunities for their growth.

Herzberg's Motivation-Hygiene Theory



Contemporary Theories of Motivation

- Three-Needs Theory
- Expectancy Theory
- Goal-Setting Theory
- Reinforcement Theory
- Designing Motivating Jobs
- Equity Theory

Motivation and Needs

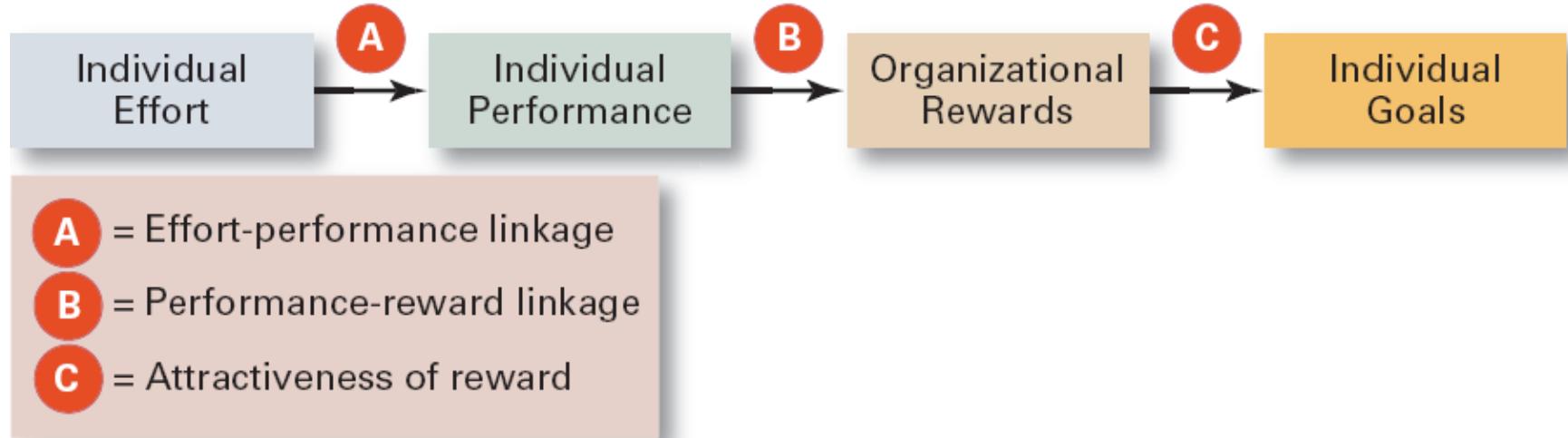
- Three-Needs Theory (McClelland)
 - There are three major acquired needs that are major motives in work.
 - ❖ **Need for achievement (nAch)**
 - The drive to excel and succeed
 - ❖ **Need for power (nPow)**
 - The need to influence the behavior of others
 - ❖ **Need of affiliation (nAff)**
 - The desire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

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

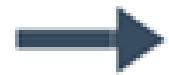
Simplified Expectancy Model



Expectancy Theory

Expectancy * Instrumentality * Valence

Effort



Instrumentality

Performance

*

Valence

Reward

Can I hit my targets if
I work hard?

Will hitting my
targets lead to
rewards?

Do I find the rewards
desirable?

Motivation and Behavior (cont'd)

- Expectancy Relationships

- Expectancy (effort-performance linkage)

- ❖ The perceived probability that an individual's effort will result in a certain level of performance.

- Instrumentality

- ❖ The perception that a particular level of performance will result in the attaining a desired outcome (reward).

- Valence

- ❖ The attractiveness/importance of the performance reward (outcome) to the individual.

$$\text{Motivation} = E \times I \times V$$

Current Issues in Motivation

- Cross-Cultural Challenges
 - Most of the theories were developed in the USA and were meant for the Americans.
 - Maslow's needs hierarchy aligns with American culture.
 - Countries which rank high on group dominance, this theory is not applicable.
- Motivating Particular Groups of Workers
 - Different employees join an organization with different skills, abilities, interests, and attitudes; and also different needs and expectations.
 - This difference is due to diversity of jobs and diversity of performers, i.e., diversity.

Current Issues in Motivation (cont'd)

- 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.

Current Issues in Motivation (cont'd)

- Flexible Work/Job schedules
 - Compressed work week
 - ❖ Longer daily hours, but fewer days
 - Flexible work hours (flexitime)
 - ❖ Specific weekly hours with varying arrival, departure, lunch and break times around certain core hours during which all employees must be present.
 - Job Sharing
 - ❖ Two or more people split a full-time job.
 - Telecommuting
 - ❖ Employees work from home using computer links.

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

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

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:
 - Piece rates, wage incentives, profit-sharing, and lump-sum bonuses

From Theory to Practice: Guidelines for Motivating Employees

- Use goals
- Ensure that goals are perceived as attainable
- Individualize rewards
- Link rewards to performance
- Check the system for equity
- Use recognition
- Show care and concern for employees
- Don't ignore money

Questions? - Motivation.

- What motivates you? Why?
- Are you very motivated to do things or do you need motivation?
- What activity do you have no motivation to do?
- What is a great motivational quote?
- Have you read any good motivational books or articles? What were they about?
- Does motivation come from inside a person or from their environment? Explain why you think so.
- How can you help someone who has no motivation?
- How often do you exercise or workout? What is the best way to motivate yourself to work out?
- What song do you listen to for motivation?
- What do you think of motivation posters in offices, do they actually help?