

Motivate

Employees in the Workplace





Very Good!





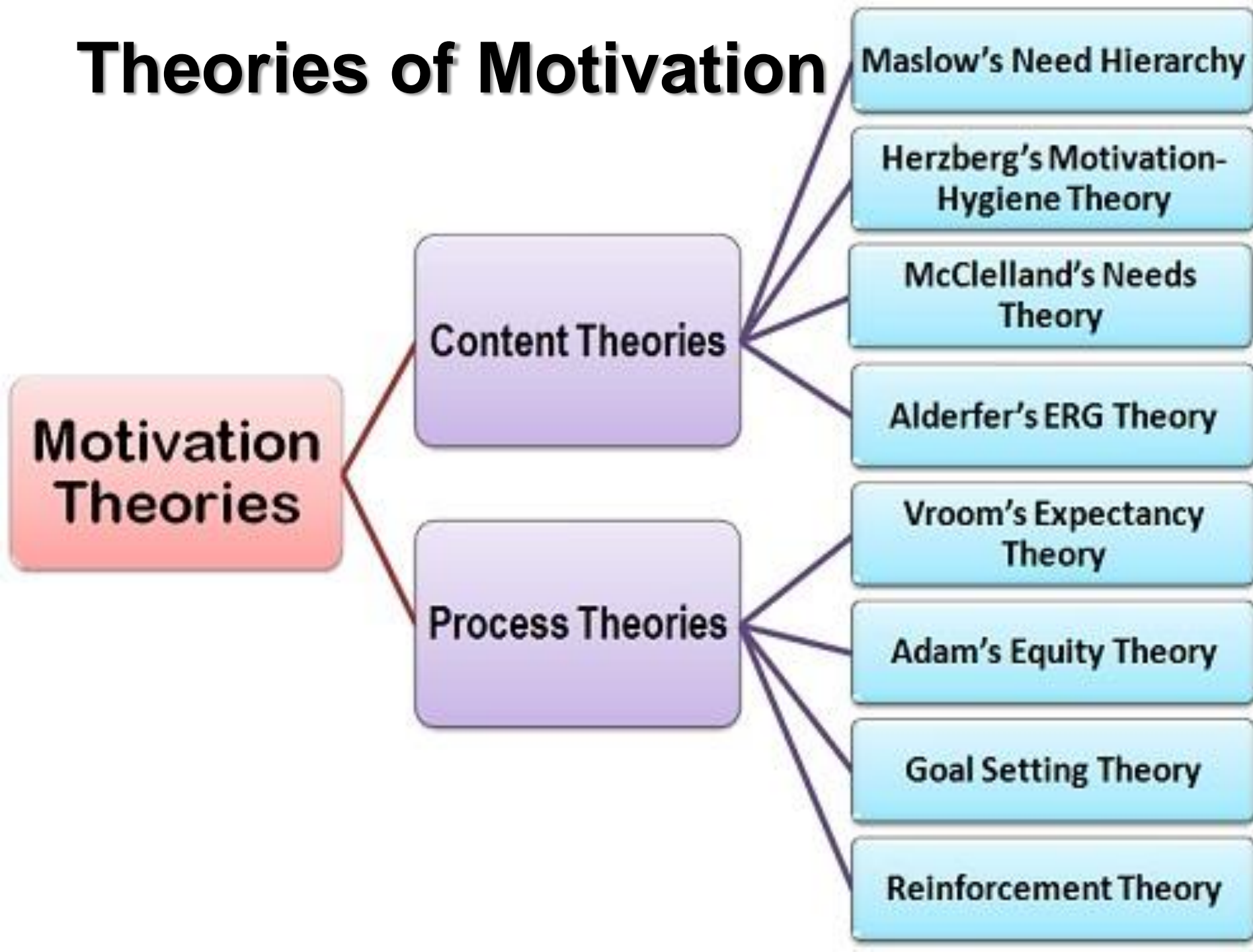
MOTIVATION



What is Motivation?

- Motivation is generally defined as the force that compels us to action. It drives us to work hard and pushes us to succeed. Motivation influences our behaviour and our ability to accomplish goals.
- Motivation is the driving force behind behavior. This is key to understand why it is important for business.
- As managers/owners we need to drive behavior of our employees. Understanding what their motivation is and how to tap into it.

Theories of Motivation



Theories of Motivation and Their Application in Organizations: A Risk Analysis

Link of Research Paper:

<https://researchleap.com/theories-motivation-application-organizations-risk-analysis/>

Abstract:

The aim of this paper is to compare and contrast the theories of motivation and how they are used to inspire employees to develop the drive to achieve.

The importance of motivation in organizations and job satisfaction is vital for the achievement of organizational goals and objectives.

Abstract:

- The consequences of organizations operating without any purpose of motivation towards its employees are far catastrophic, such as depression, turnover, burnout which can derail the success of organizations.
- For organizations to make employees their biggest asset and retention purposes, motivation should be a priority.

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- The study tries to help organizations with suggestions to cultivate favorable atmospheres and relationships for employees to work under, to foster positive attitudes towards their work.
- A qualitative approach and theory based application were considered for this study theories of motivation.

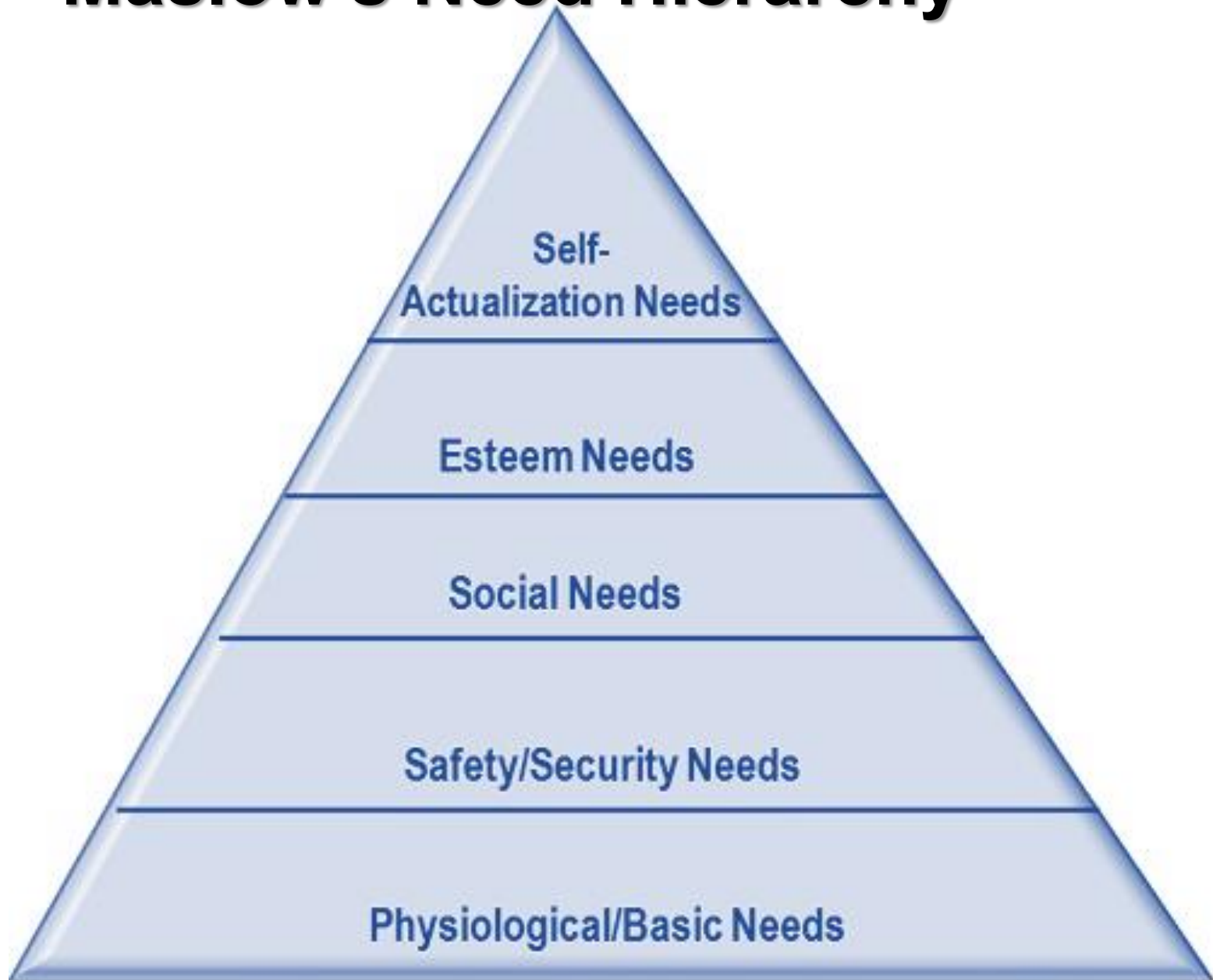
I. Content Theories

1. Maslow's Need Hierarchy
2. Herzberg's Hierarchy
3. McClelland's Needs Theory
4. Alderfer's ERG Theory

I. Content Theories

- These theories of motivation are based on the needs of individuals.
- These theories try to explain why the needs of individuals keep changing with time and therefore focus on the specific factors which motivate them.

Maslow's Need Hierarchy



Maslow's Hierarchy of Needs:

According to Smith & Cronje (1992), the way Maslow's theory is explained relies on the fact that people want to increase what they want to achieve in life and their needs are prioritized according to their importance.

- Deriving from the hierarchy of needs by Maslow, content theories of job satisfaction revolve around employees' needs and the factors that bring them a reasonable degree of satisfaction (Saif et al., 2012).
- Based on the basic physical, biological, social and psychological needs of human beings, Maslow came up with a five-stage theory that places the needs of the individual in different categories and prioritizes their attainment.

Maslow's Hierarchy of Needs:

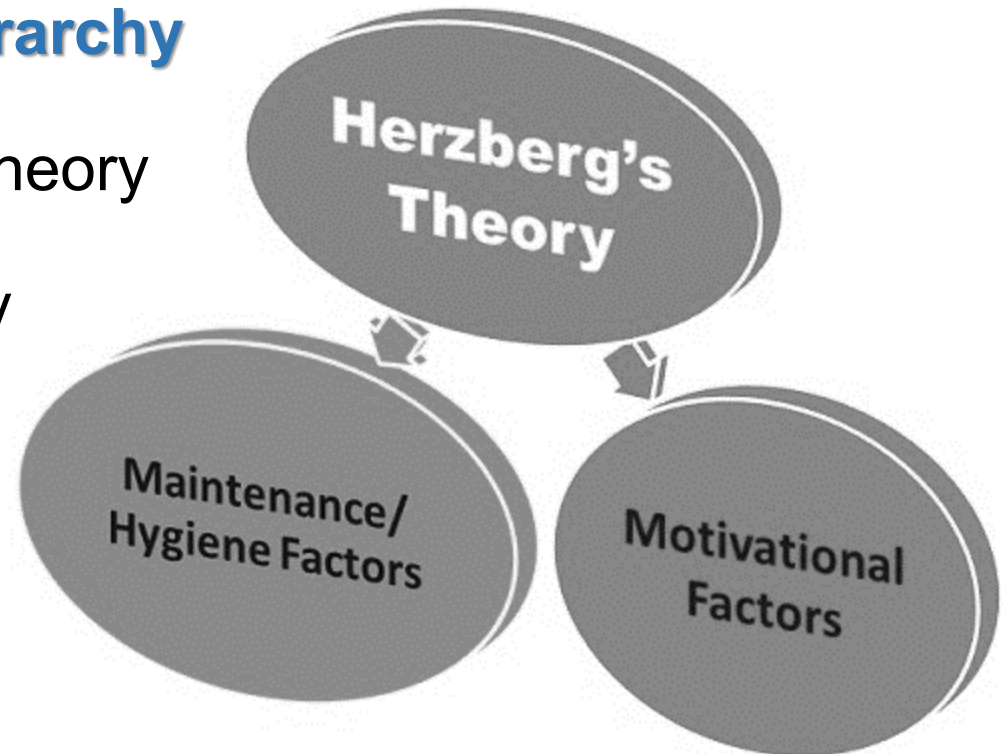
These categories, in order of decreasing priority, are:

- Physiological needs (food, shelter, clothing);
- Safety and security needs (physical protection);
- Social needs (association with others);
- Esteem needs (receiving acknowledgement from others);
- Self-actualisation needs (the desire for accomplishment or to leave behind a legacy).

Maslow's hierarchy of needs forms the basis of theories that try to explain job satisfaction.

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Herzberg's Two-Factor Theory/ Motivator-Hygiene

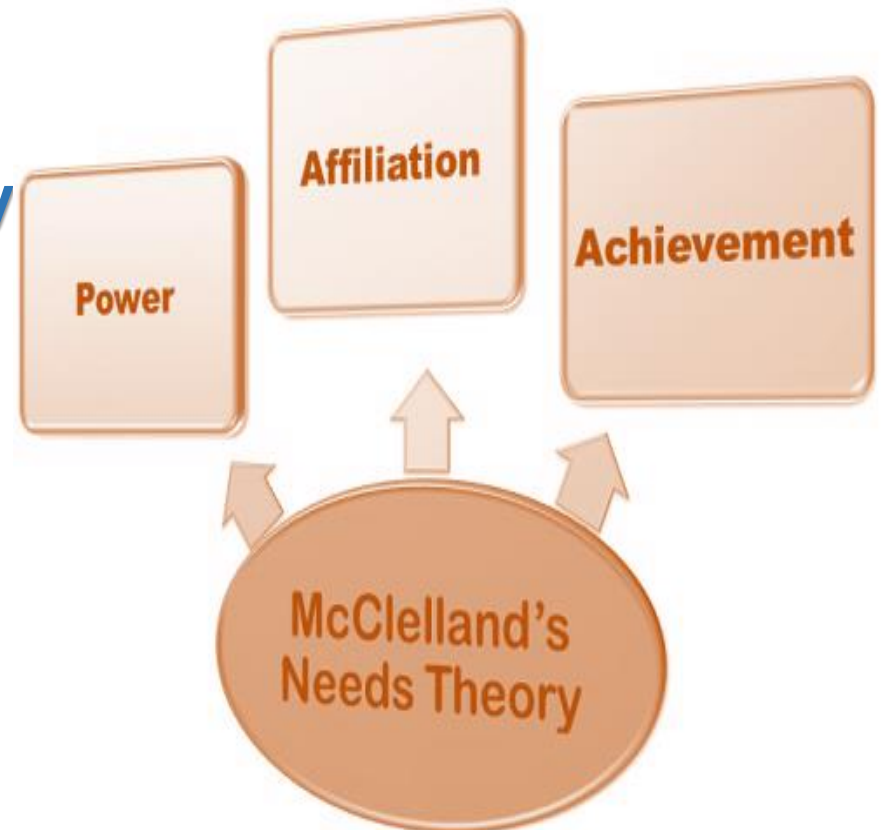
- It is originated from a study conducted among accounts and engineers to determine what makes an individual feel good or bad about their job (Saif et al., 2012).
- Regarding 'satisfiers', Herzberg noted that there were five features of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility and advancement.
- At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees.
- Golshan, Kaswuri, Agashahi and Ismail (2011:12) declare that organizations are increasingly applying Herzberg's theory to create opportunities for "personal growth, enrichment and recognition" among their employees.

Herzberg's Two-Factor Theory/ Motivator-Hygiene

- Employees should be promoted after completing certain stages of their career and should receive recognition for special achievements – for example, when they produce exceptional results in their subject areas; on a more basic level, they should also be given responsibility to determine how to handle tasks that relate to their jobs.
- The Two-factor theory has however drawn its share of criticism. Golshan et al. (2011) point out that it fails to distinguish between physical and psychological aspects and to precisely explain what motivators are and how they differ from hygiene factors; it also fails to express the degrees of satisfaction and dissatisfaction as a measure instead of using numbers. Another criticism leveled against it is that it makes assumptions that every individual will react in the same way in the similar situation.

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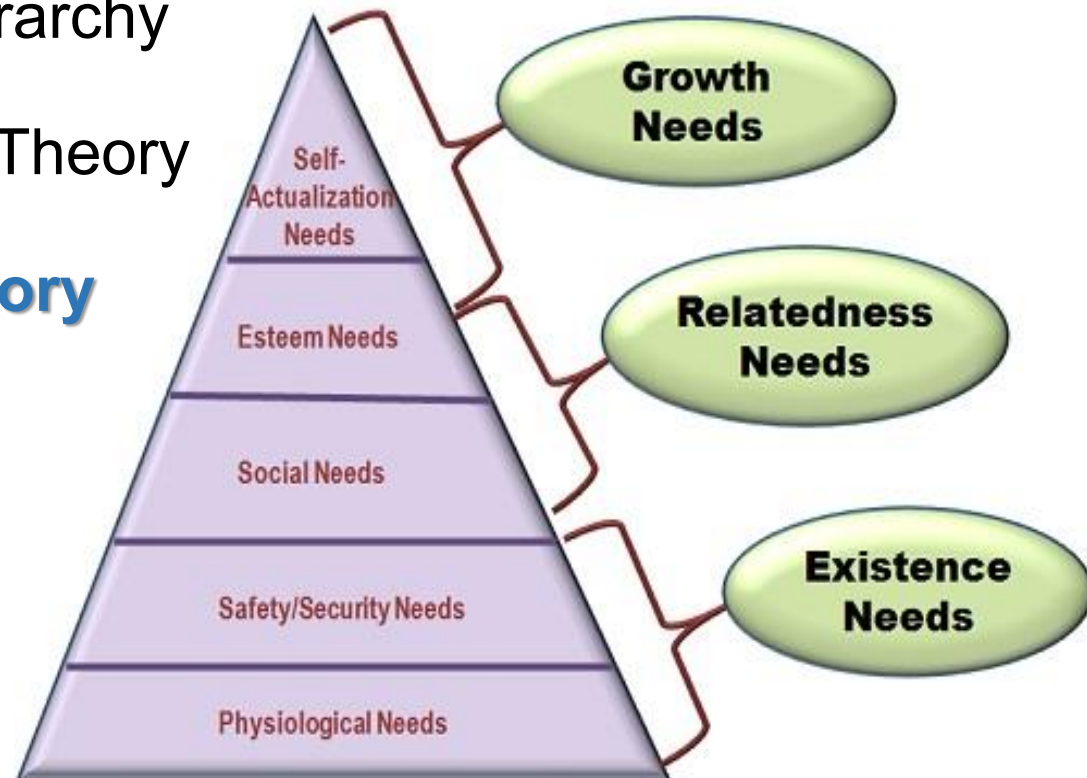


McClelland's Need Achievement Theory

- McClelland's need achievement theory assumes that some people are driven to success through seeking “personal achievement rather than rewards themselves” (Saif et al., 2012, p.1387).
- This theory is readily applicable to academic environments and explains why some teachers are high achievers, despite the difficulties they face: they set themselves high goals and achieving these goals is what drives them.

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Alderfer's ERG theory

It is related to Maslow's hierarchy of needs but **reduces Maslow's five categories of a need to three; namely:**

Relatedness being (esteem/social needs), then

Growth being (self-actualization) and

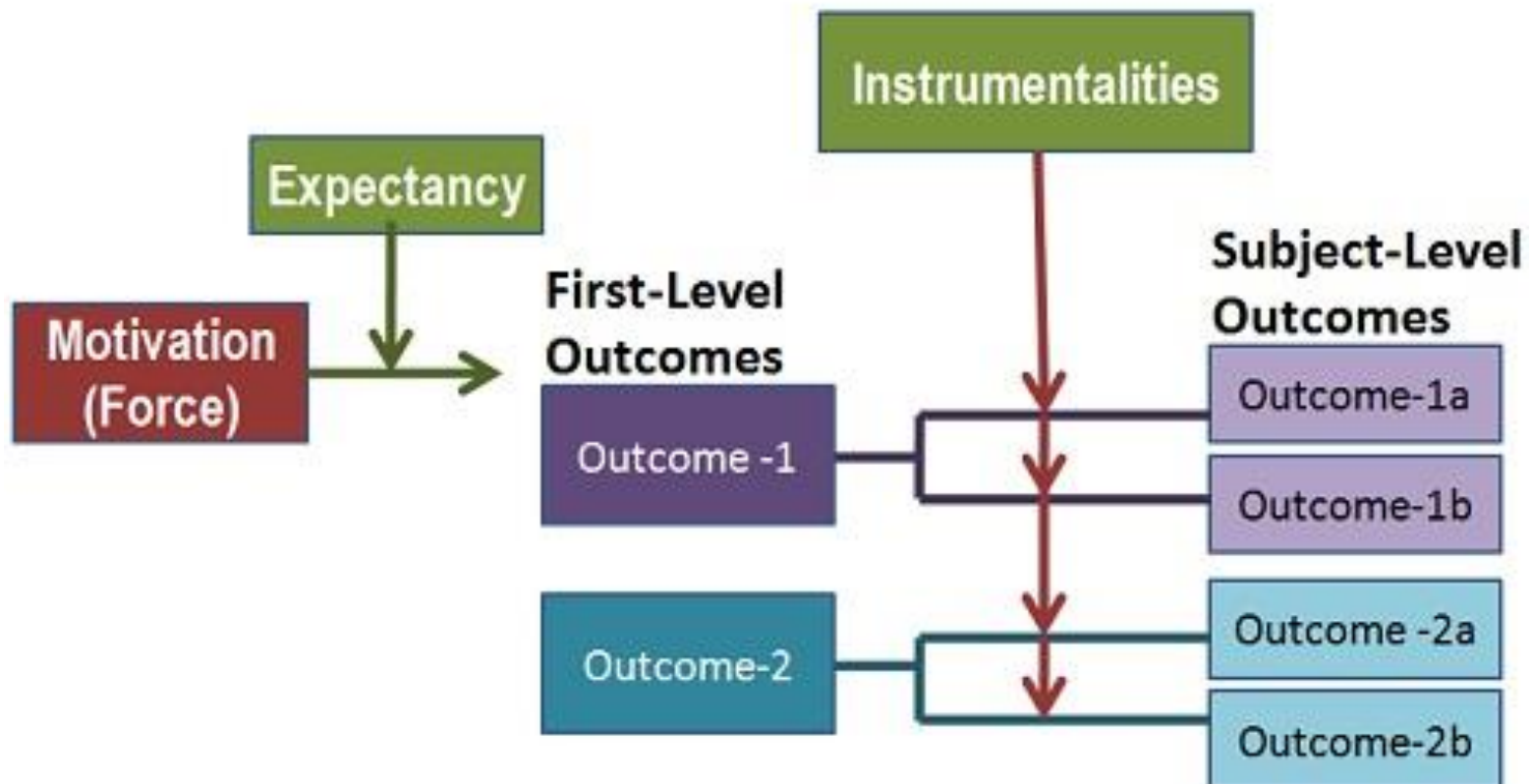
Existence which is (security/physiological needs).

II. Process Theories

1. Vroom's Expectancy Theory
2. Adam's Equity Theory
3. Goal Setting Theory
4. Reinforcement Theory

II. Process Theories

1. Vroom's Expectancy Theory



Vroom's Expectancy Theory

- It stipulates that behavior is a product of choices that are available for to be prioritized.
- The idea is to derive satisfaction and minimize dissatisfaction in employees.
- Individual factors such as personality and skills determine performance (Wagner and Hollenburg, 2007).
- This theory also explains that performance, motivation, and effort are within an individual's motivation and variables such as valence, instrumentality, and expectancy verifies this.
- The higher the effort in work relates to the higher the performance

II. Process Theories

2. Adam's Equity Theory

$$\frac{\text{Person's Outcome}}{\text{Person's Inputs}} > \frac{\text{Other's Outcome}}{\text{Other's Inputs}}$$

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} < \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

$$\frac{\text{Person's Outcomes}}{\text{Person's Inputs}} = \frac{\text{Other's Outcomes}}{\text{Other's Inputs}}$$

The Equity Theory

- Process theories explain 'how' satisfaction comes about, as opposed to 'what' causes motivation.
- The equity theory assumes that employees will weigh their input into a job against the output they receive from it – the more the rewards, the greater their satisfaction.
- This resonates with Naveed et al. (2011, p.302) definition of job satisfaction as the difference between employee input and job output.
- Regarding this theory, employees who perceive that they receive more output from their jobs than what they put into them will experience job satisfaction.
- Certain aspects of the job itself also shape how an employee perceives it.
- Tasks that are clarified bring a better job satisfaction since a clear role breeds a work force that is happy, committed and shows much involvement in work that is done.

The Equity Theory

- Authors identified five major job characteristics that impact on the psychological state of an employee and influence their motivation and job satisfaction, as well as their levels of absenteeism, namely the variety of skills involved in a task, the identity and significance of the task, autonomy, and feedback.
- Employees compare their input-outcome ratio with that of other employees and if they perceive it to be fair, employees will experience satisfaction.
(Robbins, 2007).
- If employees perceive an inequity in their input-outcome ratio compared to other employees, they become dissatisfied and less motivated.

Relationship between Reward and Motivation

- Reward and motivation are the two main factors which have an effect on the job satisfaction and motivation of employees.
- There is a significant relationship between reward and recognition, and between motivation and job satisfaction.
- Providing the financial benefit to employees without any prominent expression also loses its importance.



Conclusion

- Motivation is very much needed for employees in an organisation to be productive, and management or leadership style has an important role to play.
- Motivation is not always based on financial rewards, but non-financial rewards methods can also be used to derive the best out of employees.
- Although individuals have their expectations, it is the leadership's responsibility to develop and align with theories that are suitable to bring job satisfaction to their employees.
- However, there is no single reliable theory to be used, a mixture of them can be utilized.
- In terms of empowering workforce, employees should be encouraged and given a platform to voice out their concerns on how they can be motivated.

- Rewards and promotions following performance appraisals maybe used to boost employee's moral as well as feedback.
- All employees should understand the company's vision and goals and work together towards those.
- In some organizations, workers perform their duties in an assembly whereby if a certain section of employees is affected it will affect the whole plant.
- Employees perform their duties diligently if they are inspired and motivated as the results will always be positive with efficient production.
- Organizations which are results oriented will go all the way to motivate their employees for them to reach their goals.
- A further qualitative research on motivation strategies and theories is recommended. theories

Challenges of Motivating Employees

- Poor Leadership Structure
- Workplace Conflict
- Lack of confidence in company
- The constantly changing workforce
- A difficult economic situation