

Motivating Employees

Learning Objectives

16.1 Define motivation.

16.2 Compare and contrast early theories of motivation.

16.3 Compare and contrast contemporary theories of motivation.

16.4 Discuss current issues in motivation.

What is Motivation?

- **Motivation:** the process by which a person's efforts are energized, directed, and sustained toward attaining a goal

Maslow's Hierarchy of Needs Theory

- **Hierarchy of needs theory:** Maslow's theory that human needs—physiological, safety, social, esteem, and self-actualization—form a sort of hierarchy

Exhibit 16.1 Maslow's Hierarchy of Needs



Exhibit 16.1 shows the five levels of need in Maslow's hierarchy.

Levels of Needs (1 of 2)

- **Physiological needs:** a person's needs for food, drink, shelter, sexual satisfaction, and other physical needs
- **Safety needs:** a person's needs for security and protection from physical and emotional harm
- **Social needs:** a person's needs for affection, belongingness, acceptance, and friendship

Levels of Needs (2 of 2)

- **Esteem needs:** a person's needs for internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention
- **Self-actualization needs:** a person's need to become what he or she is capable of becoming

McGregor's Theory X and Theory Y

- **Theory X:** the assumption that employees dislike work, are lazy, avoid responsibility, and must be coerced to perform
- **Theory Y:** the assumption that employees are creative, enjoy work, seek responsibility, and can exercise self-direction

Herzberg's Two-Factor Theory

- **Two-factor theory (motivation-hygiene theory):** the motivation theory that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction

Exhibit 16.2 Herzberg's Two-Factor Theory

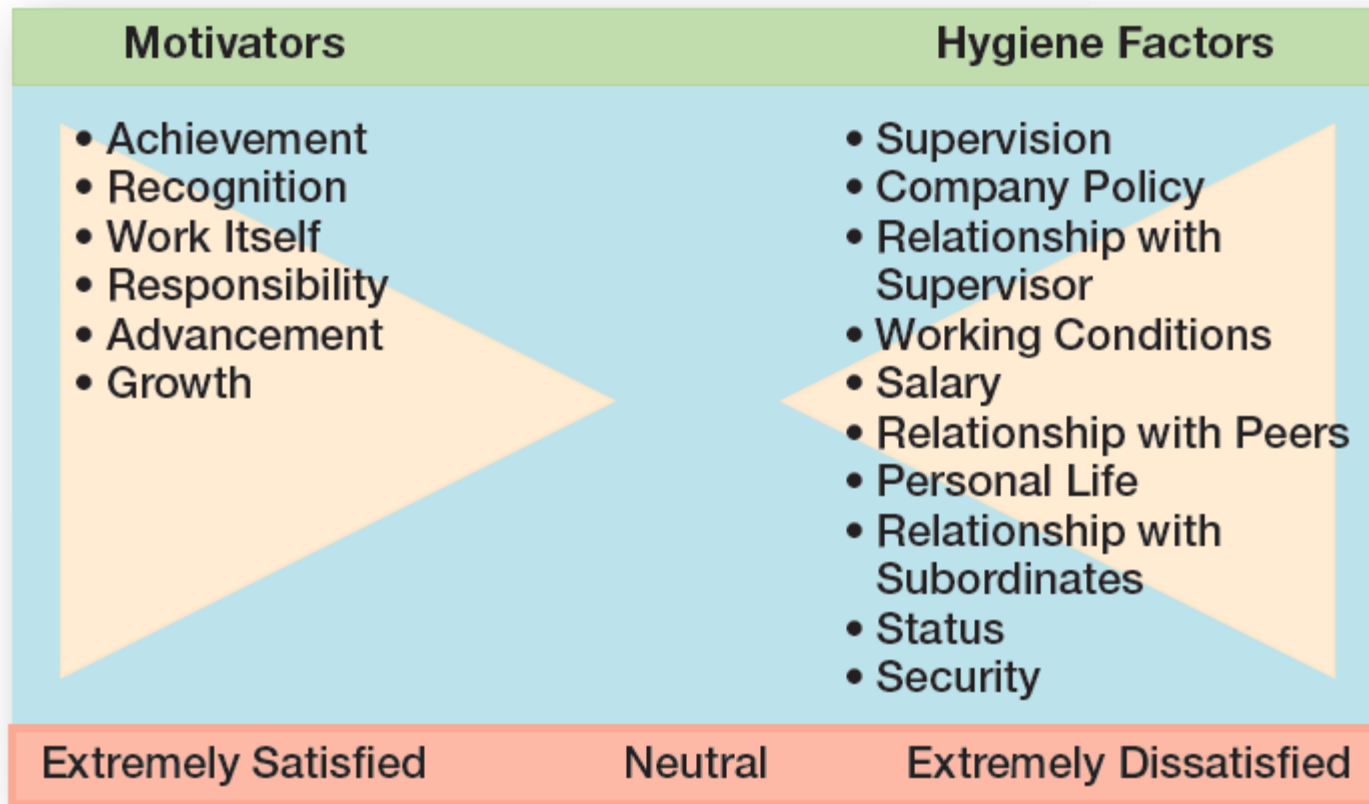
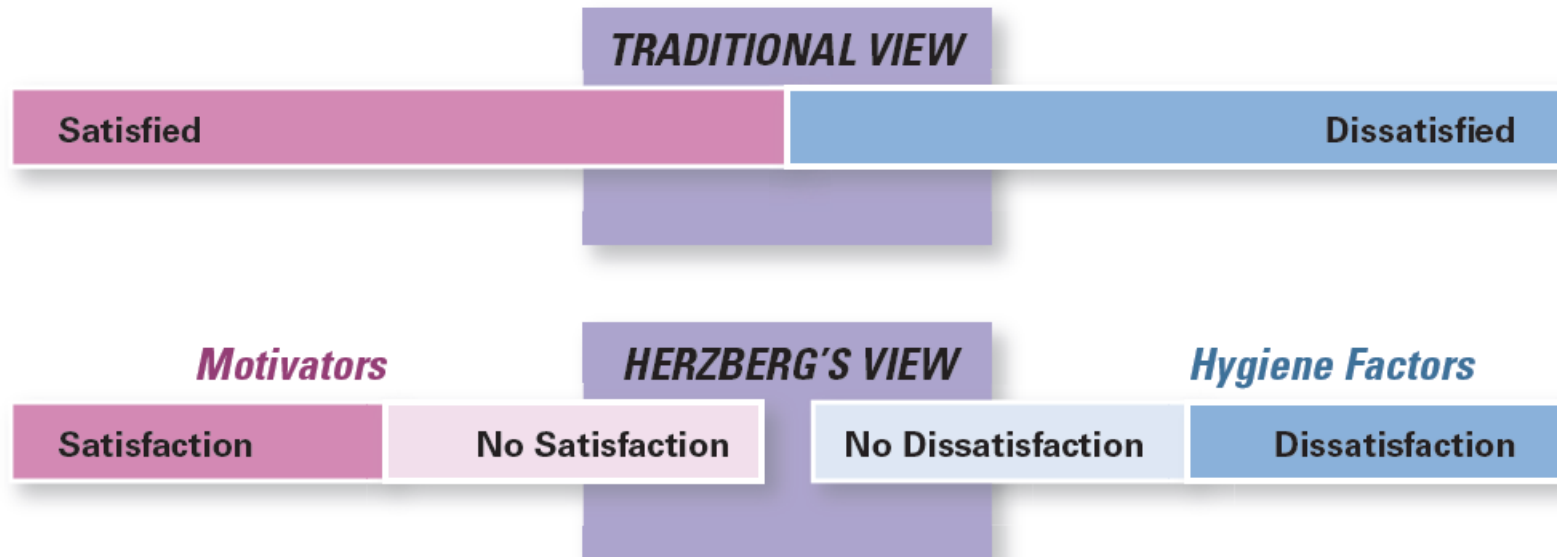


Exhibit 16.2 shows Herzberg's findings.

Herzberg's Two Factors

- **Hygiene factors:** factors that eliminate job dissatisfaction, but don't motivate
- **Motivators:** factors that increase job satisfaction and motivation

Exhibit 16.3 Contrasting Views of Satisfaction and Dissatisfaction



As shown in Exhibit 16.3, Herzberg proposed that a dual continuum existed: The opposite of “satisfaction” is “no satisfaction,” and the opposite of “dissatisfaction” is “no dissatisfaction.”

Three-Needs Theory (1 of 2)

- **Three-needs theory:** the motivation theory that says three acquired (not innate) needs— achievement, power, and affiliation—are major motives in work
- **Need for achievement (nAch):** the drive to succeed and excel in relation to a set of standards

Three-Needs Theory (2 of 2)

- **Need for power (nPow):** the need to make others behave in a way that they would not have behaved otherwise
- **Need for affiliation (nAff):** the desire for friendly and close interpersonal relationships

Exhibit 16.4 TAT Pictures



nAch: Indicated by someone in the story wanting to perform or do something better.

nAff: Indicated by someone in the story wanting to be with someone else and enjoy mutual friendship.

nPow: Indicated by someone in the story desiring to have an impact or make an impression on others in the story.

Exhibit 16.4 shows some examples of pictures for the Thematic Apperception Test.

Goal-Setting Theories

- **Goal-setting theory:** the proposition that specific goals increase performance and that difficult goals, when accepted, result in higher performance than do easy goals
- **Self-efficacy:** an individual's belief that he or she is capable of performing a task

Exhibit 16.5 Goal-Setting Theory

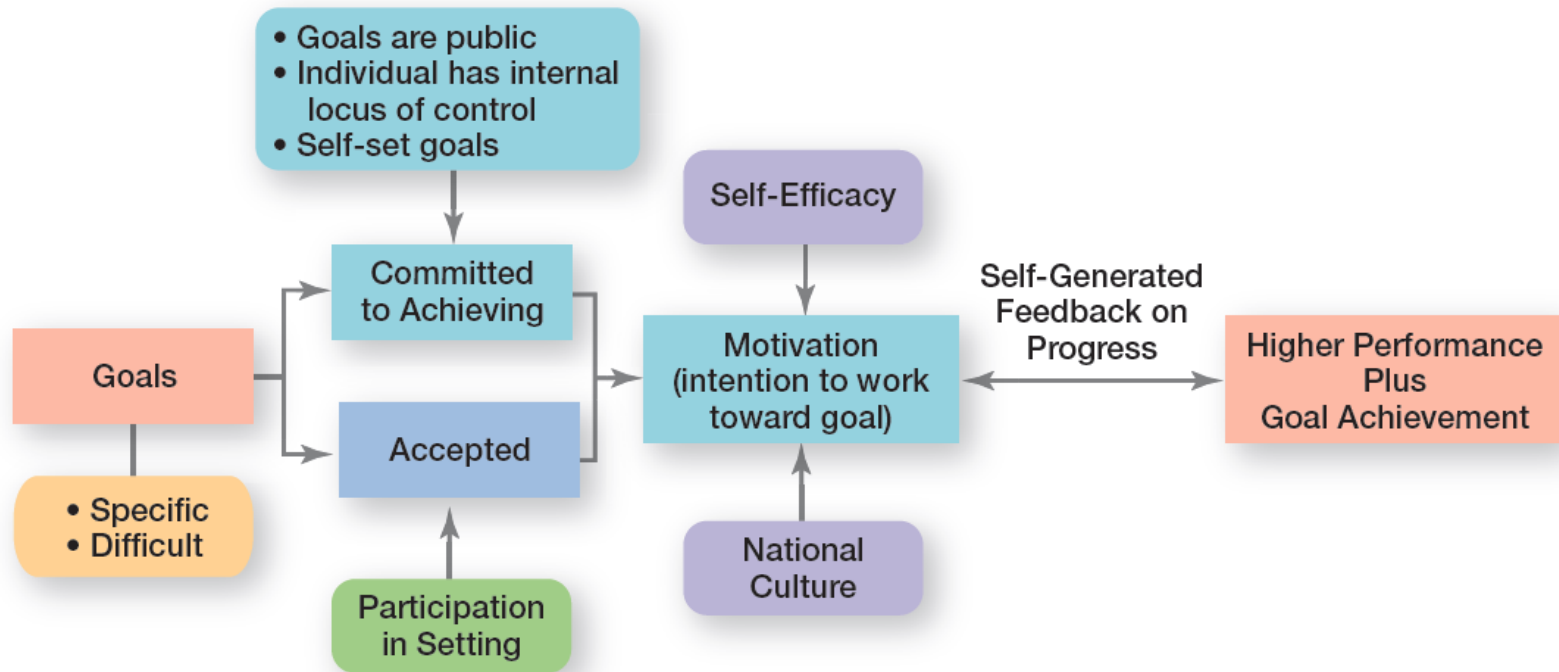


Exhibit 16.5 summarizes the relationships among goals, motivation, and performance.

Reinforcement Theory

- **Reinforcement theory:** the theory that behavior is a function of its consequences
- **Reinforcers:** consequences immediately following a behavior, which increase the probability that the behavior will be repeated

Managing Cross-Cultural Motivational Challenges

- In today's global business environment, managers can't assume motivational programs that work in one location will work in others.
- Most current motivation theories were developed in the United States by Americans and about Americans.

Motivating Unique Groups of Workers

- Diverse employees
- Professionals
- Contingent workers

Flexibility

- Compressed workweeks
- Flextime
- Job sharing
- Telecommuting

Motivating Professionals

- Job challenge
- Finding solutions to problems
- Support
- Perception that their work is important

Motivating Contingent Workers

- Opportunity to become a permanent employee
- Opportunity for training
- Equity in compensation and benefits