MOTIVATION

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Program Objectives

(1 of 2)

✓ Understand past, present and future concepts/trends.

✓ Develop employee desire to strive for excellence.

✓ Understand how you influence employees with your leadership style.

✓ Use feedback more precisely, linking it to performance.

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Program Objectives

Learn how to offer criticism in a way that ensures that it is heard.

Apply models and methods for measurable results.

Problem-solve, and practice what you learn.

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McGregor's Theory Y

The expenditure of physical and mental effort in work is as natural as play or rest.

People can exercise self-direction and self-control in the service of objectives to which they are committed.

The average human being learns, under proper conditions, not only to accept, but to seek responsibility.

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McGregor's Theory X

People inherently dislike work and will avoid it if they can.

People must be coerced, controlled, directed, and threatened in order to make them work.

The average human being prefers to be directed, wishes to avoid responsibility, and has relatively little ambition.

Maslow's Hierarchy

Physiological Needs

Food and shelter

Security and Safety Needs

Danger, threats, and deprivation

Social Needs

Belonging and acceptance

Self-Esteem Needs
Recognition and status

Self-Actualization Needs
Creativity and self-realization

Alderfer's ERG Theory

Alderfer further developed Maslow's hierarchy.

Simplified hierarchy:

Existence Need

Relatedness Need

Growth Need

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Alderfer's ERG Theory

Existence falls under psychological needs and security and safety needs.

Relatedness falls under social needs and self-esteem needs.

Growth falls under self-esteem needs and self-actualization needs.

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Alderfer's ERG Theory

Frustration motivates behavior that works to fulfill needs.

People try to fulfill both higher level and lower level needs.

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Motivator-Hygiene Theory

Herzberg developed the Motivator-Hygiene Theory, which is loosely based on Maslow's hierarchy.

It is also called the "Two Factor Theory."

The two factors are motivators and hygiene.

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Motivator-Hygiene Theory

Motivators

- Achievement
- Growth
- Recognition
- Responsibility

Hygiene

- Compensation
- Fringes
- Supervision
- Work Conditions

Achievement Motivation Theory

Mcclelland, et al. stated that achievement motivation, or the need for achievement comes from internal and external factors.

Highly motivated people have three different needs: achievement, affiliation, and power.

Most people have a mix of these needs.

Hackman and Oldham

Hackman and Oldham identify three important psychological states:

The belief that work is meaningful because it is important to other people.

The feeling of responsibility for the quality of the work.

The knowledge of how well the job was performed.

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Hackman and Oldham

Hackman and Oldham also identify five core job dimensions:

1 — Skill variety – different job activities that require a variety of skills and talents

2 — Task identity – the completion of an identifiable project

3 — Task significance – the responsibility for a task that significantly and positively affects other people

Hackman and Oldham

(3 of 3)

Hackman and Oldham also identify five core job dimensions:

Autonomy – the level of independence given to employees

4

5

Feedback – the amount and quality of ongoing, casual performance evaluations

Maintainers

- Working conditions
- Company policies
- Job security
- Pay and benefits
- Relationships with co-workers
- Supervision
- Status

Motivators

- Achievement
- Recognition
- Satisfying work
- Responsibility
- Advancement
- Growth

Ten Motivating Factors

(1 of 4)

Full appreciation of work done

1

2   Feeling of being in on things

Sympathetic help with personal problems

3

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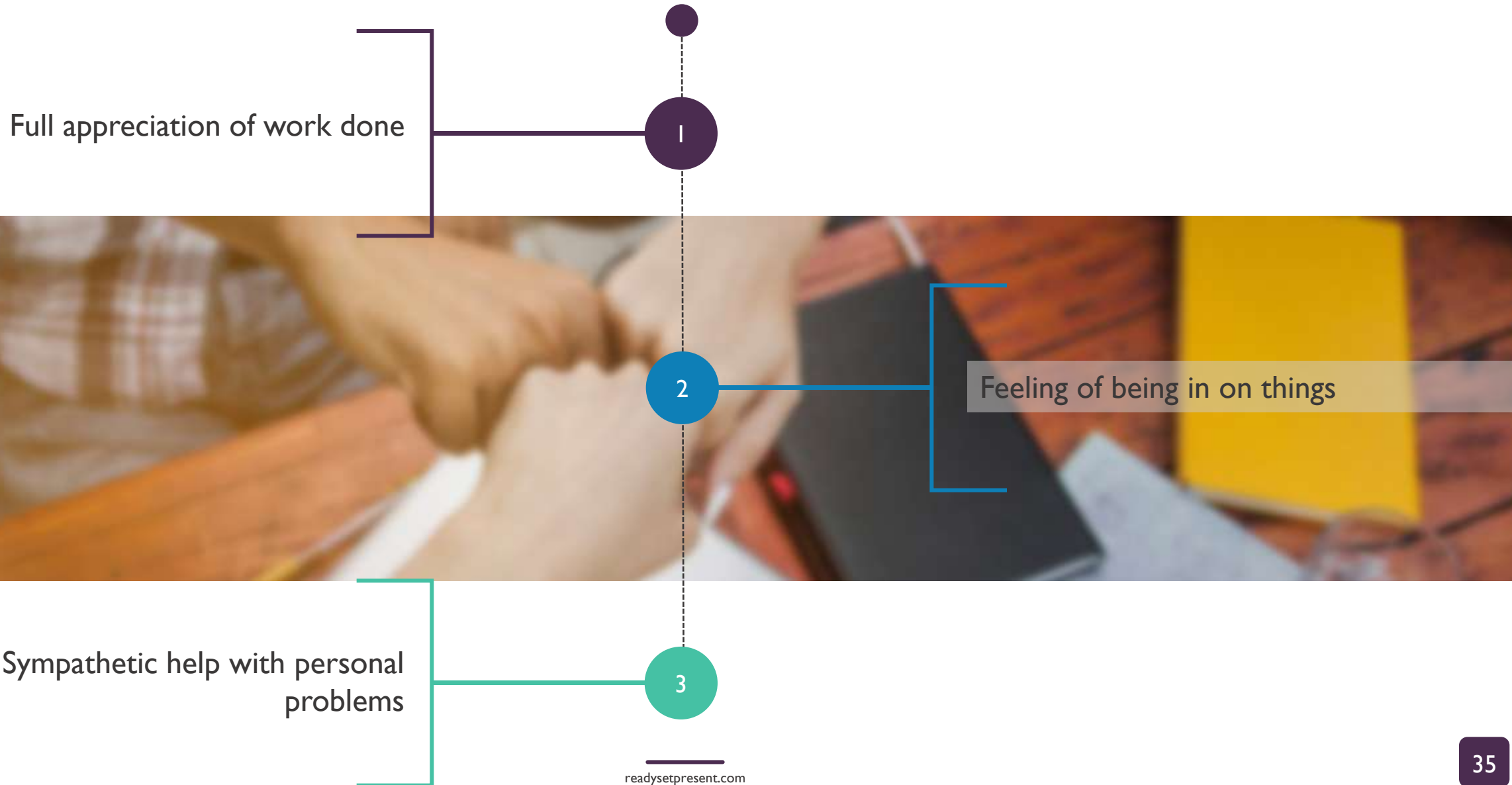
Ten Motivating Factors

(2 of 4)

Job security

4

5 Good wages

Interesting work

6

Ten Motivating Factors

(3 of 4)

Promotion and growth in the organization

7

8

Personal loyalty to employees

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Steps For Giving Praise

(1 of 2)

Make a general reference to the performance being praised.

1

2

Give specific examples of noteworthy performance.

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Steps For Giving Praise

(2 of 2)

Mention related personal qualities.

3

4

Mention related professional qualities.

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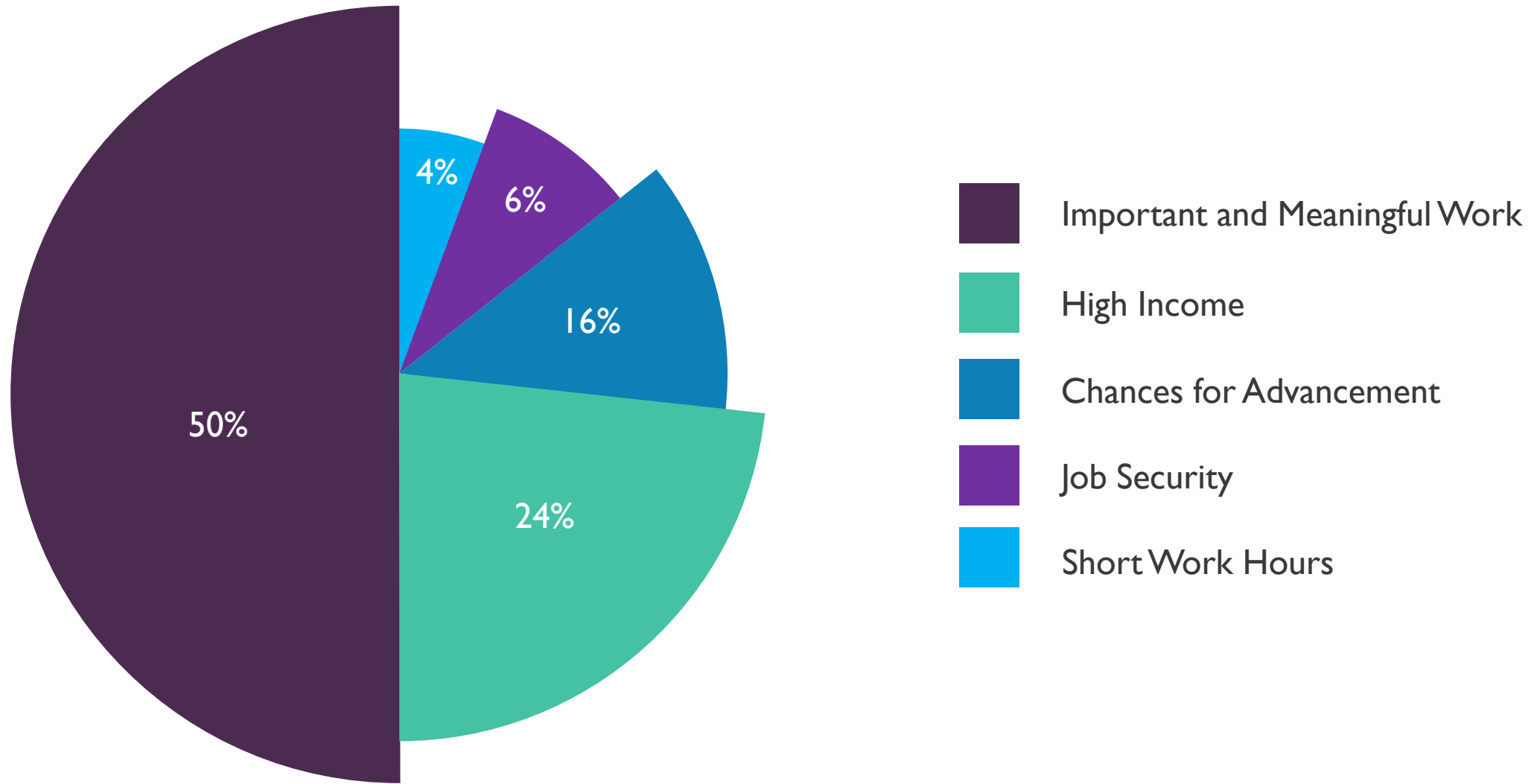Present

A Supportive Environment

People of all ages want to do a good job.

For example, children start school eager and enthusiastic, yet within a relatively short period of time, much of their exuberance fades.

Employees bring the same positive attitude and motivation to the workplace.

Have you ever heard anyone say, "I'm going to go to work today and do a bad job"?

Motivation
What Is Most Preferred In Jobs?

50%

24%

16%

6%

4%

■ Important and Meaningful Work

■ High Income

■ Chances for Advancement

■ Job Security

■ Short Work Hours

Source: National Opinion Research Center Surveys, University of Chicago.

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4 Reasons Employees Don't Do What You Want

They don't know what you want them to do.

They don't know why you want them to do it.

They don't know how to do it.

They think they are already doing it.

1

2

3

4

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Principles of Enriching Jobs

Forming Natural Work Units

- Give your employee personally meaningful work.
- Create natural units of work to increase the employee's sense of "ownership" of his or her work. This improves the chances that the employee will view his or her work as meaningful and important instead of irrelevant and boring.

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Principles of Enriching Jobs

Combining Tasks
- This contributes in two ways to the meaningfulness of the work.
  - Increase the employee's task identity.
  - Add more tasks that will develop more skills in the person.

2

Principles of Enriching Jobs

Opening Feedback Channels
- This helps employees learn not only how well they are performing their tasks, but also whether their performance is improving, deteriorating, or remaining at a constant level.

7

Steps to Solve Motivation Problems

1. Level with the employee.

2. Give the problem to the employee to solve.

3. Offer substitutions or offsets.

4. When all else fails, "level bold" with the employee. (Maybe they need to find a position elsewhere.)