

Management and Motivation-2



Herzberg's Two-Factor Theory

- Herzberg (2003) further modified Maslow's needs theory and consolidated down to two areas of needs that motivated employees. These were termed:
 1. **Hygienes**—These were characterized as lower-level motivators and included, for example, “company policy and administration, supervision, interpersonal relationships, working conditions, salary, status, and security” (p. 5). (Job context)
 2. **Motivators**—These emphasized higher-level factors and focused on aspects of work, such as “achievement, recognition for achievement, the work itself, responsibility, and growth or advancement” (p. 5). (job content).
- Herzberg's is an easily understood approach that suggests that individuals have desires beyond the hygiene's and that motivators are very important to them.



Herzberg's Two-Factor Theory

Hygiene Factors

- Salaries, Wages & other Benefits
- Company Policy & Administration
- Good Inter-personal Relationships
- Quality of Supervision
- Job Security
- Working Conditions
- Work/Life Balance

When in place, these factors result in...

- ✓ General Satisfaction
- ✓ Prevention of Dissatisfaction

Motivator Factors

- Sense of Personal Achievement
- Status
- Recognition
- Challenging/stimulating Work
- Responsibility
- Opportunity for advancement
- Promotion
- Growth

When in place, these factors result in...

- ✓ High Motivation
- ✓ High Satisfaction
- ✓ Strong Commitment



McClelland's Acquired Needs Theory

- The idea here is that needs are acquired throughout life. That is, needs are not innate but are learned or developed as a result of one's life experiences (McClelland, 1985). This theory focuses on three types of needs:
 1. **Need for achievement**—which emphasizes the desires for success, for mastering tasks, and for attaining goals;
 2. **Need for affiliation**—which focuses on the desire for relationships and associations with others; and
 3. **Need for power**—which relates to the desires for responsibility for, control of, and authority over others.



Extrinsic Factor Theories of Motivation

- **Reinforcement Theory**

- B. F. Skinner (1953) studied human behaviour and proposed that individuals are motivated when their behaviours are reinforced. The first two are associated with achieving desirable behaviours, while the last two address undesirable behaviours:
 1. **Positive reinforcement**—relates to taking action that rewards positive behaviours;
 2. **Negative reinforcement**- anything that strengthens and increases behaviour by the withdrawal or removal of unpleasant consequences.
 3. **Punishment**—Punishment is the act of causing an unpleasant consequence to a response to prevent the person from repeating that behaviour. Placing an employee on suspension for excessive absenteeism is an example of punishment.
 4. **Extinction**—Eliminating any reinforcement that is maintaining a behaviour is called extinction.



Extrinsic Factor Theories of Motivation

Positive Reinforcement

Positive behavior followed by positive consequences
(Manager praises the employee)

Negative Reinforcement

Positive behavior followed by removal of negative consequences
(Manager stops nagging the employee)

Punishment

Negative behavior followed by negative consequences
(Manager demotes the employee)

Extinction

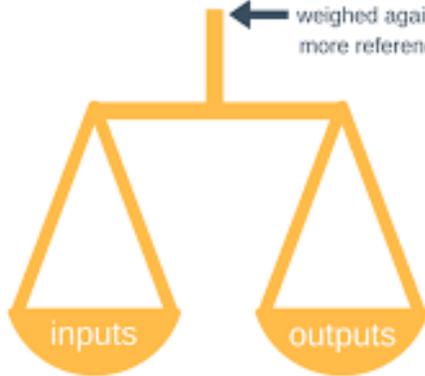
Negative behavior followed by removal of positive consequences
(Manager ignores the behavior)



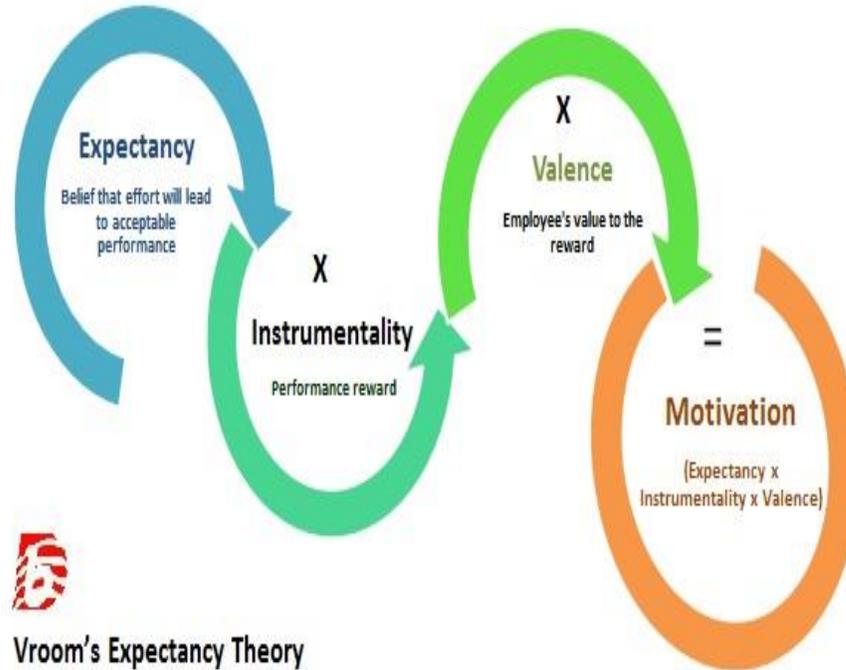
Intrinsic Factor Theories of Motivation

Equity Theory

← weighed against one or more reference groups



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Vroom's Expectancy Theory

Locke's Goal Setting Theory



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Intrinsic Factor Theories of Motivation

- Theories that are based on **intrinsic or endogenous factors** focus on internal thought processes and perceptions about motivation. Several of these are highlighted below:
- **Adams' Equity Theory**—which proposes that individuals are motivated when they perceive that they are treated equitably in comparison to others within the organization (Adams, 1963);
- **Vroom's Expectancy Theory**—which addresses the expectations of individuals and hypothesizes that they are motivated by performance and the expected outcomes of their own behaviours (Vroom, 1964); and
- **Locke's Goal-Setting Theory**—which hypothesizes that by establishing goals individuals are motivated to take action to achieve those goals (Locke & Latham, 1990).



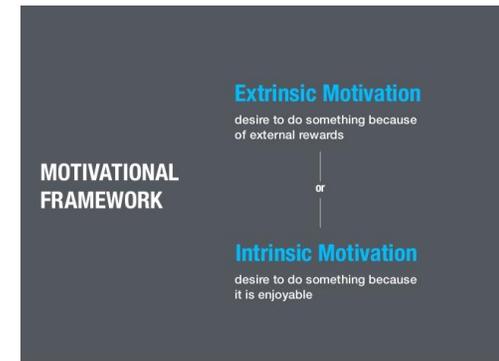
- While all of these theories are helpful in understanding management and motivation from a conceptual perspective, it is important to recognize that most managers draw upon a combination of needs, extrinsic factors, and intrinsic factors in an effort to help motivate employees, to help employees meet their own personal needs and goals, and ultimately to engage employees in and to achieve effectiveness and balance within the organization.
- Managers typically take into account most of the aspects upon which these theories focus. That is, expectations, goal setting, performance, feedback, equity, satisfaction, commitment, and other characteristics are considered in the process of motivating employees.



A BIT MORE ABOUT INCENTIVES AND REWARDS

- ***Extrinsic Rewards***

- There are a host of external things that managers can provide that may serve as incentives for employees to become more engaged in an organization and increase their productivity. These include:
- **Money**—in the form of pay, bonuses, stock options, etc.
- **Benefits**—also in many different forms, including health, dental, and vision insurance; vacation days; sick leave; retirement accounts; etc.
- **Flexible schedules.**
- **Job responsibilities and duties.**

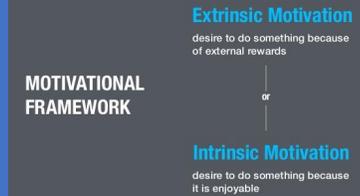


Extrinsic Rewards

- **Promotions.**
- **Changes in status**—conveyed either by changes in job titles or in new and different job responsibilities.
- **Supervision of others.**
- **Praise and feedback.**



Intrinsic Rewards



- Intrinsic rewards are internal to the individual and are in many ways less tangible. In fact, they are highly subjective in that they represent how the individual perceives and feels about work and its value.
- Five types of **intrinsic rewards** that have been summarized by Manion (2005) include:
 1. **Healthy relationships**—in which employees are able to develop a sense of connection with others in the workplace.
 2. **Meaningful work**—where employees feel that they make a difference in people's lives. This is typically a motivator for people to enter and stay employed in the healthcare industry. This type of work is viewed as that in which the meaningful tasks outweigh the meaningless.
 3. **Competence**—where employees are encouraged to develop skills that enable them to perform at or above standards.



Intrinsic Rewards

4. Choice—where employees are encouraged to participate in the organization in various ways, such as by expressing their views and opinions, sharing in decision making, and finding other ways to facilitate participatory approaches to problem solving and goal setting,

5. Progress—where managers find ways to hold employees accountable, facilitate their ability to make headway toward completing their assigned tasks, and celebrate when progress is made toward completing important milestones within a project.



Misconceptions on Employees' Motivation and Ways to Correct Them

- Misconception on extrinsic and intrinsic motivation.
- Money and Motivation.
- Some employees are not motivated at all.
- One size fits all.



Misconception on extrinsic and intrinsic motivation

- Believers of extrinsic motivation conception argue that, motivation consists of external factors to promote employees' satisfaction and increase productivity.
- However, this has been rated as misconception on motivation. The conception has been criticized by Herzberg (2003) in his Two-Factor Theory of Motivation where he rated such factors as dissatisfies in a sense that they yield no motivation though their absence may dissatisfy employees.
- Additionally, such conception has been acted against by Morse (2003) in his work of "Chip health's intrinsic and extrinsic rewards" whereby the study concluded that, the bias exists in extrinsic motivation. In this aspect, Morse (2003) added that, some will be extrinsically motivated while others not.
- Concerning intrinsic motivation, believers of this idea provide that, employees are mostly intrinsically motivated than extrinsic (Jones and George, 2003).
- They believe that, there are some inner factors within the mind of employees that act as a source of motivation to them. However, their belief results into misconception as not all employees are intrinsically motivated.



Misconception on extrinsic and intrinsic motivation

- In this aspect, relying only on intrinsic or extrinsic sources of motivation may jeopardize the achievement of motivation aims.
- Relying on one source can motivate some employees and demotivate others who do not believe in the particular source. Management practitioners need to consider using both sources in motivating employees in order to achieve organizational pre-determined objectives.
- However, despite the fact that both intrinsic and extrinsic sources must be used to motivate employees, managers must be keen to understand which source motivates who.



Money and Motivation

- Scholars and organizational practitioners have been conceiving motivation by relating it with money alone.
- Believers of this conception contend that, money is the main factor for enhancing motivation in organizations.
- Those who conceive it as a misconception anticipate that, money motivates only to a point.
- This idea is supported by Hay Group study (1999), where 500,000 employees ranked fair pay and benefits as the least ten important motivating factors that keep them committed and staying with their companies.



Money and Motivation

- That being the case, money can motivate some employees in the organization but must not be relied as the only way of motivation.



Some employees are not motivated at all

- There has been misconception that, some employees in organizations are not motivated at all.
- Believers of this misconception argue that, despite the application of several packages for motivating employees, some never get motivated at all.
- However, Manion (2005) believe that, everyone is motivated by something.



Some employees are not motivated at all

- Each employee is motivated by a certain package.
- The challenging task to managers is to identify each employee is motivated by what package.



One size fits all

- In this misconception managers believes that, one size fits all employees in rewarding and recognizing them.
- It is important to note that, individuals have different motives, and may act in different ways and be motivated by different aspects.
- Atchison (2003) provides that, to end this misconception, managers need to consider preferences when planning to motivate employees in order to improve effectiveness.
- Management practitioners need to be aware and consider investigating employees to find out each is motivated by what package.
- This will help the organization in effectuating employee's performance as the size that fit each employee will be identified; thus motivation impacting the achievement of organization goals

MOTIVATIONAL STRATEGIES



- *Expect the best.*
- *Communicate and address the big picture.*
- *Reward the desired behaviour.*



MOTIVATIONAL STRATEGIES

- *Celebration.*
- *Reward employees in ways that enhance performance and motivate them.*
- *Focus on revitalizing employees.*
- *Find creative ways to obtain information and recognize excellence in employees.*
- *Focus on collaboration instead of competition.*
- *Play to employees' strengths, promote high performance, and focus on how they learn.*
- *Give employees three compliments for every criticism.*
- *Acknowledge the importance of work-life balance and employee well-being.*



