

# Motivation

- As engineers you prefer to do some things above other things
- You should understand what motivates you
- You should understand what motivates others
- You can use this information to modify your behaviour
- Therefore you need to understand how people are motivated and hence how to get the best from yourself and others.

# Three main theories

- 1) Abraham Maslow - The hierarchy of needs A Theory of Human Motivation(1943) Motivation and Personality (1954)
- 2) Frederick Herzberg-Two factor theory of motivation  
Motivators and hygiene factors
- 3)Expectation
  - Cue-action-payoff
  - Desire-action-satisfaction

# Other theories to consider

Fundamental Interpersonal Relations Orientation **FIRO** – William Schutz (1958)-

This theory mainly explains the interpersonal interactions of a local group of people. The theory is based on the belief that when people get together in a group, there are three main interpersonal needs they are looking to obtain – affection/openness, control and inclusion.

Katharine Briggs and Isabel Myers developed the **Myers Briggs Type Indicator** to categorise types of personality Introvert/extravert, sensing/intuition, thinking/feeling, judging/perception

Frederick **Taylor**'s theory of scientific management- workers are motivated by pay – time motion studies – the start of industrialisation

Elton **Mayo's** theory of Human relations – social needs of the worker – caring and interested management

McClelland's Need Theory

McGregor's Participation Theory

Urwick's Theory Z

Argyris's Theory

Vroom's Expectancy Theory

Porter and Lawler's Expectancy Theory.

# Maslow's triangle hierarchy of needs

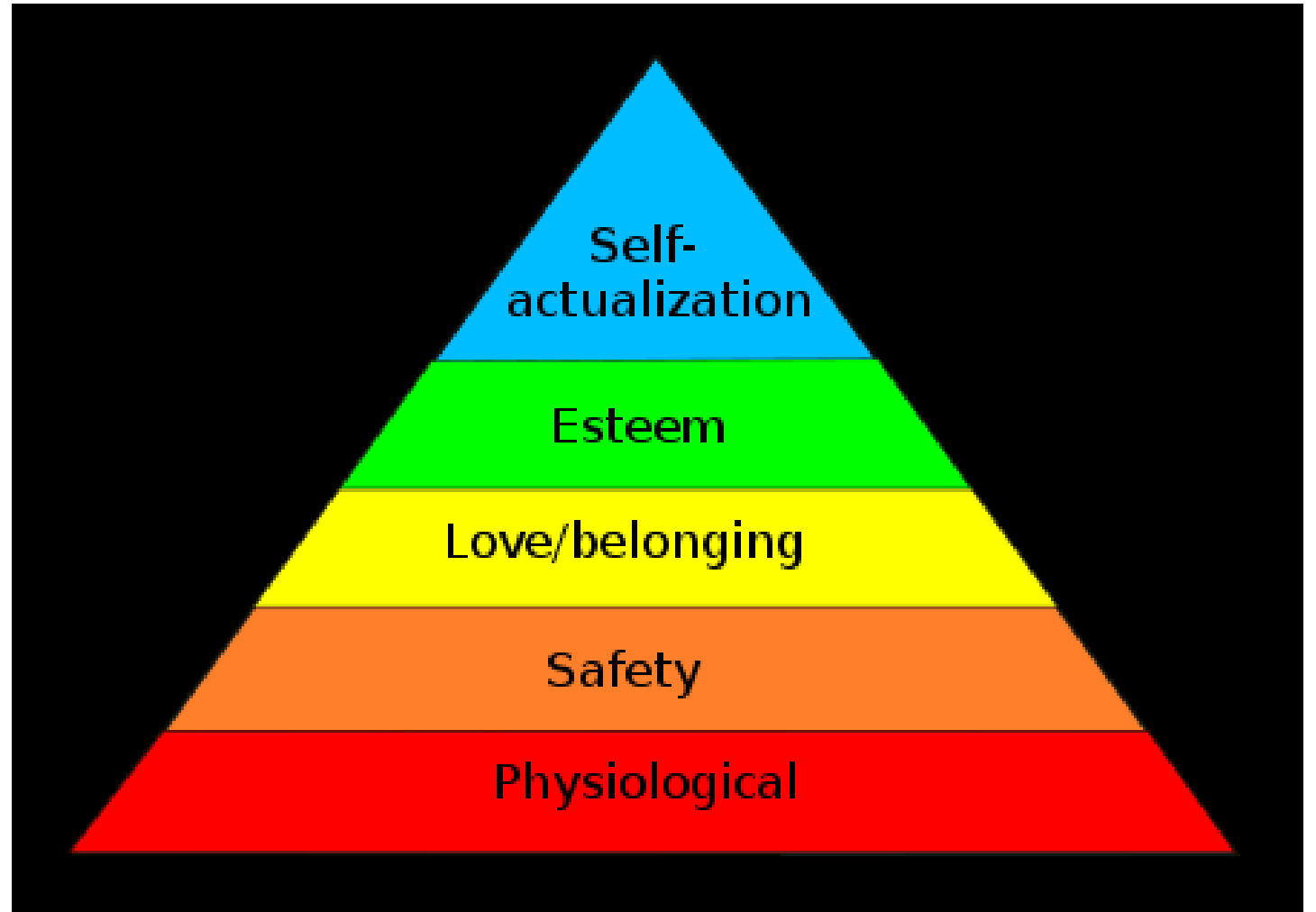
Self Actualisation –challenging yourself

Self Esteem/self worth/recognition

Social / belonging/acceptance

Safety / Security/

Basic- Physiological / Physical/food/shelter



# Herzberg

## Herzberg's Two Factor Theory

- Some factors in the workplace control job satisfaction
- If these factors are not present there will be no job satisfaction – eg. interesting work, opportunities for development
- Other factors in the workplace control job dissatisfaction
- If these factors are not correct there will be job dissatisfaction- reasonable pay, safe working conditions

# Herzberg's Two Factor Theory

Motivators control the level of job satisfaction

Hygiene factors control the level of job dissatisfaction

| Factors for Satisfaction                                                                 | Factors for Dissatisfaction                                                                                                  |
|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| Achievement<br>Recognition<br>The work itself<br>Responsibility<br>Advancement<br>Growth | Company policies<br>Supervision<br>Relationship with supervisor and peers<br>Work conditions<br>Salary<br>Status<br>Security |

# Hertzberg

The conclusion he drew is that job satisfaction and job dissatisfaction are not opposites.

- The opposite of **Satisfaction** is **No Satisfaction**.
- The opposite of **Dissatisfaction** is **No Dissatisfaction**.
- Remedying the causes of dissatisfaction will not create satisfaction.
- Nor will adding the factors of job satisfaction eliminate job dissatisfaction.
- If you have a hostile work environment, giving someone a promotion will not make him or her satisfied.
- If you create a healthy work environment but do not provide members of your team with any of the satisfaction factors, the work they're doing will still not be satisfying.

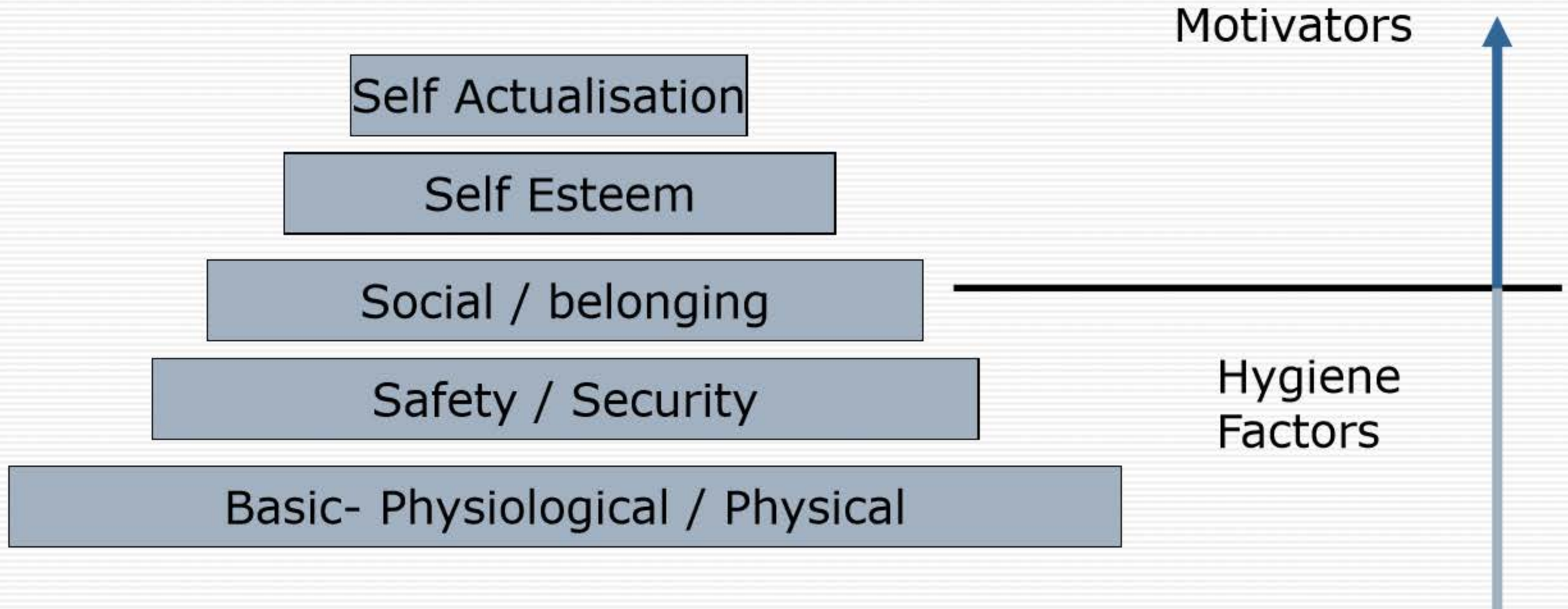
- Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods.
- Some of the methods managers could use to achieve this are:
- Job enlargement – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.
- Job enrichment - involves workers being given a wider range of more complex and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.
- Empowerment means delegating more power to employees to make their own decisions over areas of their working life.

**Key summary for Herzberg:**

- Workers motivated to work harder by motivators e.g. more responsibility, more interesting work, more praise for good work
- Workers can become de-motivated if hygiene factors are not met e.g. pay, working conditions, relationships with colleagues

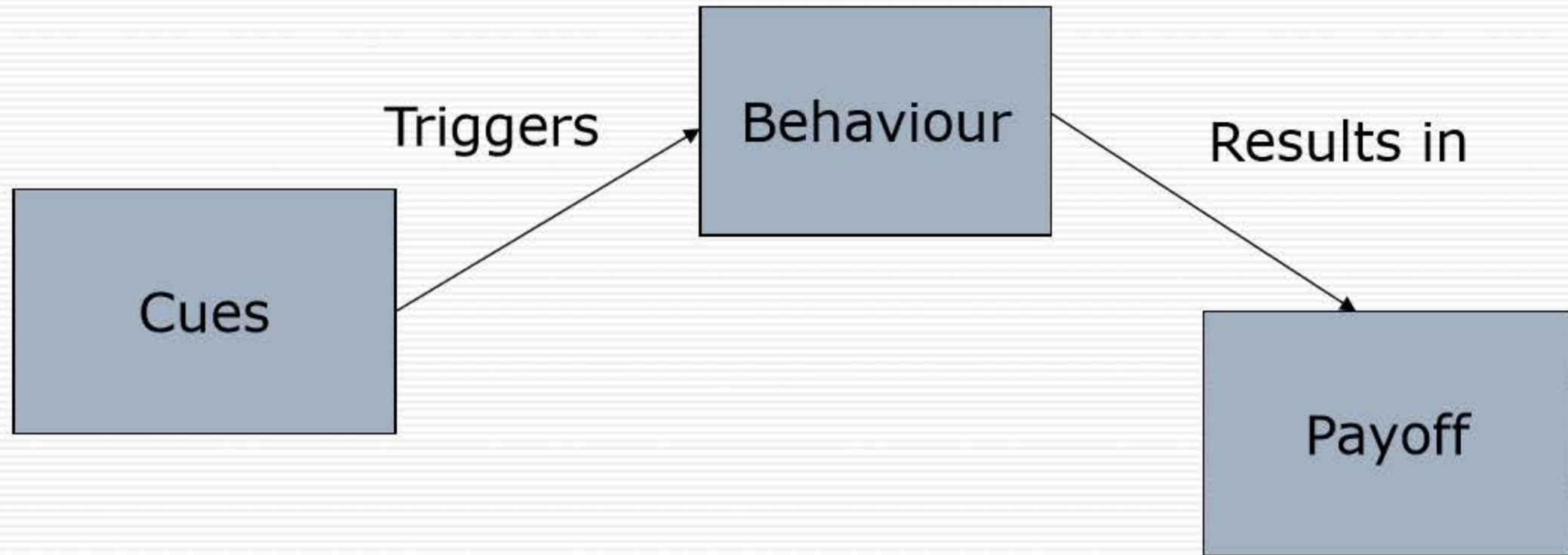
# Motivation - Herzberg+Maslow

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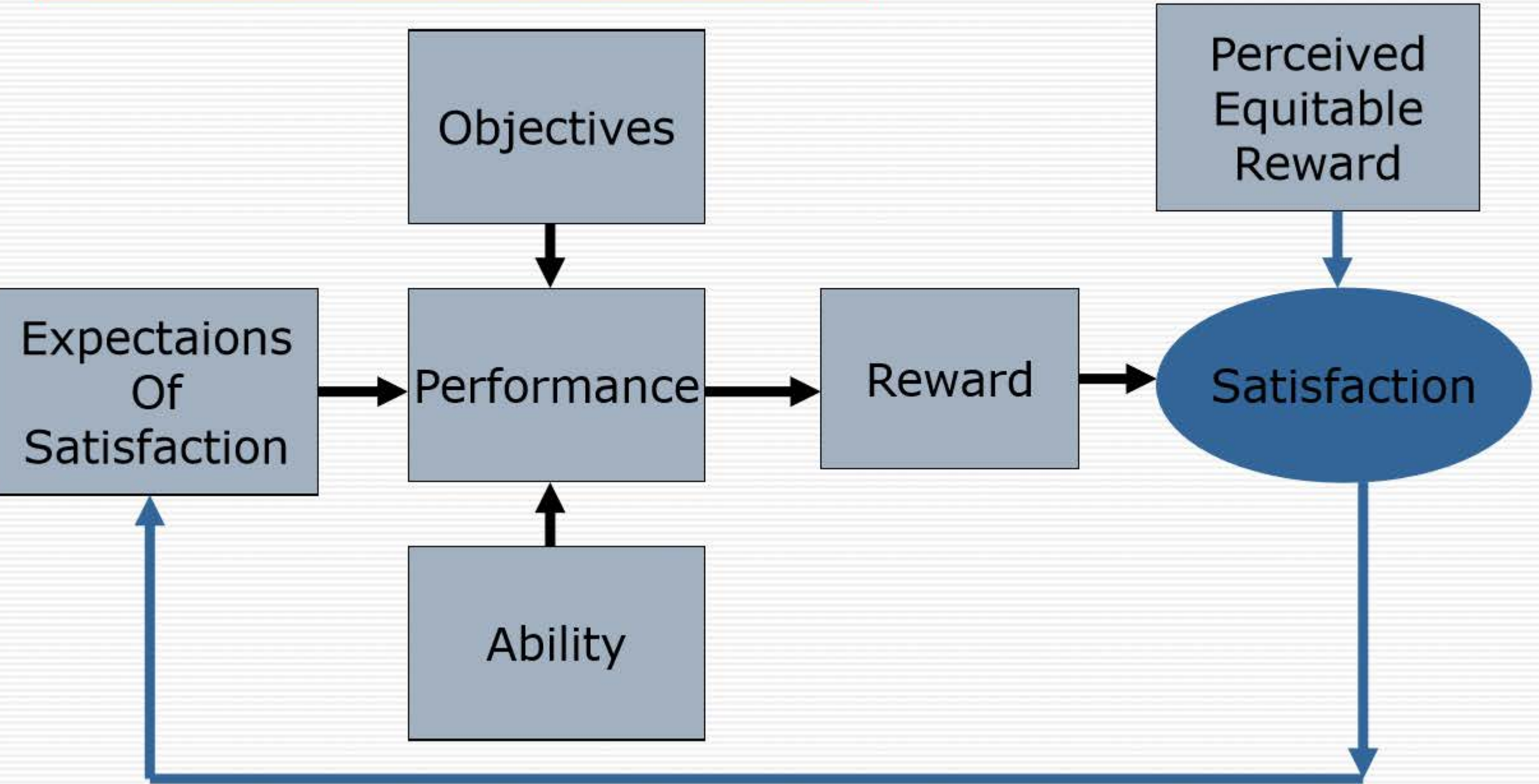


# Motivation – Expectation

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# Motivation – Expectation



# Vroom/Porter and Lawler's Expectancy Theory:

In fact, Porter and Lawler's theory is an improvement over Vroom's expectancy theory. They posit that motivation does not equal satisfaction or performance. The model suggested by them encounters some of the simplistic traditional assumptions made about the positive relationship between satisfaction and performance. They proposed a multi-variate model to explain the complex relationship that exists between satisfaction and performance.

What is the main point in Porter and Lawler's model is that effort or motivation does not lead directly to performance. It is intact, mediated by abilities and traits and by role perceptions. Ultimately, performance leads to satisfaction

# Motivation Techniques

- Incentives -Money, benefits, bonuses, holiday
- Enthuse - Encourage, praise, back patting
- Progress -Demonstrate progress made to a goal
- Or progress made away from boring or unpleasant jobs
- Big picture - Let them see the full picture and where they fit in

- Personal goals - Link tasks and training with the individual's goals
- Ownership -Define responsibility, offer autonomy
- Recognition -Allow people to obtain recognition for work
- Play -Let people play together (and boss pays for it)
- Importance -Explain the significance of the task

## Firo

The Firo model (Fundamental Interpersonal Relationships Orientation) suggests that you have various needs for control, inclusion and openness when you deal with people. This is part of a larger model ("Human Elements") which also looks at fundamental attitudes towards oneself.

Whether your Firo interpersonal needs are met can depend to some extent on the other people you work with, but also the nature of the job. For example, as a police officer you may need to exercise a great deal of control of others, but this might be demotivating if your need is for low control of others.

McClelland's Need Theory:

Another well-known need-based theory of motivation, as opposed to hierarchy of needs of satisfaction-dissatisfaction, is the theory developed by McClelland and his associates'.

McClelland developed his theory based on Henry Murray's developed long list of motives and manifest needs used in his early studies of personality. McClelland's need-theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture.

# McGregor's Participation Theory:

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first basically negative, labeled Theory X, and the other basically positive, labeled Theory Y.

Theory X is based on the following assumptions:

1. People are by nature indolent. That is, they like to work as little as possible.
2. People lack ambition, dislike responsibility, and prefer to be directed by others.
3. People are inherently self-centered and indifferent to organisational needs and goals.
4. People are generally gullible and not very sharp and bright.

On the contrary, Theory Y assumes that:

1. People are not by nature passive or resistant to organisational goals.
2. They want to assume responsibility.
3. They want their organisation to succeed.
4. People are capable of directing their own behaviour.
5. They have need for achievement.

What McGregor tried to dramatise through his theory X and Y is to outline the extremes to draw the fencing within which the organisational man is usually seen to behave. The fact remains that no organisational man would actually belong either to theory X or theory Y. In reality, he/she shares the traits of both. What actually happens is that man swings from one set of properties to the other with changes in his mood and motives in changing environment.

# Urwick's Theory Z:

Much after the propositions of theories X and Y by McGregor, the three theorists Urwick, Rangnekar, and Ouchi propounded the third theory labelled as Z theory

The two propositions in Urwick's theory are that:

- (i) Each individual should know the organisational goals precisely and the amount of contribution through his efforts towards these goals.
- (ii) Each individual should also know that the relation of organisational goals is going to satisfy his/her needs positively.

In Urwick's view, the above two make people ready to behave positively to accomplish both organisational and individual goals.

However, Ouchi's Theory Z has attracted the lot of attention of management practitioners as well as researchers. It must be noted that Z does not stand for anything, is merely the last alphabet in the English Language.

Theory Z is based on the following four postulates:

1. Strong Bond between Organisation and Employees
2. Employee Participation and Involvement
3. No Formal Organisation Structure
4. Human Resource Development

Ouchi's Theory Z represents the adoption of Japanese management practices (group decision making, social cohesion, job security, holistic concern for employees, etc.) by the American companies. In India, Maruti-Suzuki, Hero-Honda, etc., apply the postulates of theory Z.

# Argyris's Theory:

Argyris has developed his motivation theory based on proposition how management practices affect the individual's behaviour and growth. In his view, the seven changes taking place in an individual personality make him/her a mature one. In other words, personality of individual develops

| <i>Immaturity</i>                 | <i>Maturity</i>                  |
|-----------------------------------|----------------------------------|
| Passivity                         | Activity                         |
| Dependence                        | Independence                     |
| Capable of behaving in a few ways | Capable of behaving in many ways |
| Shallow interest                  | Deep interest                    |
| Short-term perspective            | Long-term perspective            |
| Subordinate position              | Superordinate position           |
| Lack of self-awareness            | Self-awareness and control       |

Argyris views that immaturity exists in individuals mainly because of organisational setting and management practices such as task specialisation, chain of command, unity of direction, and span of management. In order to make individuals grow mature, he proposes gradual shift from the existing pyramidal organisation structure to humanistic system; from existing management system to the more flexible and participative management.

He states that such situation will satisfy not only their physiological and safety needs, but also will motivate them to make ready to make more use of their physiological and safety needs. But also will motivate them to make ready to make more use of their potential in accomplishing organisational goals.

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