

EMPLOYEES MOTIVATION



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Welcome to the presentation:

Motivation in the Workplace!

“Motivation is what gets you started. Habit is what keeps you going !”

Jim Ryun

- ❑ Introduction: Human resource personnel at GXO Logistic Inc.
- ❑ Brief overview of the topics to be covered:
 1. The meaning of motivation
 2. Types of motivation
 3. Motivation theories
 4. Critical evaluation and indicating the type which motivates mostly the presenter (examples)



MEANING OF EMPLOYEE MOTIVATION

Motivation : Definition

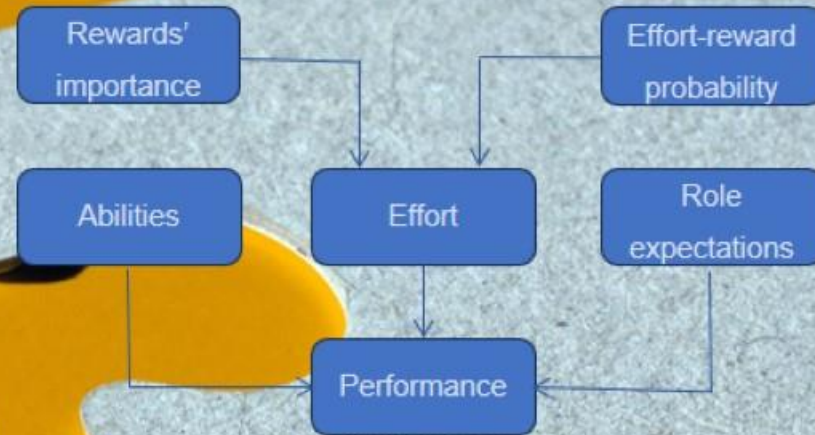
"Motivation is the internal or external process that arouses enthusiasm, directs, and sustains an individual's behavior towards achieving a goal."
(Locke & Latham, 2019, p. 3)

It is the psychological forces that stimulate, direct, and sustain employees' behavior in the workplace.

The term "motivation" encompasses the objectives individuals strive for, the decision-making process involved in selecting those objectives, and the methods employed by external parties to alter their behavior (Armstrong and Taylor, 2014, p.181)

Importance of Motivation

- ✓ Enhances productivity, job satisfaction, and organizational performance (Deci & Ryan, 2008)
- ✓ Boosts employee engagement
- ✓ Drives an individual to engage in a particular action



Porter and Lawler Motivation model (1968)

Types of Motivation

Intrinsic Motivation

- Driven by internal factors and personal satisfaction. enjoyment derived from the work itself (Deci & Ryan, 2000)
- Examples: Enjoyment of the task, sense of accomplishment. A scientist who is driven by curiosity and the desire to uncover new discoveries.

Extrinsic Motivation

- Driven by external factors and rewards, recognition, or punishments that influence behavior (Ryan & Deci, 2000)
- Examples: Bonuses, promotions, recognition. An employee who works hard to earn a performance bonus or receive recognition from their supervisor.
- A student who studies hard to earn good grades and academic scholarships.

Based on the research of Armstrong and Taylor (2014), extrinsic motivation involves external factors or incentives, such as rewards, promotions, and punishments, that are used to motivate individuals. On the other hand, intrinsic motivation arises from within the individual and is connected to the concept of engagement, where the work itself provides a sense of motivation and fulfillment.



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Advantages of Intrinsic Motivation

- ✓ Personal fulfillment: "Intrinsic motivation fosters personal fulfillment as individuals engage in activities that align with their values, interests, and sense of purpose." (Deci & Ryan, 2008, p. 87)
- ✓ Autonomy and creativity: "Intrinsic motivation allows employees to exercise autonomy and encourages creativity and innovation in the workplace." (Amabile, 1996, p. 20)
- ✓ Growth and learning opportunities: "Intrinsic motivation provides opportunities for personal growth, skill development, and continuous learning." (Pink, 2009, p. 74)

Disadvantages of Intrinsic Motivation

- ✓ Subjectivity: "Intrinsic motivation is subjective, as what motivates one individual may not necessarily motivate another." (Deci & Ryan, 2000, p. 63)
- ✓ Lack of external recognition: "Intrinsic motivation may lack external recognition, which can impact job satisfaction and recognition of employee efforts." (Grant, 2012, p. 96)
- ✓ Potential for burnout: "Overemphasis on intrinsic motivation without considering work-life balance and well-being can lead to burnout." (Maslach, Schaufeli, & Leiter, 2001, p. 401)



Advantages of Extrinsic Motivation

- ✓ Can drive short-term performance and goal achievement (Ryan & Deci, 2000).
- ✓ Provides clear targets and incentives for employees to strive for (Ryan & Deci, 2000).
- ✓ Can be effective in motivating tasks that are repetitive or less intrinsically rewarding (Ryan & Deci, 2000).
- ✓ Offers opportunities for external recognition and rewards, which can boost morale and satisfaction (Ryan & Deci, 2000)

Disadvantages of Extrinsic Motivation

- ✓ May lead to a decrease in intrinsic motivation if the external rewards become the sole focus (Ryan & Deci, 2000).
- ✓ Can create a dependency on external rewards, leading to a decline in motivation once the rewards are removed (Ryan & Deci, 2000).
- ✓ May undermine creativity and intrinsic interest in tasks that are already intrinsically rewarding (Ryan & Deci, 2000).
- ✓ Can result in a narrow focus on achieving the reward, neglecting other important aspects of the task (Ryan & Deci, 2000).

Motivation Theories

Theorist	Category	Overview of theory	Consequences
Taylor (1911) Taylorism	Instrumentality	Cause and effect impact work motivation; direct correlation between rewards/consequences and performance boosts motivation.	Despite frequent use to justify performance-related pay, evidence indicates limited effectiveness in motivating individuals..
Maslow (1954), Alderfer (1972) Hierarchy or sets of needs	Content (needs) theory	Motivation is driven by needs and associated goals. Outlines a hierarchy of needs (physiological, safety, social, esteem, self-fulfillment), with higher-level needs arising after lower-level needs are satisfied.	Highlights motivating needs and the diminishing motivational impact once needs are satisfied. The hierarchical aspect holds little practical significance.
Herzberg et al (1957) Related to needs theory	Two-factor model	Job satisfaction is influenced by two sets of factors: 1) intrinsic factors related to the nature of the work itself, and 2) extrinsic factors outside the job, including pay and working conditions	needs (achievement, recognition, advancement, autonomy, intrinsic satisfaction), short-term impact of extrinsic motivation. Criticized methodology, universal needs assumption. Influenced job design, inclusive reward systems.
Vroom (1964), Porter and Lawler (1968) Expectancy theory	Process/ cognitive theory/ Expectancy theory	Effort and motivation are influenced by the probability of receiving rewards and the perceived value of those rewards	Effort-reward linkage is crucial, emphasizing attainable and worthwhile rewards.

Armstrong and Taylor (2014, p.184,p.185)

Enhancing Motivation: A Comprehensive Analysis of Motivation Theories and Identifying the Dominant Motivation

Critical discussion

- The theories discussed in the table contribute to understanding of motivation processes.
- Some theories like reinforcement, instrumentality, needs hierarchy, and two-factor theories have limitations. Research has not strongly supported Maslow's and Herzberg's theories.
- People are more diverse and complex than these theories suggest.
- Process theories like expectancy, goal setting, and equity offer more realistic insights. It is risky to assume everyone is motivated in the same way, even when considering contingent pay.
- Motivation cannot be simplified into just two types (intrinsic and extrinsic) as human motives are genetically diverse and multifaceted (Ryan & Deci, 2000).

Most appropriate for the company

- ✓ Based on critical analysis of motivation theories and types (intrinsic and extrinsic), the recommended approach for motivating employees at GXO is focusing on intrinsic motivation. In some special strategic case, external motivating factors may also be used
- ✓ Intrinsic motivation, driven by internal factors like personal fulfillment and enjoyment of work, leads to long-term engagement, creativity, and job satisfaction.
- ✓ Creating a work environment that promotes autonomy, mastery, and purpose can tap into employees' innate drive and passion.
- ✓ Benefits of intrinsic motivation include improved performance, increased productivity, and a stronger sense of job satisfaction.
- ✓ Challenging projects allowing employees to show their skills.
- ✓ Empowering employees with decision-making authority.
- ✓ Providing growth opportunities through training.
- ✓ Recognizing and celebrating individual and team achievements.
- ✓ Designing meaningful work aligned with company values.

Conclusion

- Importance of understanding and leveraging employee motivation and the role of HRM
- Encouragement to explore different motivation strategies based on individual and organizational needs

Q&A Session



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