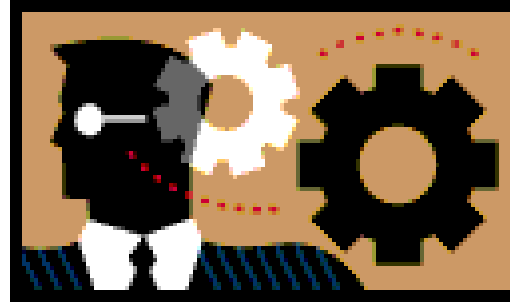
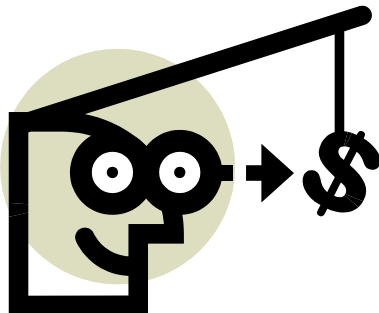




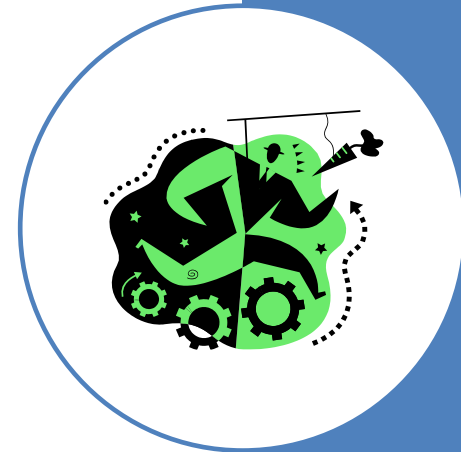
Management and Organisational Behaviour

14: Motivation 1



Today's Objectives

- To define motivation
- To discuss the complexities of motivating and empowering today's workforce
- To explain the difference between the two main types of motivation theories — content and process
- To outline the major theoretical contributions from the content theories of motivation of Maslow, McClelland and Herzberg



Critical review and reflection

'All work should be fun'.
(Tom Peters)

Many people work in the
hospitality industry
because it is 'fun'.

*What are your views? To
what extent do you agree
with the above points?*

Meet Mike

MONDAY

http://youtu.be/5D11e424M_Q



Activity 1



- What is 'motivation'?
- Why is it important in the workplace?
- What motivates you personally and why?

The meaning of motivation

Why people do what they do



'Motivation is the degree to which an individual wants and chooses to engage in certain specified behaviours'

Four characteristics of definitions of motivation:

- Motivation is typified as an individual phenomenon.
- Motivation is described, usually, as intentional.
- Motivation is multifaceted.
- The purpose of motivational theories is to predict behaviour (Mitchell)

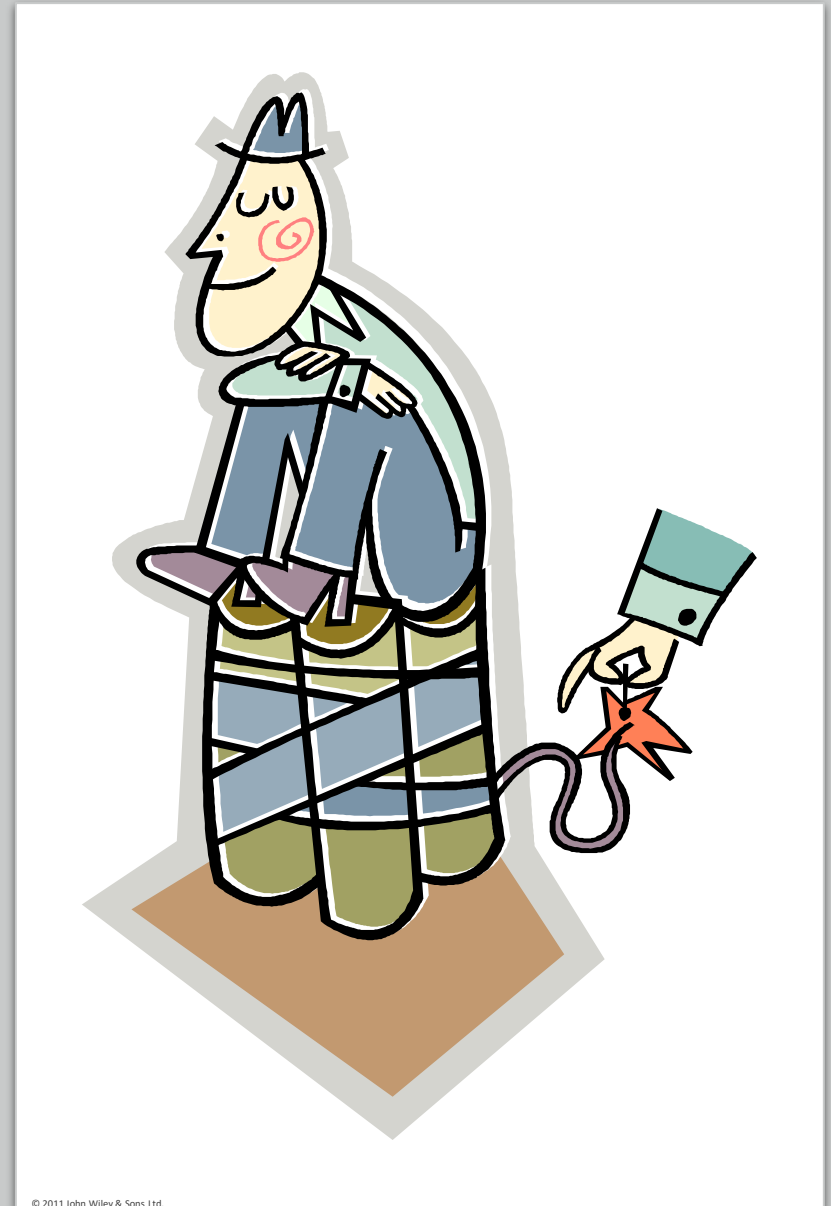
Motivation to work

... refers to the forces within an individual that account for the level, direction and persistence of effort expended at work



Motivating and empowering the workforce

- Contemporary issues affecting motivation and empowerment
 - Job security
 - Labour shortages and an aging workforce
 - Workforce mobility
- The work motivation challenge



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Motivation and performance

People's behaviour is determined by what motivates them. Their performance is a product of both ability level and motivation.

Performance = function
(ability → motivation)



A basic motivational model

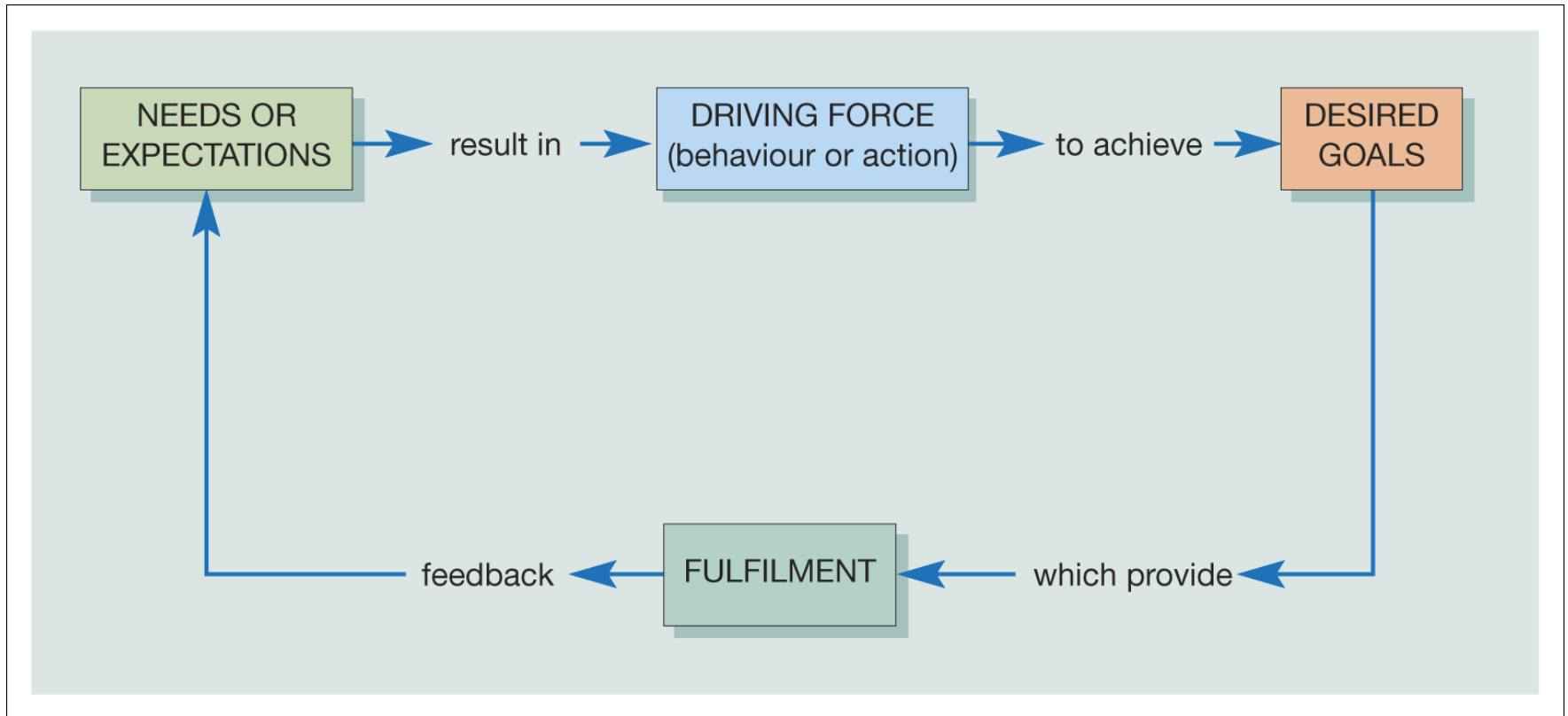
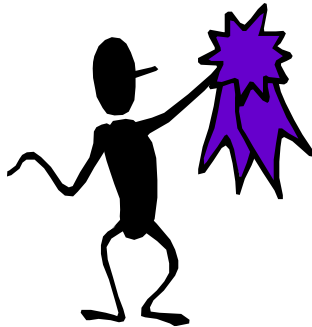


Figure 7.1 A simplified illustration of the basic motivational model

Extrinsic and intrinsic motivation

Extrinsic motivation

- Related to tangible rewards, e.g. salary, security, promotion, conditions of work.



Intrinsic motivation

- Related to psychological rewards, e.g. a sense of challenge and achievement, receiving appreciation.



Broad classification for motivation at work



Economic rewards

- such as pay, fringe benefits, pension rights, security (instrumental orientation).

Intrinsic satisfaction

- derived from the nature of work itself (personal orientation).

Social relationships

- such as friendships, group working, status and dependency (relational orientation).

The needs and expectations of people at work

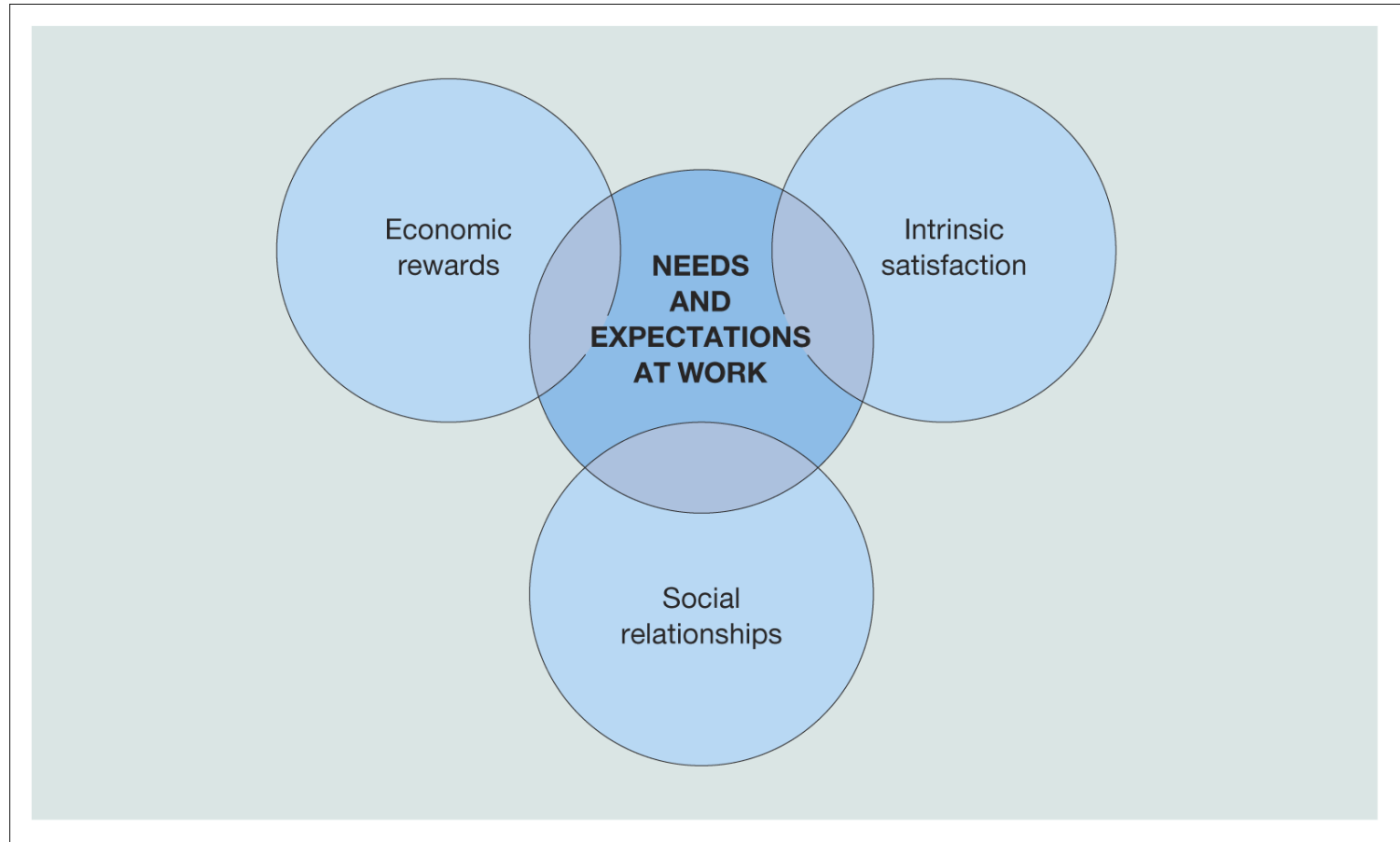


Figure 7.2 Needs and expectations of people at work

Activity 2

List 3 important factors that will motivate people at work

What factors affect motivation?

What happens if you are motivated to do something and there is a barrier or blockage in your way?



A basic model of frustration

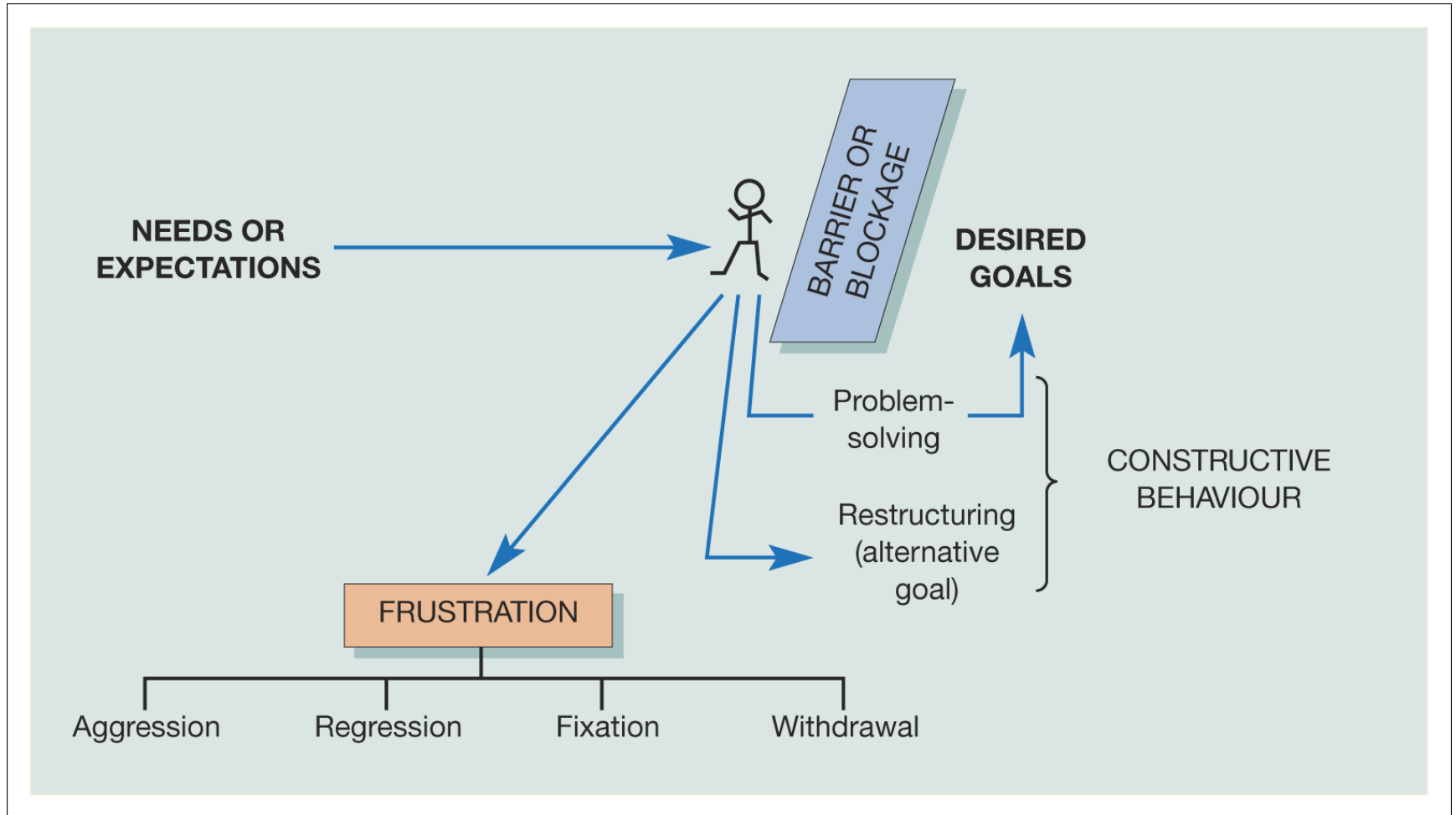


Figure 7.3 A basic model of frustration

Factors influencing individual reactions to frustration

- The level and potency of need
- The degree of attachment to the desired goal
- The strength of motivation
- The perceived nature of the barrier or blocking agent
- The personality characteristics of the individual



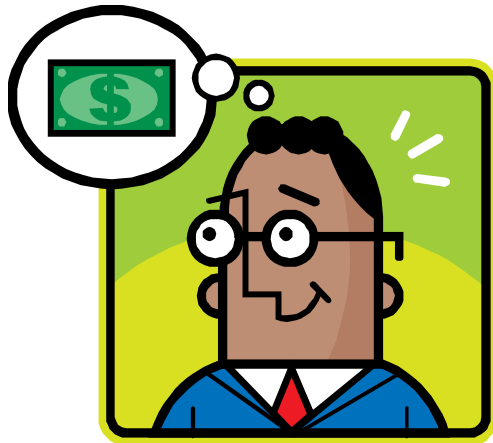
Reducing potential frustration



- Effective recruitment, selection and socialisation
- Training and development
- Job design and work organisation
- Equitable personnel policies
- Recognition and rewards
- Effective communications
- Participative styles of management
- Attempting to understand the individual's perception of the situation

Money as a motivator

F.W. Taylor and the rational – economic concept of motivation saw money as the main motivator



‘If the 1980s were all about money... in more recent years time has become the new money, and quality-of-life issues have come to the fore.

Benefits that replenish the psychological contract are becoming the most valuable.

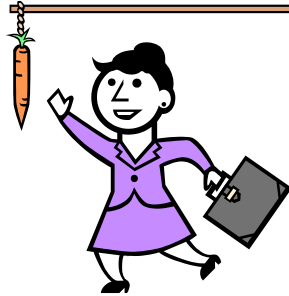
So holiday arrangements, career breaks and potential for flexible hours and homeworking are now on the agenda.’

Saunders

Content and process theories of motivation

Content Theories

What motivates



Main theorists include:

- Maslow
- Alderfer
- Herzberg
- McClelland

Process Theories

How to motivate



Main theorists include:

- Vroom
- Porter and Lawler
- Adams
- Locke

Main theories of work motivation

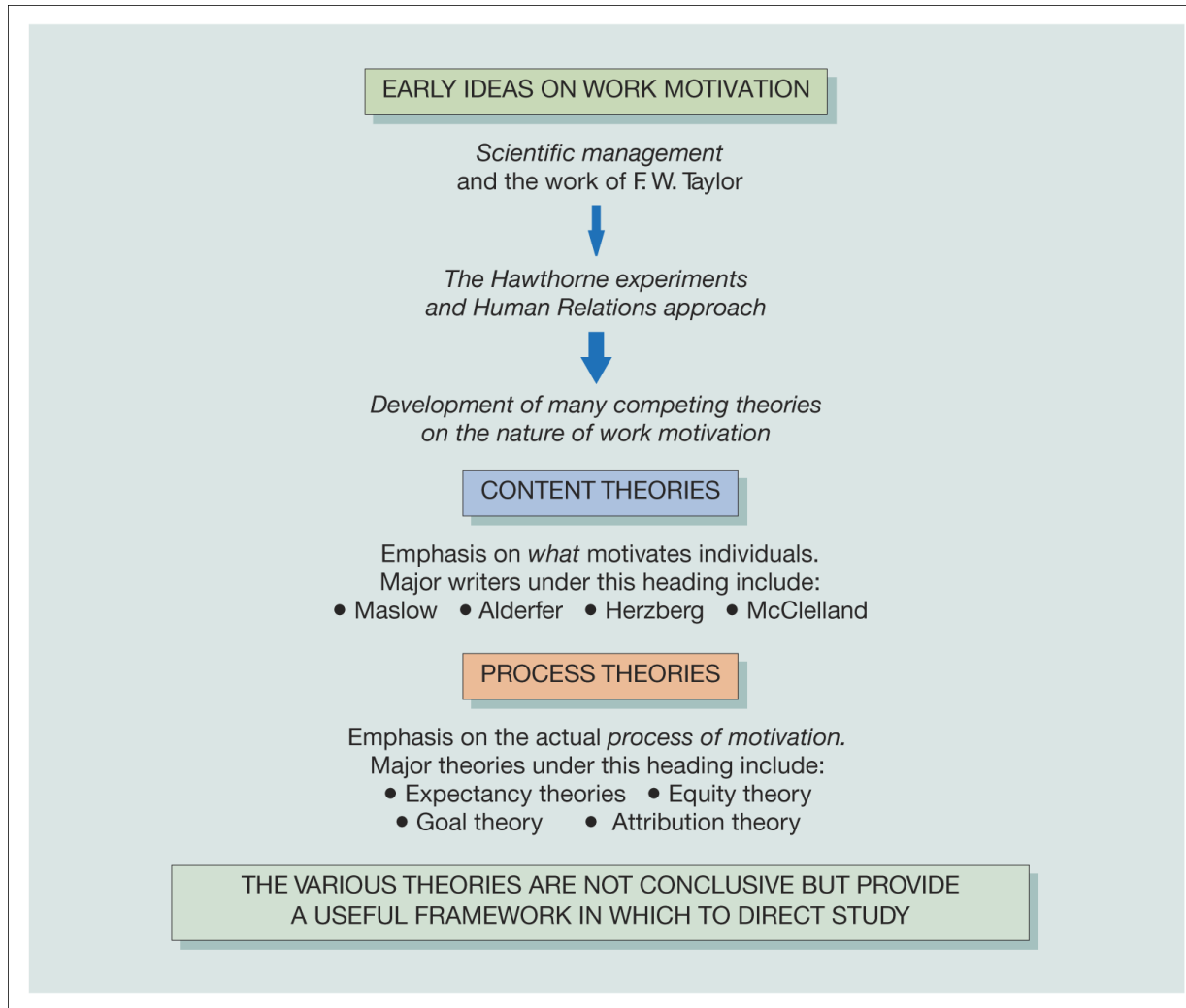


Figure 7.4 An overview of main theories of work motivation

Maslow's hierarchy of needs

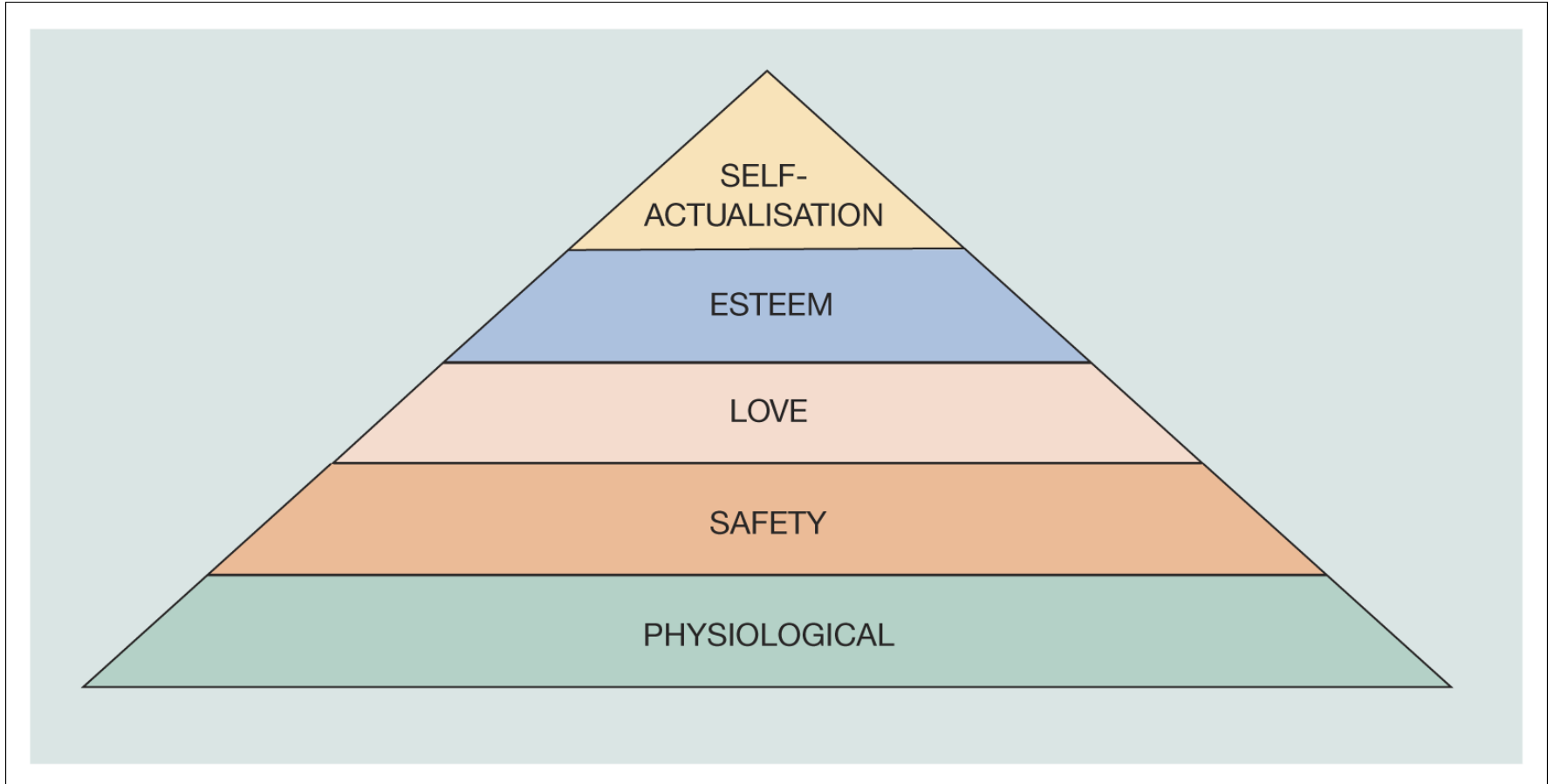


Figure 7.5 Maslow's hierarchy of needs model

Maslow's hierarchy of needs

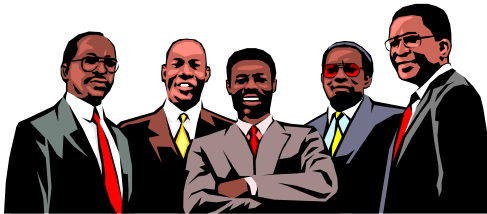


Figure 7.4 Maslow's hierarchy of human needs model

Relating Maslow's model to work situations

There are a few problems doing this:

- People do not necessarily satisfy their needs, especially higher-level needs, just through work
- There is doubt about the time that elapses between satisfying lower-level and emergence of higher-level needs
- Some rewards or outcomes may satisfy more than one need
- The motivating factors may not be the same for each person
- Job satisfaction does not necessarily lead to improved performance



Applying Maslow's hierarchy

Needs levels	General rewards	Organisational factors
1 Physiological	Food, water, sex, sleep	a Pay b Pleasant working conditions c Cafeteria
2 Safety	Safety, security, stability, protection	a Safe working conditions b Company benefits c Job security

Table 7.1 Applying Maslow's need hierarchy

Source: Steers, R. M. and Porter, L. W., *Motivation and Work Behaviour*, Fifth Edition, McGraw-Hill (1991), p. 35

Applying Maslow's hierarchy (Continued)

Needs levels	General rewards	Organisational factors
3 Social	Love, affection, belongingness	a Cohesive work group b Friendly supervision c Professional associations
4 Esteem	Self-esteem, self-respect, prestige, status	a Social recognition b Job title c High-status job d Feedback from the job itself
5 Self-actualisation	Growth, advancement, creativity	a Challenging job b Opportunities for creativity c Achievement in work d Advancement in the organisation

Table 7.1 Applying Maslow's need hierarchy (Continued)

Source: Steers, R. M. and Porter, L. W., *Motivation and Work Behaviour*, Fifth Edition, McGraw-Hill (1991), p. 35

Activity 3

- Can you get what you want through hard work alone?
- The people left after redundancies have to work harder – how does this affect their motivation?
- If you won £1 million in the lottery, what would you do next?

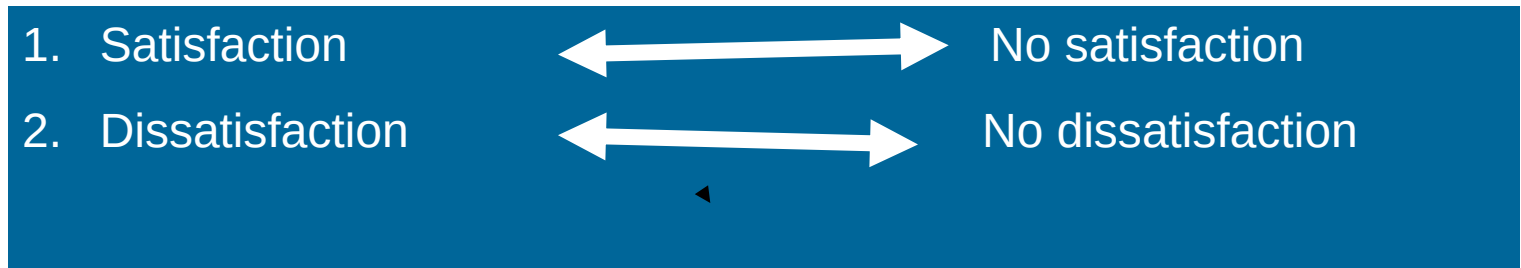


Alderfer's modified need hierarchy model (ERG theory)



- Existence needs
 - concerned with sustaining human existence and survival and covers physiological and safety needs of a material nature.
- Relatedness needs
 - concerned with relationships to the social environment and covers love or belonging, affiliation, and meaningful interpersonal relationships.
- Growth needs
 - concerned with the development of potential and covers self-esteem and self-actualisation.

Content theories of motivation



Herzberg's two-factor theory

Content theories of motivation

Herzberg's two-factor theory (cont'd)

Satisfiers (or motivator factors)

Job content



Dissatisfiers (or hygiene factors)

Job context



Herzberg's two-factor theory

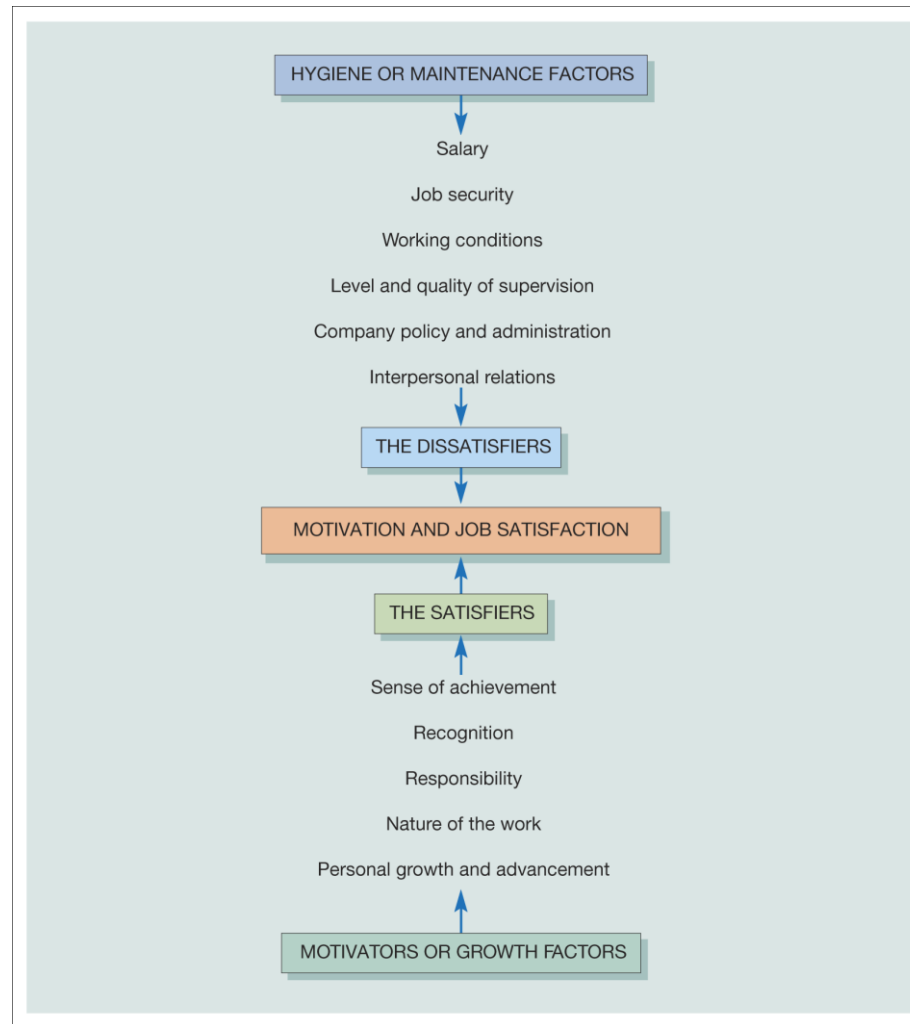


Figure 7.6 Representation of Herzberg's two-factor theory



Critical review and reflection

In 2012, Tony Mullen, Human Resources Director of Apex hotels stated that staff wanted to be treated properly and shown respect, to be given decent meals, decent staff facilities including clean toilets and changing rooms, and to be paid on time.

To what extent do you agree that, because it is not possible for all jobs in the hospitality industry to be interesting and stimulating, providing the benefits that Mullen suggests must be the main focus of management?

Maslow, Alderfer and Herzberg

Maslow's hierarchy of needs	Alderfer's ERG theory	Herzberg's two-factor theory
PHYSIOLOGICAL	EXISTENCE	HYGIENE FACTORS
SAFETY		
LOVE	RELATEDNESS	
ESTEEM		
SELF-ACTUALISATION	GROWTH	

Table 7.2 Linking Maslow's, Alderfer's and Herzberg's theories of motivation

McClelland's achievement motivation theory

Identified four arousal-based and socially developed motives, namely:

- **Achievement motive**
- Power motive
- Affiliative motive
- Avoidance motive



McClelland and achievement need (n-Ach)

Four characteristics of people with a strong achievement need (n-Ach):

- They prefer moderate task difficulty and goals as an achievement incentive.
- They prefer personal responsibility for performance.
- They have the need for clear and unambiguous feedback on performance.
- They are more innovative.



Characteristics of achievement motivation

McClelland suggests the need for achievement can be developed through four steps of training:

- Striving to attain feedback on performance, reinforcing of success which strengthens the desire to perform.
- Developing models of achievement by seeking to emulate people who have performed well.
- Attempting to modify self-image and to see themselves as needing challenges and success.
- Controlling daydreaming and thinking about themselves in more positive terms.





Further Research

[http://appointments.thesundaytimes.co.uk/
article/best100companies/](http://appointments.thesundaytimes.co.uk/article/best100companies/)

- Research a 'Sunday Times 100 Best Companies to work for' organisation/organisation
- Why is it so good/innovative?
- Why are the staff motivated to work there?

Hospitality jobs: likes and dislikes

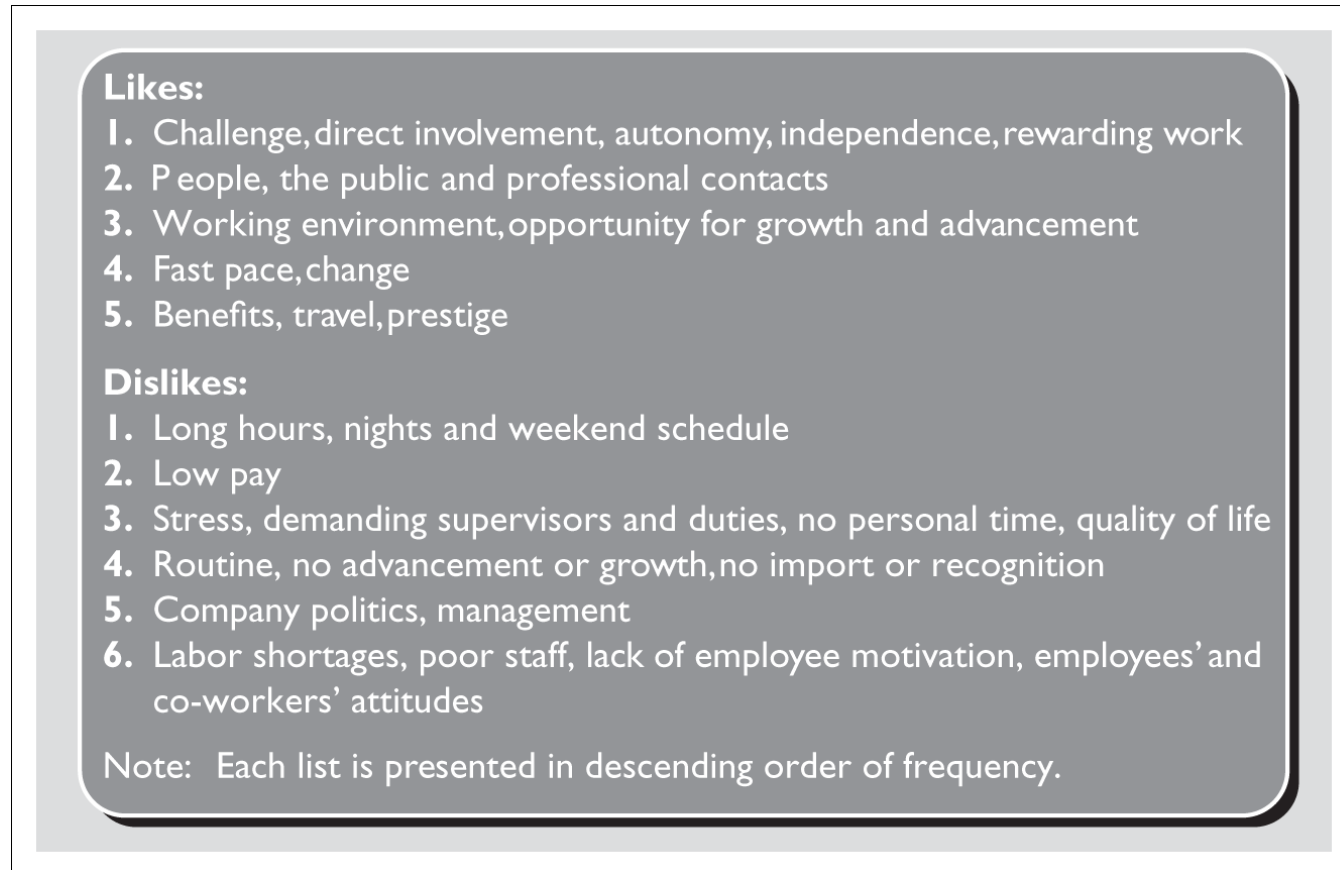


Figure 7.11 Hospitality jobs: likes and dislikes

Source: reprinted by permission of Elsevier Science Inc. from 'Job Satisfaction: What's Happening to the Young Managers?' by Pavesic, D. V. and Brymer, R. A., *Cornell Hotel and Restaurant Administration Quarterly*, vol. 30, no. 4, February 1990, p. 95, Copyright 1990 by Cornell University.

Work factor ranked by hospitality and industrial workers

Work factor	Hospitality workers	Industrial workers
Good wages	1	5
Security	2	4
Opportunity	3	6
Good working conditions	4	7
Interesting work	5	1
Appreciation	6	2
Loyalty to employees	7	8
Feeling of being in on things	8	3
Tactful discipline	9	9
Sympathetic personal help	10	10

Figure 7.12 Work factors ranked by hospitality and industrial workers

Source: reprinted by permission of Elsevier Science, Inc. from 'Motivating Hotel Employees: Beyond the carrot and the stick', by Simons, T. and Enz, C. A., *Cornell Hotel and Restaurant Administration Quarterly*, vol. 35, February 1995, p. 23. Copyright 1995 by Cornell University.

Work factor	F&B servers	Rooms, front desk	House- keeping	Accounting, control	Sales, marketing	Back of house F&B	Human resources
Good wages	1	1	2	1	2	1	3
Security	3	4	1	4.5	4	5	6
Opportunity	2	2	5	2	1	4	1
Good working conditions	4	5.5	3	4.5	5	2	4
Interesting work	6	5.5	4	3	3	3	2
Appreciation	5	3	6	6	6	6	5
Loyalty to employees	7	7	7	8	8	7	7
Feeling of being in on things	9	8	8	7	7	8	8
Tactful discipline	8	9	9	9	9	9	9
Sympathetic personal help	10	10	10	10	10	10	10

Figure 7.13 Work factors ranked by employees in different hotel departments

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Next:

Motivation 2: Process Theories

