

Motivation

Groups and Management

What is Motivation?

- * 'The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation'. (Mullins, 1993)
- * 'The study of motivation is the study of all those pushes and prods – biological, social and psychological – that defeat our laziness and move us, either eagerly or reluctantly, to action.' (Miller, 1962)

Meet Mike

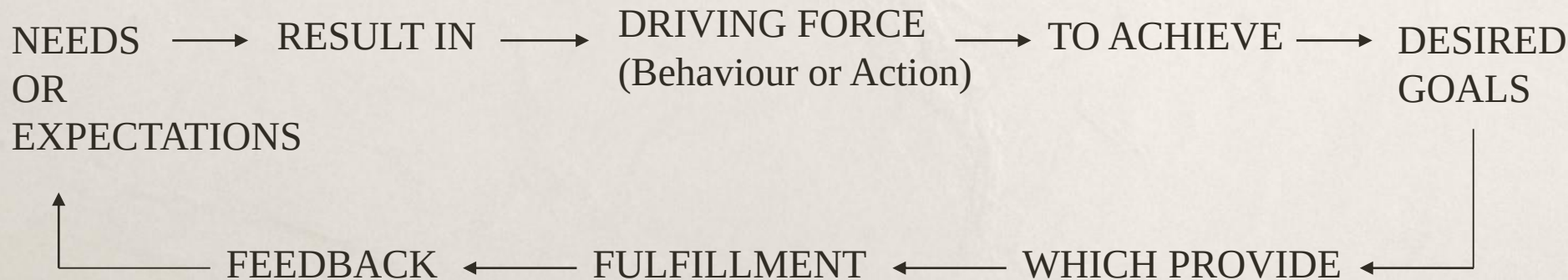
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- ★ Motivation refers to why people think and act as they do. It is what makes people 'tick'. (Gross, 1996)

Motivation and Performance

- ★ Motivation is INDIVIDUAL
- ★ Motivation is INTENTIONAL
- ★ Motivation is MULTIFACETED
- ★ Motivation influences BEHAVIOUR



Motivation may be:

EXTRINSIC
related to
TANGIBLE
rewards

INTRINSIC
related to
PSYCHOLOGICAL
rewards

- ★ What motivates you to GO to work?
- ★ What motivates you to STAY at work and give of your best?

The needs and expectations of people at work

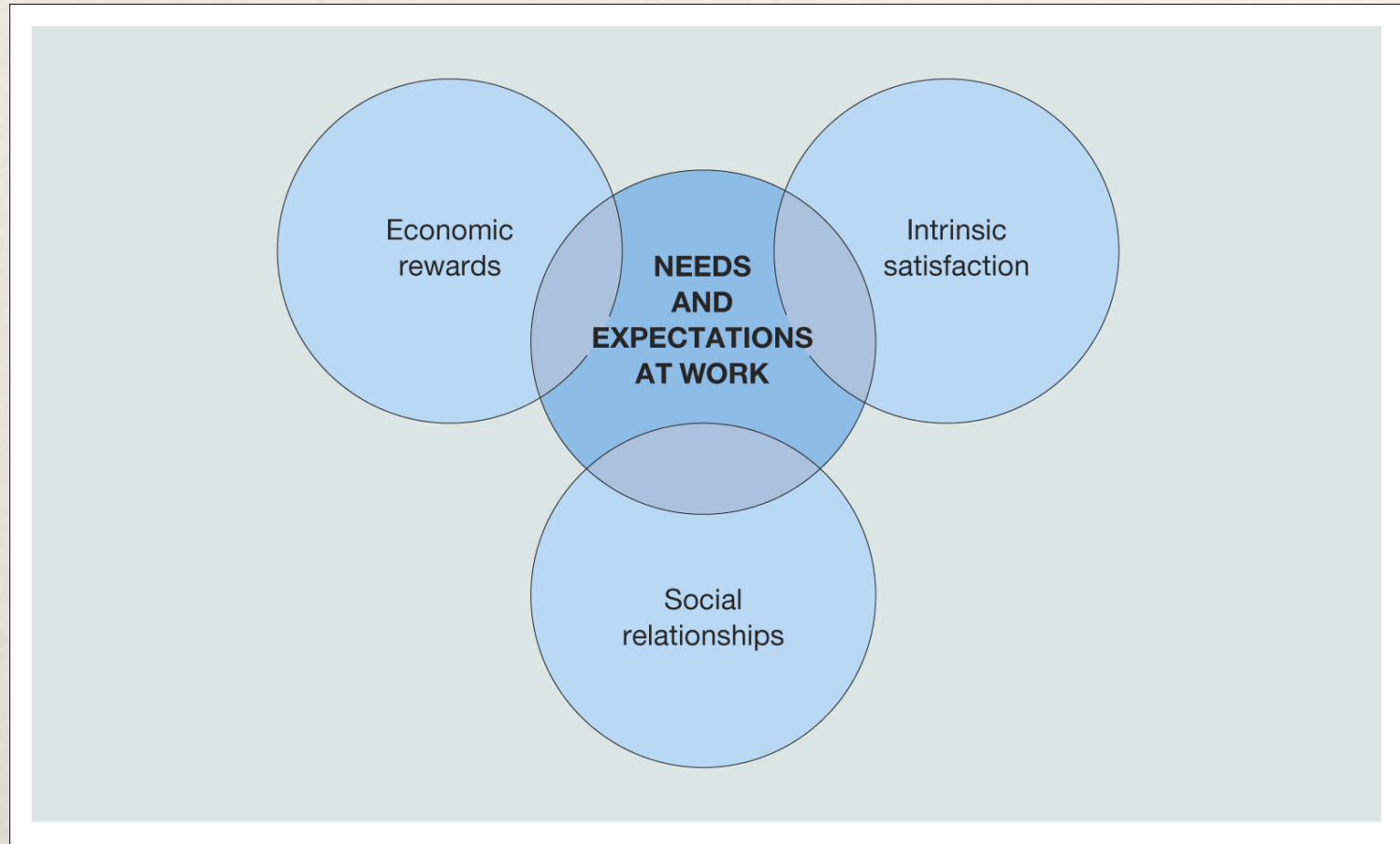


Figure 7.2 *Needs and expectations of people at work*

A basic model of frustration

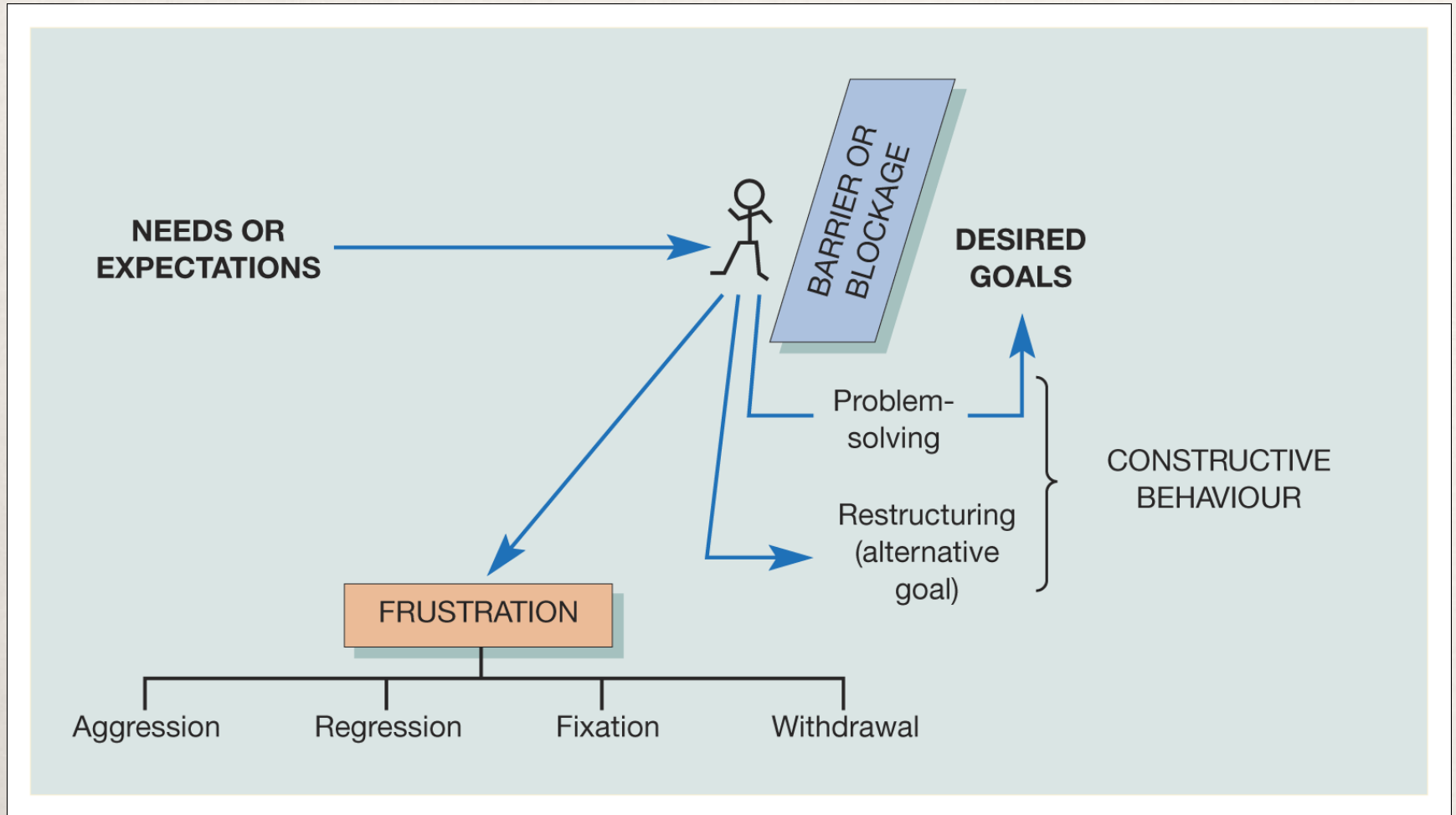


Figure 7.3 *A basic model of frustration*

Motivation Theories

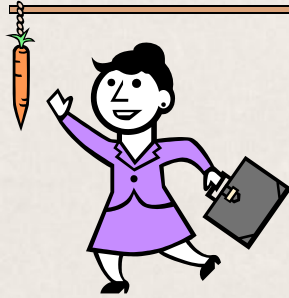
theories of motivation

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



Content theories

Maslow's hierarchy of needs

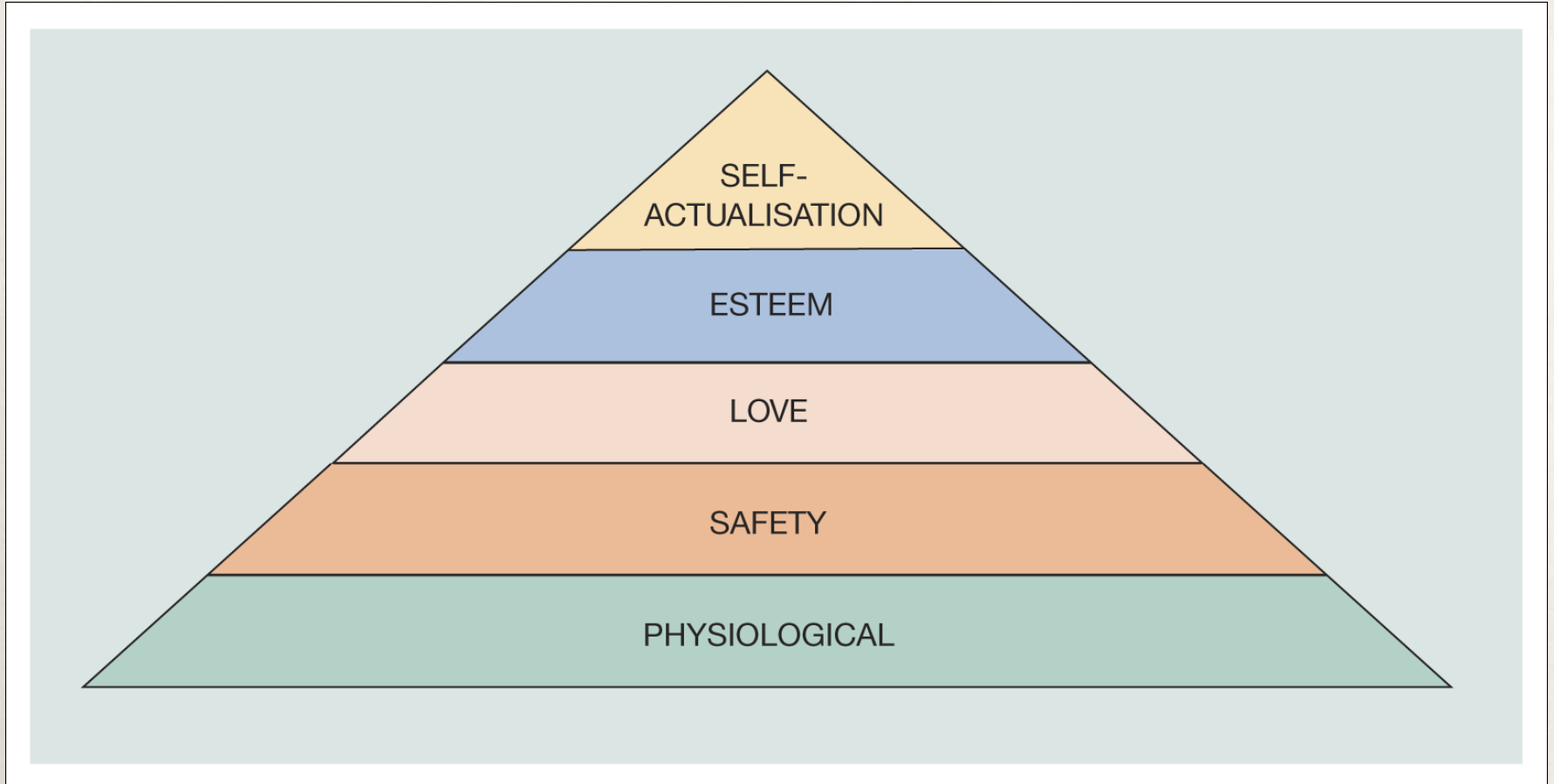


Figure 7.5 *Maslow's hierarchy of needs model*

Physiological Needs

- Minimum wage
- Provision of adequate refreshment/food and toilet facilities
- Adequate opportunity for breaks, etc.
- Ergonomic / comfortable seating
- Ensure correct temperature and adequate light
- **Will satisfy employees physiological needs, making them feel inclined to pursue 'higher' needs.**

Safety Needs

- * A safe workplace environment e.g. Health and Safety
- * Employees are safe from bullying, anxiety, etc.
- * Contract of Employment, Pension Scheme, Sick Pay Scheme
- * Employees experience consistency and stability in management and employment
- * Employees' all treated fairly
- * Will ensure that employees feel
 - * Physically safe
 - * Secure in their jobs and therefore motivated to pursue 'higher' needs.

Love/Belongingness Needs

- * Providing induction to the organisation
- * Working in Teams/Groups
- * Regular team meetings
- * Social activities
- * Company sports facilities/activities
- * Will ensure that employees feel
 - * part of the organisation and the group
 - * trust in the organisation and the manager.

Esteem Needs

- Employees given regular feedback, praise and recognition for appropriate behaviours
- Employees receive respect, both from colleagues and the manager
- Independence is encouraged and ideas welcomed
- Use of status symbols
- Merit pay, promotion, etc.

★ **Will ensure that employees feel:**

- ★ Contentment
- ★ Valued
- ★ Self-confidence
- ★ Self-respect
- ★ Self-belief
- ★ Able to take risks and to try new things.

Self-Actualisation Needs

- Employees given the opportunity to grow and to develop through specialisation and creativity
- Manager is enthusiastic and supportive
- Individual and group-based projects and plans are encouraged and supported
- Effective use of appraisal system to aid personal development.

★ Will ensure that employees feel:

- ★ The desire to grow
- ★ Creative, positive, energetic and optimistic
- ★ Curious and open to new experiences
- ★ The desire to think for themselves
- ★ A growing sense of identity.

Activity

In groups, discuss what you think are the Benefits and Limitations of Maslow's Theory?

Benefits

- Logical and easy to follow
- Provides a useful base for the evaluation of motivation at work
- Encourages management to anticipate and satisfy various motivational needs

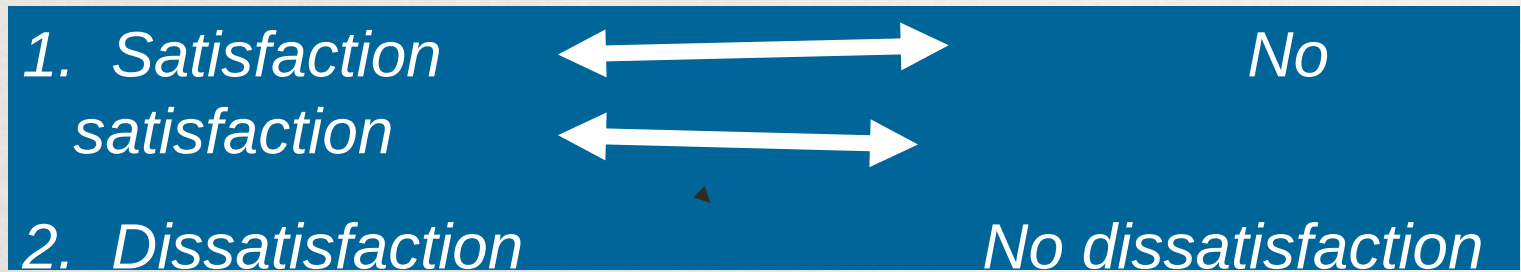
Limitations

- Not necessarily a 'fixed' order
- People do not necessarily satisfy their needs through the work situation
- Different values placed on each need – depending on the person
- Job satisfaction does not necessarily lead to improved job performance

Hertzberg

- * The two-factor theory (also known as Herzberg's motivation-hygiene theory and dual-factor theory) states that there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction.

Hertzberg's Motivation – Hygiene Theory



Herzberg's two-factor theory

Herzberg's two-factor theory

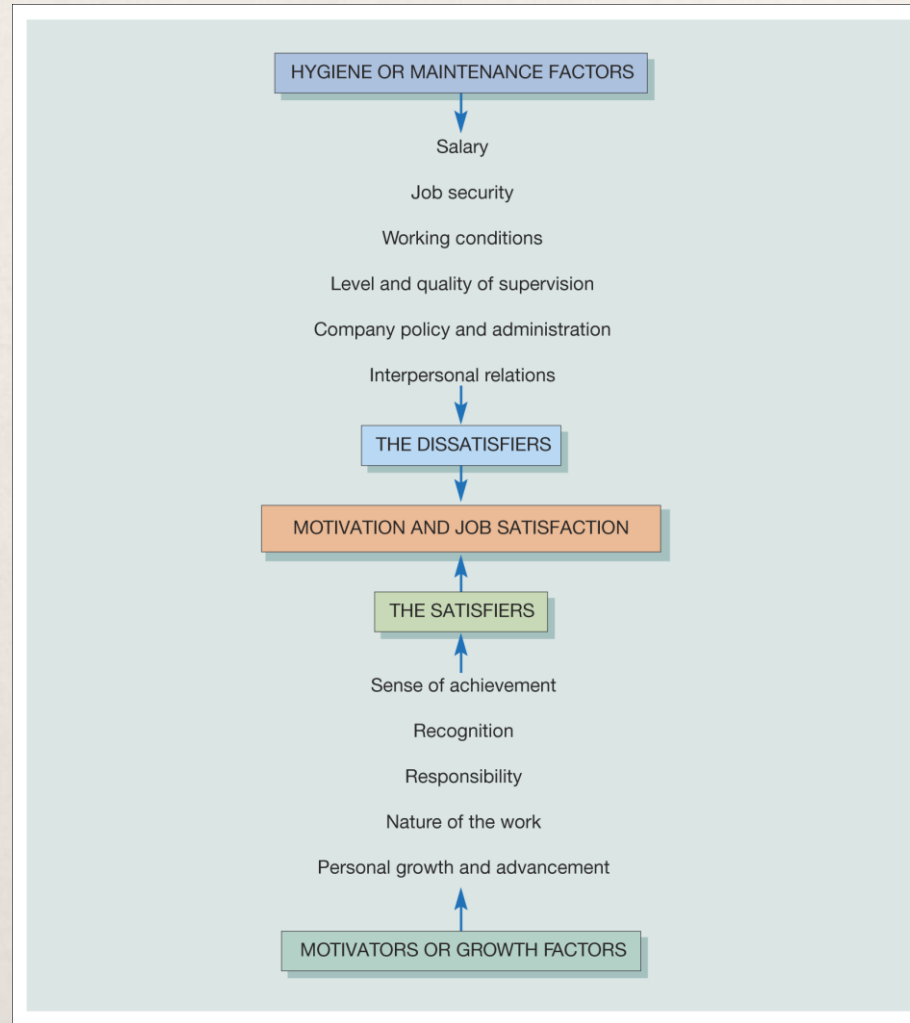
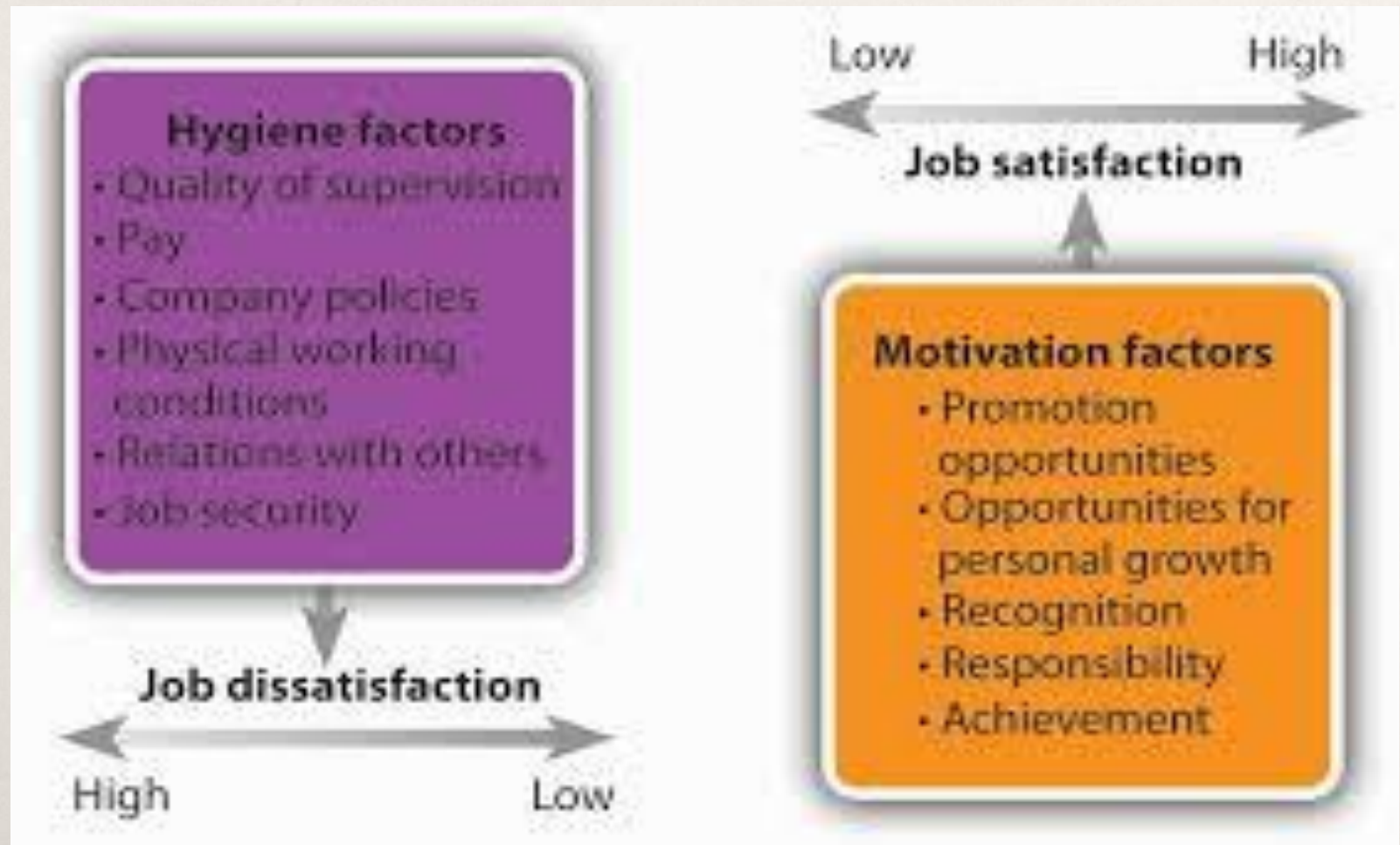


Figure 7.6 *Representation of Herzberg's two-factor theory*

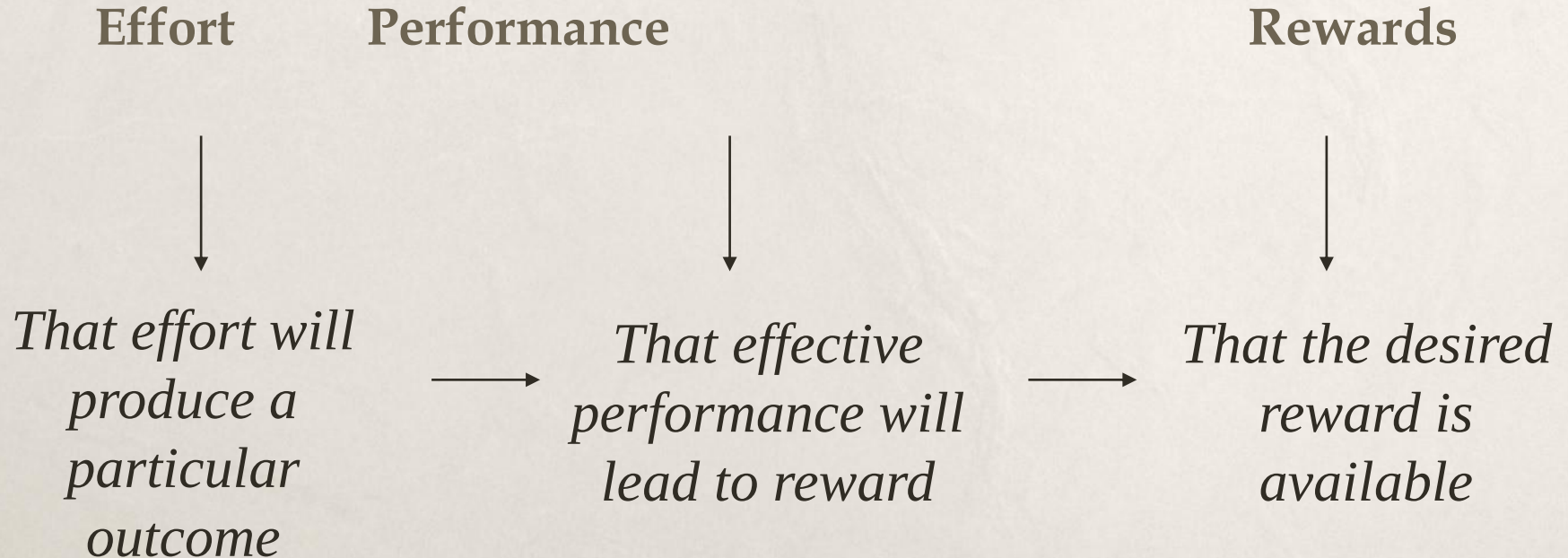
Hertzberg



Process theories

V. H. Vroom (1960) Expectancy Theory

- ★ Relates to how a person perceives the relationship between three things:



- ★ When people perceive an unequal situation, they experience *equity tension*
- ★ This motivates them to behave either **positively** (e.g. to improve performance) or **negatively** (e.g. working more slowly)
- ★ This suggests that people are motivated not only by rewards but also by the *comparative nature* of rewards

Locke (1968) Goal Theory

- ★ This theory suggests that motivation is driven by personal goals or objectives
- ★ The goal itself provides the driving force
- ★ Goals need to be specific and demanding to achieve maximum performance
- ★ Feedback enhances achievement

Activity

Considering all that we have looked at in relation to motivation in the workplace, make a list of all the factors that you think affect motivation.

Factors affecting motivation

- * The Job

- * Duties
- * Authority given
- * Responsibility given
- * Recognition
- * Development.

* The Individual

- * Intelligence
- * Education
- * Training provided
- * Background
- * Personality
- * Experience.

* The Organisation

- * Working conditions
- * Management style
- * Level of supervision
- * Colleagues
- * Salary
- * Security
- * Welfare schemes.

★ **Internal human pressures**

- ★ Basic needs
- ★ Mental needs
- ★ Traits
- ★ Drives
- ★ Attitude.

- * External pressures

- * Peer group
- * Family
- * Community
- * General economic situation
- * Personal wealth.

* Over-ride

- * Mental capability
- * Mental pressure
- * Physical capability
- * Climate
- * Health
- * Immediate situation.