

The image shows the cover of a spiral-bound notebook. The cover is a light beige or tan color with a subtle, repeating pattern of the word 'MOTIVATION' in a smaller, lighter font. The word 'MOTIVATION' is prominently displayed in the center in a large, bold, brown serif font. The notebook has a silver metal spiral binding on the left side, which is visible against a dark background. The overall aesthetic is clean and professional, suitable for a presentation or educational material.

# MOTIVATION

# LEARNER'S OUTCOMES

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- Meaning of Motivation
- Types of Motivation
- Major Theories of Motivation
- Importance of Motivation
- Motivation Process (Achieving Effective Motivation)

# Motivation - Defined

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- Inducement of a desired behavior within subordinates with a view of channeling their efforts and activity to achieve organizational goals.
- A set of forces that cause a person to behave in a certain way.
- A multidimensional process which involves the discovery of subordinate needs, desires, and drives and try to satisfy them

# Motivation - Defined

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- A general inspirational process which gets the members of a team to pull their weight effectively, give their loyalty to the group, carry out properly the tasks that they have accepted and play an effective part in the job that the group has undertaken.
- The desire and willingness to expound effort to reach a particular goal or out come.

# Types of Motivation

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- **Intrinsic Motivation** – internal to the individual and originates from the inner feelings and aspirations of the person e.g. respect, responsibility and sense of belonging
- **Extrinsic Motivation** – external to the individual and emanates from external features of the job e.g. type/ nature of the job, increased pay, praise, punishment like disciplinary action (demotion, criticism, withholding pay)

# MOTIVATION THEORIES

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## ➤ Types of motivation theories

- Scientific Management – Fredrick Taylor
- Human Relations Model – Elton Mayo
- Human Resource Model
  - Douglas McGregor (Theory X and Y), Maslow's Hierarchy of needs, Herzberg's Two Factor Theory, Atkinson and McClelland's Three Needs Theory
- Contemporary views of motivation
  - Reinforcement theory, Equity theory, Expectancy theory and Goal Setting theory

# SCIENTIFIC MANAGEMENT

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- Put forward by Fredrick Taylor, Father of scientific Management.
- According to this view, workers are motivated by monetary rewards(higher pay) i.e. pay productive workers at a higher pay than their counterparts e.g. over time bonuses.
- Underlying assumption was that lazy workers could be motivated by money to perform better.
- A legacy of this model is the practice of paying sales persons on commission basis

# Human Relations Model

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- Originates from Elton Mayo
- According to the this model, workers are motivated by satisfaction of their social needs e.g. need for belonging, interpersonal relationships and contributions in decision making.
- This makes them feel valued and useful.
- Modern day legacies of this model include; suggestion boxes, company uniforms, organizations' new letters and employees' input in the performance evaluation process



# Human Resource Model

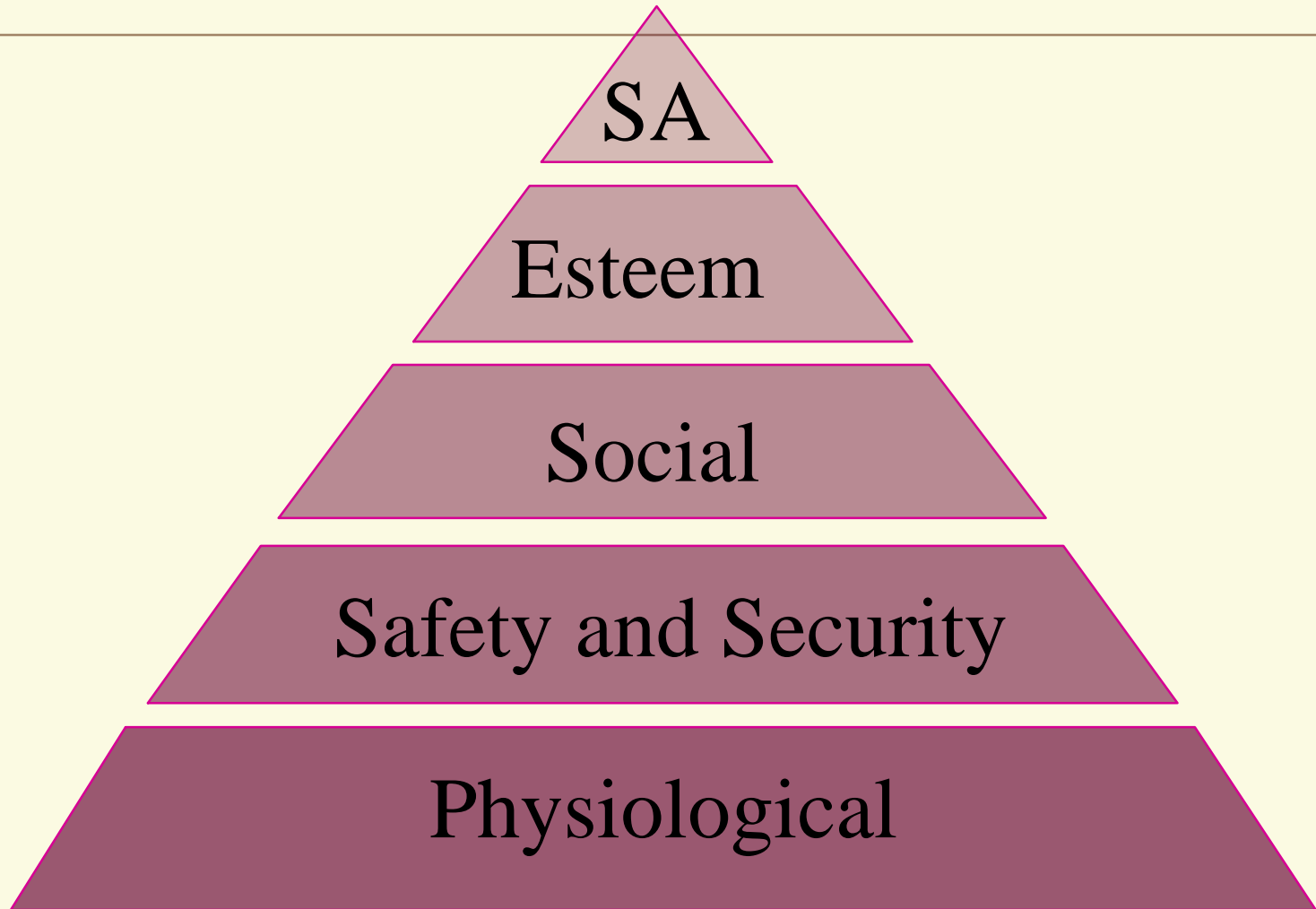
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## ➤ Hierarchy of needs theory

- Developed by Abraham Maslow.
- Lower-order and higher-order needs affect workplace behavior and attitudes.
- People motivated by the fulfillment of these needs
- Lower-order needs:
  - Physiological, safety, and social needs.
  - Desires for physical and social well being.
- Higher-order needs:
  - Esteem and self-actualization needs.
  - Desire for psychological growth and development.

# Maslow's Hierarchy of Needs

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# Maslow's Hierarchy of Needs

Maslow's Need	Description	Workplace Examples
Physiological	Need for basic survival—food, water, clothing, and shelter	A job with enough pay to buy the basics
Safety	Need to feel secure—free of harm and free of fear	Safety equipment, healthcare plans, retirement plans, job security
Social (Belonging)	Need to feel connected to others—accepted by family and friends	Teamwork, positive corporate culture, company lunchroom
Esteem	Need for self-respect and respect from others—recognition and status	Acknowledgement, promotions, perks
Self-Actualization	Need for fulfillment, the need to realize one's fullest potential	Challenging, creative jobs, work that ties to a greater good

# Figure 14.1 Opportunities for satisfaction in Maslow's hierarchy of human needs.

## What satisfies higher-order needs?

### Self-actualization needs

- Creative and challenging work
- Participation in decision making
- Job flexibility and autonomy

### Esteem needs

- Responsibility of an important job
- Promotion to higher status job
- Praise and recognition from boss

## What satisfies lower-order needs?

### Social needs

- Friendly coworkers
- Interaction with customers
- Pleasant supervisor

### Safety needs

- Safe working conditions
- Job security
- Base compensation and benefits

### Physiological needs

- Rest and refreshment breaks
- Physical comfort on the job
- Reasonable work hours

# Human Resource Model

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## ➤ Three Needs Theory

- Developed by John W. Atkinson and David C. McClelland
- Three needs that motivate persons:
  - Need for Achievement
  - Need for Power
  - Need for affiliation

# Human Resource Model

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- People with a high need for achievement – highly motivated by challenging and competitive work situations, taking responsibility, solving problems, receiving feedback, taking calculated risks and dealing with moderately difficult goals.
- People with high need for power – motivated by the degree of control they have over their work.
- People with high need of affiliation – Motivated by harmonious relationships with colleagues and bosses and need to feel accepted by other people.

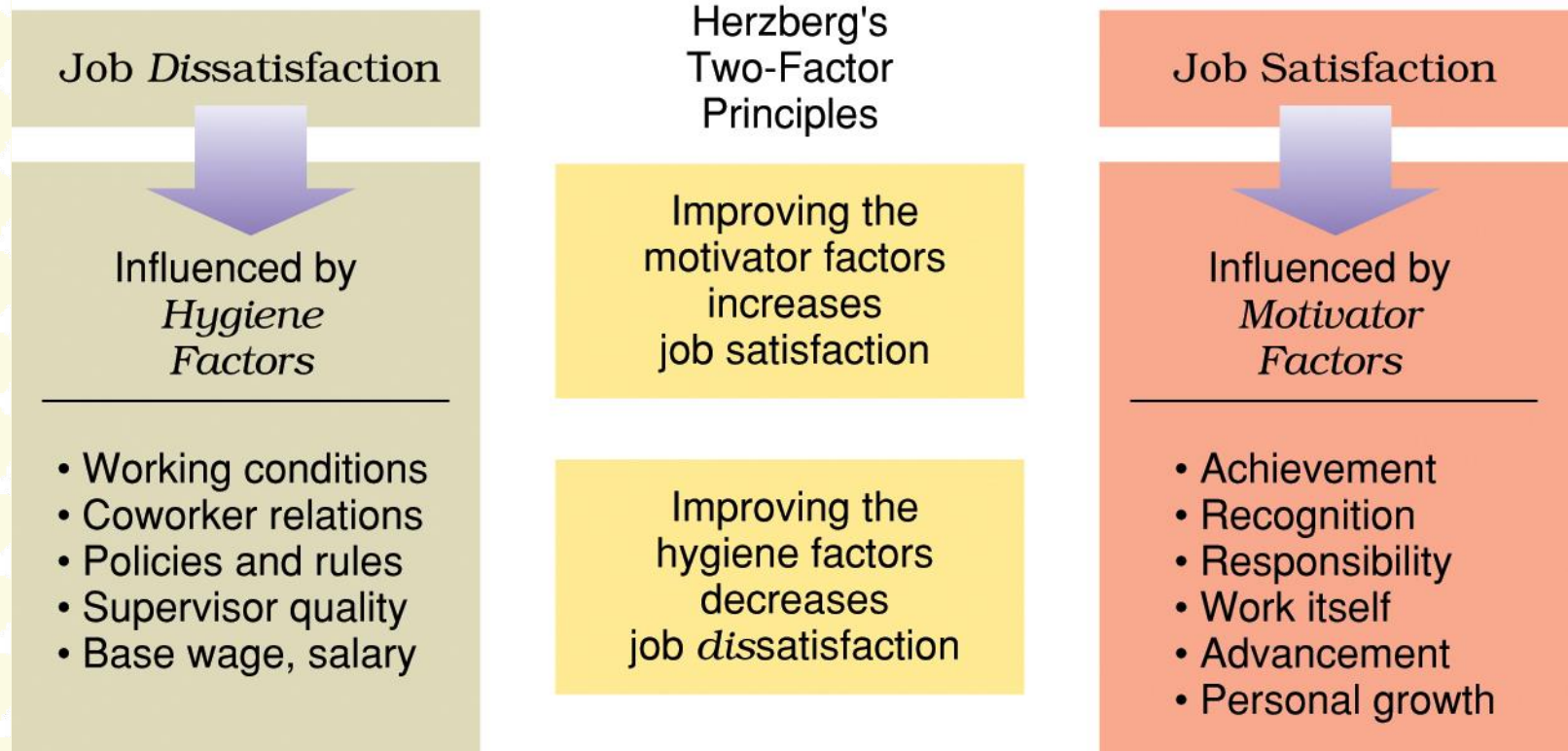
# Human Resource Model

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## ➤ Two-factor theory

- Developed by Frederick Herzberg.
- Identified two sets of factors i.e. satisfiers (Motivators) and dissatisfiers (hygiene factors)
- Hygiene factors (dissatisfiers):
  - Elements of the job context.
  - Sources of job dissatisfaction i.e. serve to prevent dissatisfaction but their existence doesn't necessary motivate employees.
- Satisfier factors (Motivators):
  - Elements of the job content.
  - Sources of job satisfaction<sup>13</sup> and motivation.

# Figure 14.2 Herzberg's two-factor theory.





# Herzberg's Two Factor Theory

## No Satisfaction

Jobs that do not offer achievement, recognition, stimulating work, responsibility, and advancement.

## Motivators



## Satisfaction

Jobs offering achievement, recognition, stimulating work, responsibility, and advancement.

## Dissatisfaction

Jobs with poor company policies, and administration, technical supervision salary, interpersonal relationships with supervisors, and working conditions.

## Hygiene Factors



## No Dissatisfaction

Jobs with good company policies, and administration, technical supervision, salary, interpersonal relationships with supervisors, and working conditions.

# Human Resource Model

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## ➤ Theory X and Y

– Developed by Douglas McGregor

■ **Theory X:** the average worker is lazy, dislikes work and will do as little as possible.

- Managers must closely supervise and control through reward and punishment.

■ **Theory Y:** workers are not lazy, want to do a good job and to take on responsibility

- Managers should allow the worker great autonomy and participative management to stimulate the worker.

# Contemporary Views of Motivation

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## ➤ Reinforcement Theory

– Developed by B.F. Skinner

- Suggested that people behave the way they do because they have learnt through experience that some behaviors are associated with unpleasant or pleasant outcomes
- Thus positive behavior should be compensated with a positive response and this will act as a foundation of further positive behaviors and reverse for negative behaviors.

# Contemporary Views of Motivation

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## ➤ Reinforcement Theory

### ➤ Guidelines for using punishment:

- Tell the person what is being done wrong.
- Tell the person what is being done right.
- Match the punishment to the behavior.
- Administer punishment in private.

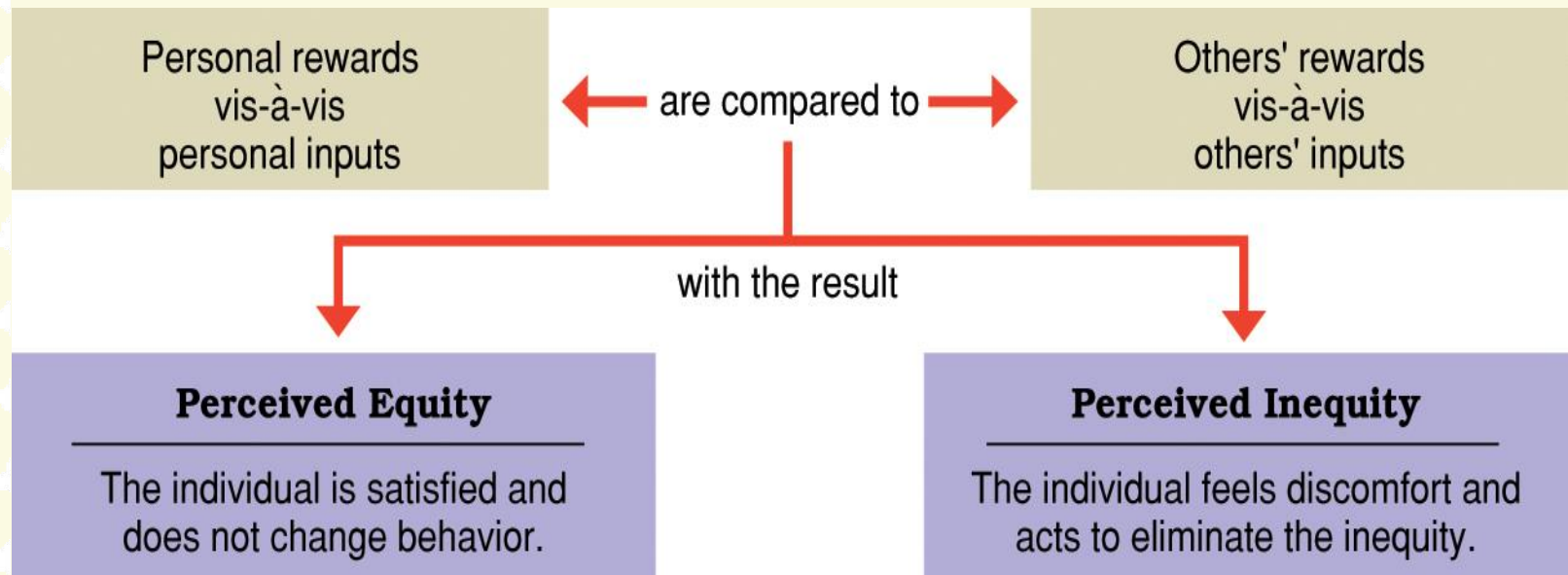
# Contemporary Views of Motivation

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## ➤ Equity theory

- Developed by J. Stacy Adams.
- Based on assumption that a major factor in job motivation is the individual's evaluation of fairness (equity) of reward received i.e.
- Workers are motivated by fair rewards that reflect factors like efforts put in, experience and qualifications
- When people believe that they have been treated unfairly in comparison to others, they try to eliminate the discomfort and restore a perceived sense of equity to the situation.

# Figure 14.3 Equity theory and the role of social comparison.



# Contemporary Views of Motivation

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- **Managerial implications of equity theory—**
  - Underpaid people experience anger.
  - Overpaid people experience guilt.
  - Perceptions of rewards determine motivational outcomes.
  - Negative consequences of equity comparisons should be minimized, if not eliminated.
  - Do not underestimate the impact of pay as a source of equity controversies in the workplace.
    - Gender equity.

# Contemporary Views of Motivation

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## ➤ Expectancy theory

- Developed by Victor Vroom

- Argues that Strength of a tendency to act in a specific way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
- Says that an employee can be motivated to perform better when there is a belief that the better performance will lead to good performance appraisal and that this shall result into realization of personal goal in form of some reward.



# Contemporary Views of Motivation

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- **Expectancy theory** focuses on three things :

- Efforts and performance relationship

- Performance and reward relationship

- Rewards and personal goal relationship

- Argues that rewards given to workers should be worth the efforts expended and such rewards should be attractive i.e.

- Individuals will act in certain way basing on their expectations and if they don't realize their expectations, this becomes a disappointment

# Contemporary Views of Motivation

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- Managerial implications of expectancy theory—
  - To maximize valence in a positive direction, managers should:
    - Identify individual performance.
    - Adjust rewards to match individual performance.

# Contemporary Views of Motivation

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## ➤ Goal-setting theory

- Developed by Edwin Locke
- People will get committed to achieving goals that are acceptable and understandable to them and more so those they have helped to develop

# Contemporary Views of Motivation

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## ➤ Goal-setting theory

- The goal setting theory states that when the goals to be achieved are set at a higher standard, employees are motivated to perform better and put in maximum effort.
- It revolves around the concept of “Self-efficacy” i.e. individual’s belief that he or she is capable of performing a hard task.

# Contemporary Views of Motivation

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- Managerial implications of the Goal-setting theory:
  - Set specific goals.
  - Set challenging goals.
  - Build goal acceptance and commitment.
  - Clarify goal priorities.
  - Provide feedback on goal accomplishment.
  - Reward goal accomplishment.
  - Allow participation in goal setting

# Process of Motivation

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## ➤ Job enlargement

- Horizontal expansion of the job i.e. increasing the scope of tasks in one assignment / responsibility to make it more varied, challenging and interesting.

## ➤ Job enrichment

Vertical expansion of the job to make it more independent or give it more autonomy i.e. workers given job freedom to determine targets and how to achieve them

# Process of Motivation

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## ➤ Job Characteristics Model (JCM)

- Identified five characteristics of the job which have an impact on employee motivation i.e.

**I. Skills Variety;** a job should have a variety of skills e.g. analytical, communication and leadership skills.

**I. Task Identify;** work should be identifiable i.e. worker should be associated with his /her job.

# Process of Motivation

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**III. Task significance;** the job should have a big impact on the success of the organization.

**IV. Task Autonomy;** the job should have a degree of independence or freedom

**V. Feedback;** employees should receive results regarding their performance



# Achieving Effective Motivation

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- 📄 Recognize individual differences
- 📄 Set achievable targets/goals
- 📄 Match people with jobs
- 📄 Rewards should relate to performance
- 📄 Ensure equity (fairness) especially in staff adjustments and compensation
- 📄 Set clear goals

# Achieving Effective Motivation

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- Jobs enlarged and enriched
- Managers should create cooperation between workers and themselves
- Managers should follow JCM when designing jobs
- Build goal acceptance and commitment.
- Clarify goal priorities.
- Provide feedback on goal accomplishment

# Importance of Employee Motivation

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- Higher morale and job satisfaction (leading to improved productivity)
- Improves corporate image due to quality products and morality of workers (helps attract both customers and potential employees)
- Helpful in building good labor relations
- Lower staff turnover
- Lower staff absenteeism
- Higher profits
- Increases willingness of employee to work hard

# Importance of Employee Motivation

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- Morality will be high which provides an excellent working atmosphere
- Reduced costs of production due to reduced supervision, storage and wastage costs
- Quality products and achieving targets- Work will be done to the right standards and within the designated time scale
- Less supervision required as individuals will monitor their own performance
- Improved safety - Decreases wastage and accidents

# Importance of Employee Motivation

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- Beneficial engaged behaviours
  - taking initiative
  - wanting to develop
  - organisationally aligned



THANK YOU VERY MUCH  
QUESTIONS AND  
COMMENTS