MANAGING PEOPLE MOTIVATION

Chapter 11

DEFINITION OF MOTIVATION

Motivation is the internal condition that activates behavior and gives it direction; energizes and directs goal-oriented behavior.

HISTORY OF MOTIVATION

- Carrot and Stick method - oldest form of motivation.

    - Managers regularly offered economic "carrots" to entice people to work harder.

    - This theory created a misconception that money always motivated persons to work harder.

- Mayo had an experiment that confirmed his belief that it was important for managers to take into account the psychology and well-being of the worker (than just offer money).

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THE ERA OF INDUSTRIAL PSYCHOLOGY

- Led to an understanding of people and their symbiotic relationship with organizations

- Core Assumptions:

  - Organizations exist to serve human needs rather than the reverse

  - People and organizations need each other.

  - When the fit between individual and system is poor, one or both suffer

  - A good fit benefits both

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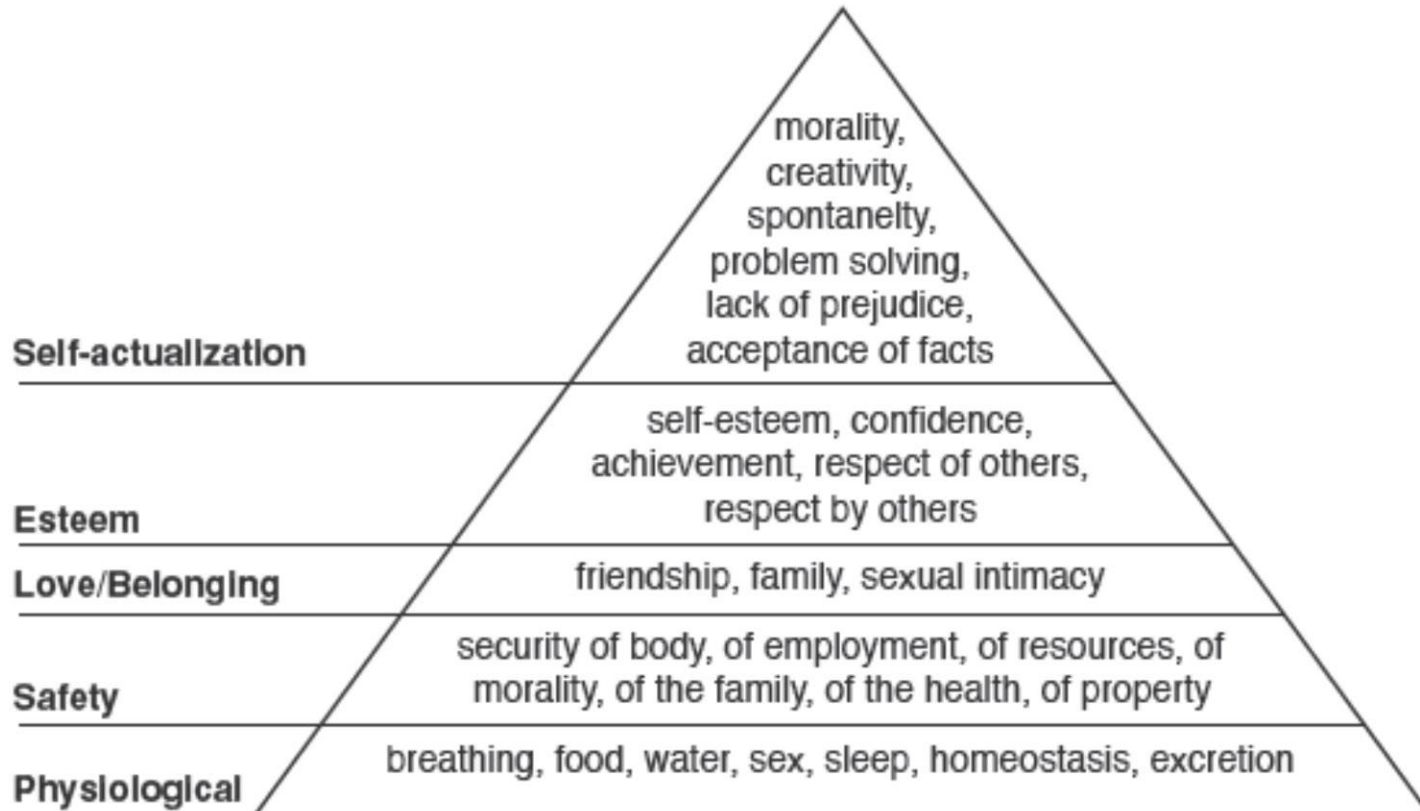
MOTIVATION THEORIES

- Need became the central element in everyday psychology.

- Motivation theories help provide insight into why people behave the way they do and what energizes them.

- Each of these theories made up the building blocks upon which motivational tools were based and applied in dealing with employees.

Maslow's Hierarchy of Needs

Self-actualization — morality, creativity, spontanelty, problem solving, lack of prejudice, acceptance of facts

Esteem — self-esteem, confidence, achievement, respect of others, respect by others

Love/Belonging — friendship, family, sexual intimacy

Safety — security of body, of employment, of resources, of morality, of the family, of the health, of property

Physlologlcal — breathing, food, water, sex, sleep, homeostasis, excretion

- Human beings have wants and desires which influences their behavior.

- Needs are arranged in order of importance, from the basic to the complex.

- The person advances to the next level of needs only after the lower level need is at least minimally satisfied.

- The further up the hierarchy, the more individuality, and humaneness and psychological health a person will show.

Psychological Needs	Literal requirements for human survival. • Breathing • Homeostasis • Water • Sleep
Safety Needs	These needs have to do with people's yearning for a predictable, orderly world in which justice and inconsistency are under control. • Personal security • Financial security • Health and well-being • Safety net against accident/illness and their adverse impacts
Social needs	This psychological aspect of Maslow's hierarchy involves emotionally- based relationships in general
Esteem	Also known as belonging need, esteem presents the normal human desire to be accepted and valued by others.
Self actualization	The final need that manifests when lower level needs have been satisfied

Maslow's work helps us understand the importance of individualizing motivational tools. Each person has a different need from others and at different times.

Herzberg's Motivation-Hygiene Theory

- The Two-Factor Theory also known as intrinsic/ extrinsic motivation (Herzberg).

- He distinguished between

  - Motivators (challenging work, recognition, responsibility) which give positive satisfaction

  - Hygiene factors (status, job security, salary and fringe benefits)

Douglas McGregor's Theory X and Y

- In **Theory X**, management assumes employees are inherently lazy and will avoid work if they can and that they inherently dislike work.

- In **Theory Y**, management assumes that employees maybe ambitious and self-motivated and exercise self-control.

- It is believed that employees enjoy their mental and physical work duties.

- Work to them is as natural as play.

McClelland's Learned Needs Theory

- This theory proposed that an individual's specific needs are acquired over time and are shaped by one's life experiences

- Sometimes referred as three needs theory.

- Most of these needs are classified as either the following:

  - Achievement

  - Affiliation

  - Power

Equity Theory

- This theory was developed by John Stacey Adams in 1962

- The theory attempts to explain rational satisfaction in terms of perceptions of fair / unfair distributions of resources within interpersonal relationships.

- The 3 primary assumptions applied to most business applications of this theory

- Employees expect a fair return for what they contribute to their jobs – "equity norm."

- Employees determine what their equitable return should be after comparing their inputs and outcomes with those of their co-workers.

- Employees who perceive themselves as being in an inequitable situation will seek to reduce the inequity either by distorting inputs and/or outcomes in their own minds; by directly altering inputs and/or outputs, or by leaving the organization.

Expectancy Theory

- This theory emphasizes the need for organizations to relate rewards directly to performance and to ensure that the rewards provided are those rewards deserved and wanted by the recipients.

- Three variables within the expectancy theory:

  - Expectancy probability – based on perceived effort-performance relationship.

  - Instrumentality probability – based on perceived performance-reward relationship.

  - Valence – refers to the value the individual personally places on the rewards.

Reinforcement Theory

- Reinforcement theory is the process of shaping behavior by controlling the consequences of the behavior.

- Two types of reinforcement:

  - Positive – when the occurrence of a valued behavior consequence has the effect of strengthening the probability of being repeated.

  - Negative – when an undesirable behavioral consequence is withheld, with the effect of strengthening the probability of the behavior being repeated.

- The best known application of the principles of reinforcement theory is called behavioral modification, or behavioral contingency management

- Four steps of behavioral modification program

  - Specifying the desired behavior as objectively as possible

  - Measuring the current incidence of desired behavior

  - Providing behavioral consequences that reinforce desired behavior

  - Determining the effectiveness of the program by systematically assessing behavioral change.

Incentive Plans

- Incentives are rewards given to employees for exceeding performance targets.

- Key fundamentals in any successful incentive plan:

  - Keep it simple and easy to measure

  - Reward only for surpassing business goals

  - Reward great individual effort

  - Encourage team results

  - Extraordinary rewards

FUN IN THE WORKPLACE

Humor, facilitates communication, refreshes the spirit, builds relationships, reduces stress, provides perspective, and promotes attendance.