

Chapter 9

MOTIVATING

What Is Motivating

- *Motivating* refers to the act of giving employees reasons or incentives . . . to work to achieve organizational objectives.
- *Motivation*, on the other hand, refers to the process of activating behavior, sustaining it, and directing it toward a particular goal.

Factors Contributing to Motivation

- The following factors influence a person to do his job well:
 1. *Willingness to do the job* – People who like what they are doing are highly motivated to produce the expected output.
 1. *Self-confidence in carrying out the task* – When employees feel that they have the required skill and training to perform the task, the more motivated they become.
 1. *Needs Satisfaction* – People will do their job well if they feel that by doing so, their needs will be satisfied.

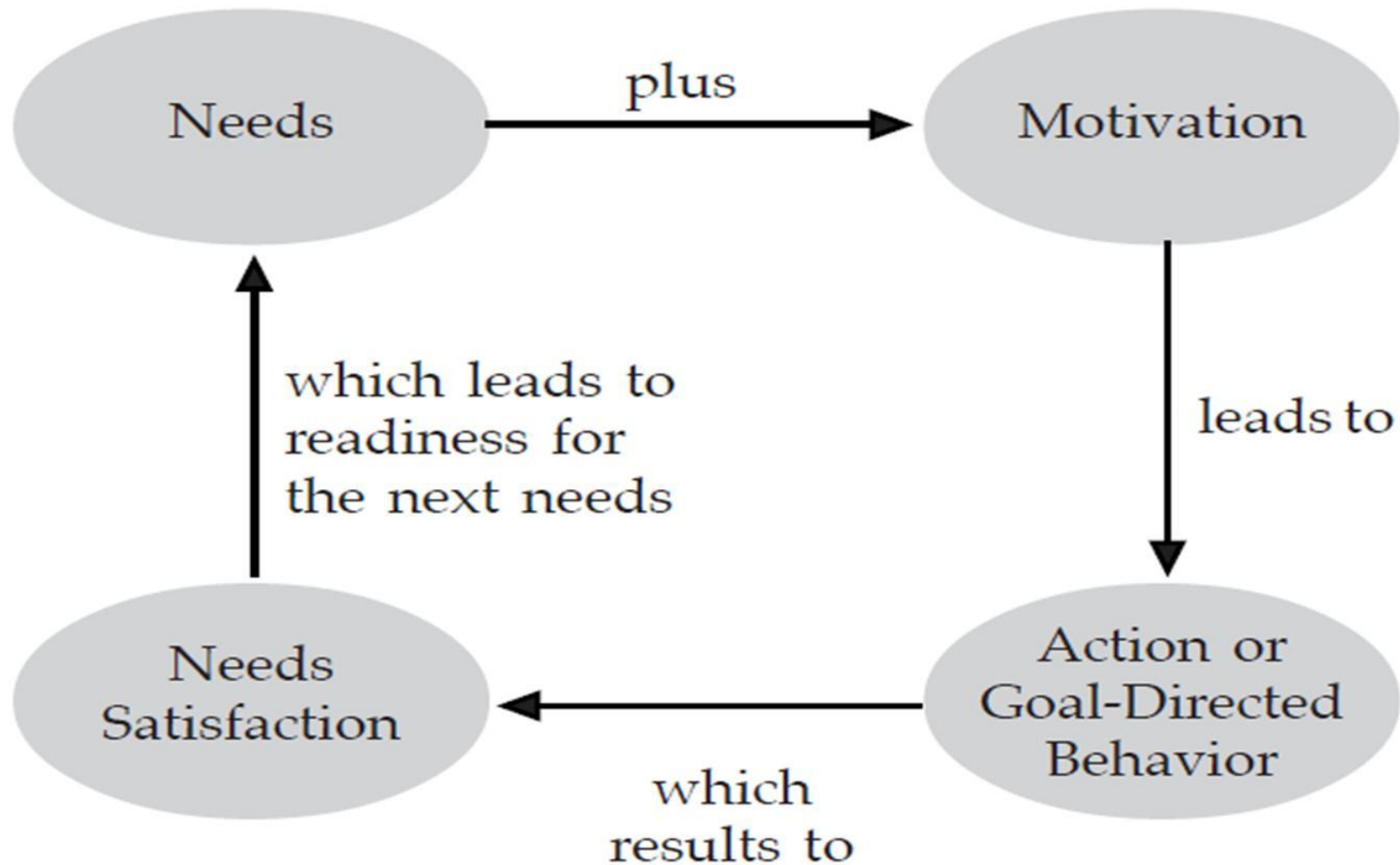


Figure 42. The Process of Motivation

Theories of Motivation

- There are various theories of motivation, but only the four most influential ones will be presented. They consist of the following:
 1. Maslow's needs hierarchy theory;
 2. Herzberg's two-factor theory;
 3. Expectancy theory; and
 4. Goal setting theory.

Maslow's Need Hierarchy Theory

- Abraham Maslow, an eminent psychologist, theorized that human beings have five basic needs which relate to the following: physiological, security, social, esteem, and self-actualization.
- These needs would have to be satisfied in hierarchical fashion, meaning one need will have to be satisfied first before satisfying the other needs.

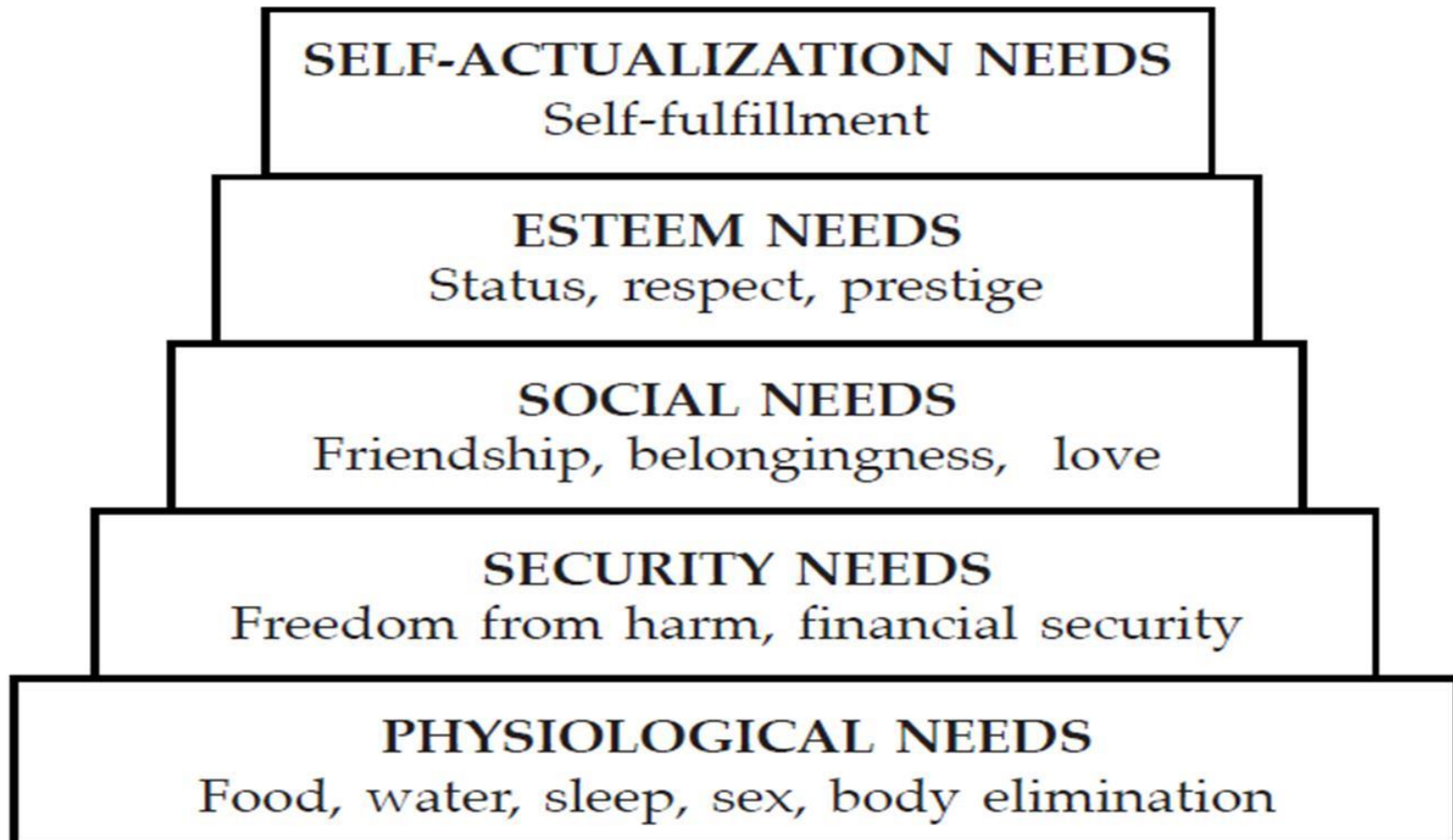


Figure 43. Maslow's Hierarchy of Needs

Physiological Needs

Those that are concerned with biological needs like food, drink, rest, and sex fall under the category of physiological needs.

Security Needs

These needs include freedom from bodily harm and financial security which may be affected by the loss of job, or death of the family's breadwinner, and others.

Social Needs

After satisfying his physiological and security needs, the employee will now strive to secure love, affection, and the need to be accepted by peers.

Esteem Needs

They include the need for a positive self-image and self-respect and the need to be respected by others.

Self-Actualization Needs

Involve the realization of the individual's potential as a human being and becoming someone that he could be.

The Relevance of Maslow's Theory to Management

- Even if Maslow's theory has been largely questioned, one basic premise cannot be discarded: "a fulfilled need no longer motivates an individual."
- If this is the situation the subordinate is in, the manager will be at an advantage if he identifies his subordinate's unfulfilled need and work out a scheme so that the subordinate will be motivated to work in order to satisfy the unfulfilled need.

Herzberg's Two-Factor Theory

- The two-factor theory is one developed by Frederick Herzberg which indicate that a satisfied employee is motivated from within to work harder and that a dissatisfied employee is not self-motivated.
- Herzberg identified two classes of factors associated with employee satisfaction and dissatisfaction.

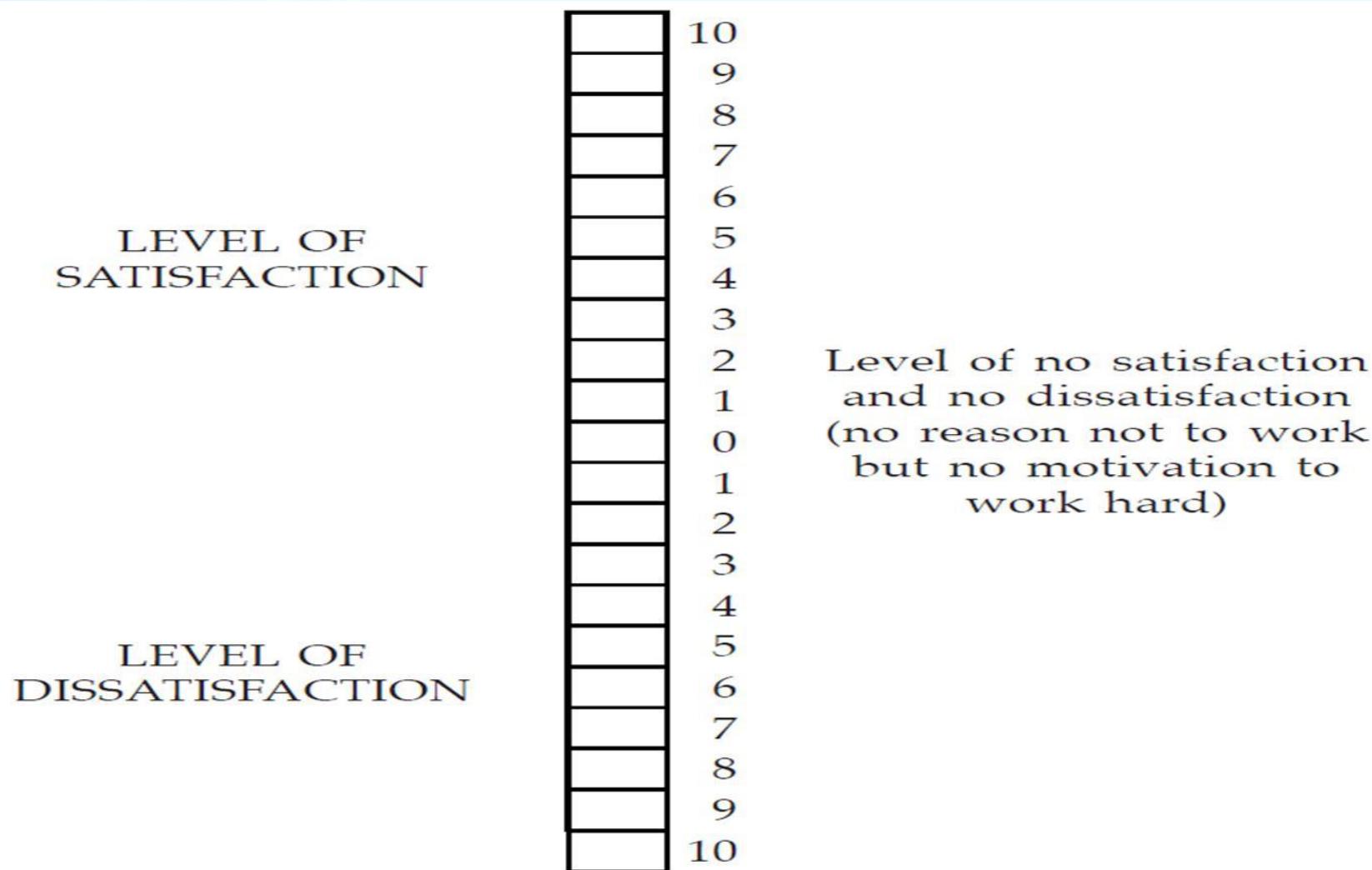


Figure 44. Herzberg's Two-Factor Theory

- Dissatisfied employees consider the following factors (called dissatisfiers or hygiene factors) as responsible for job dissatisfaction:
 - company policy and administration,
 - supervision,
 - relationship with supervisor,
 - work conditions,
 - salary,
 - relationship with peers,
 - personal life,
 - relationship with subordinates,
 - status, and
 - security.

Expectancy Theory

- *Expectancy theory* is a motivation model based on the assumption that an individual will work depending on his perception of the probability of his expectations to happen.
- Valence is the value an individual places on the expected outcomes or rewards.

- Expectancy theory is based on the following assumptions:
 1. A combination of forces within the individual and in the environment determine behavior.
 2. People make decisions about their own behavior and that of organizations.
 3. People have different types of needs, goals, and desires.
 4. People make choices among alternative behaviors based on the extent to which they think a certain behavior will lead to a desired outcome.

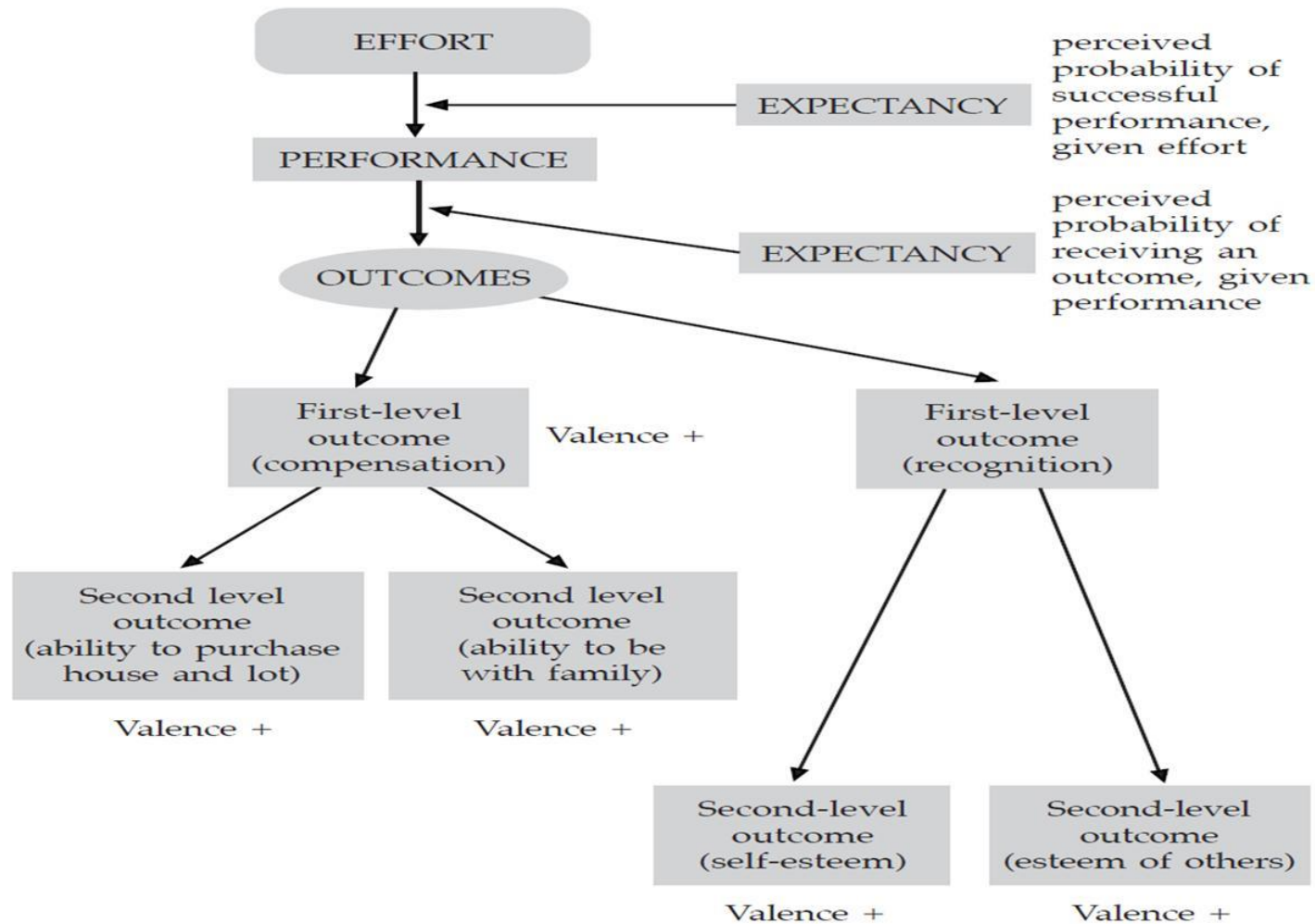


Figure 45. An Expectancy Theory

Goal Setting Theory

- *Goal setting* refers to the process of improving performance with objectives, deadlines, or quality standard.
- The goal setting consists of the following components:
 1. goal content
 2. goal commitment
 3. work behavior
 4. feedback aspects

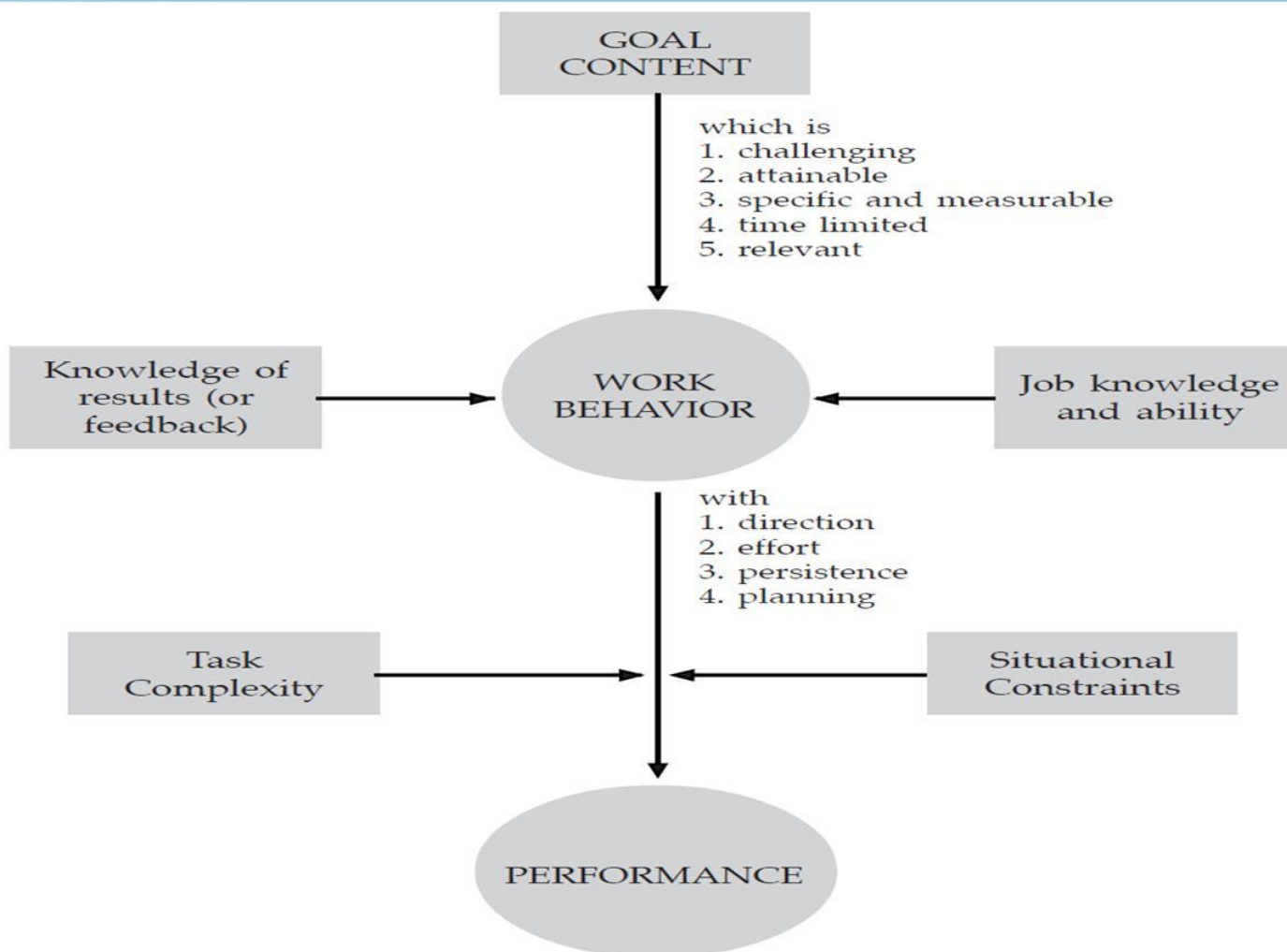


Figure 46. How Goals Motivate and Facilitate Performance

Goal Content. To be sufficient in content, goals must be challenging, attainable, specific and measurable, time limited, and relevant.

Goal Commitment. When individuals or groups are committed to the goals they are supposed to achieve, there is a chance that they will be able to achieve them.

Work Behavior. Goals influence behavior in terms of direction, effort, persistence, and planning

Feedback Aspects. Feedbacks provide the individuals with a way of knowing how far they have gone in achieving objectives.

Techniques of Motivation

1. motivation through job design;
2. motivation through rewards;
3. motivation through employee participation; and
4. other motivation techniques for the diverse work force.

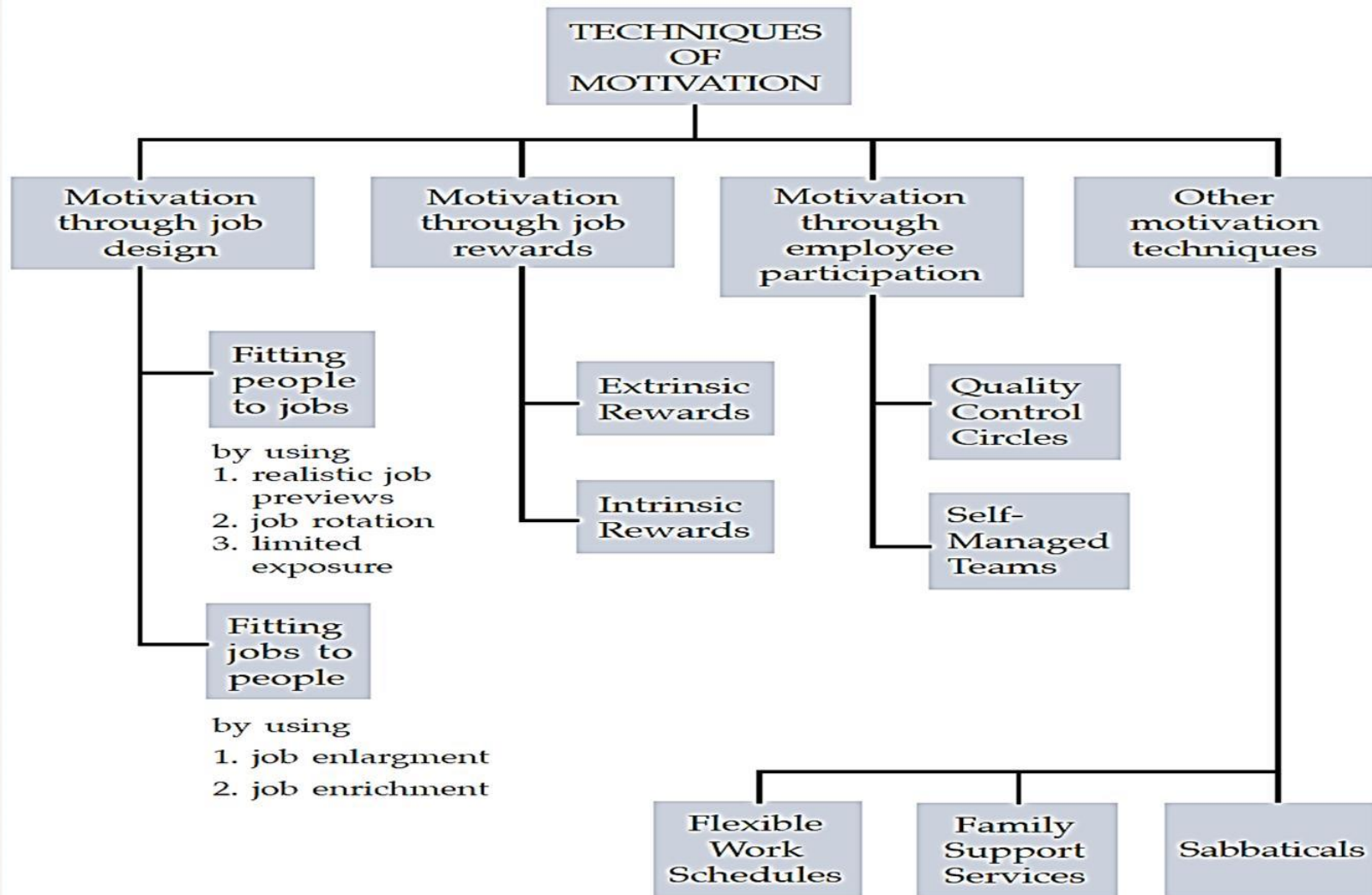


Figure 47. Techniques of Motivation

Motivation Through Job Design

- Job design is concerned with specifying the tasks that constitute a job for an individual or a group.
- In motivating through the use of job design, two approaches may be used:
 - (1) fitting people to jobs, or
 - (2) fitting jobs to people.

Fitting People to Jobs

- Routine and repetitive tasks make workers suffer from chronic dissatisfaction.
- To avoid this, the following remedies may be adapted:
 1. *Realistic job previews* – where management provides honest explanations of what the job actually entails.
 2. *Job rotation* – where people are moved periodically from one specialized job to another.
 3. *Limited exposure* – where a worker's exposure to a highly fragmented and tedious job is limited.

Fitting Jobs to People

- Instead of changing the person, management could consider changing the job.
- This may be achieved with the use of the following:
 1. *Job enlargement* – where two or more specialized tasks in a work flow sequence is combined into a single job.
 2. *Job enrichment* – where efforts are made to make jobs more interesting, challenging, and rewarding.

Motivating Through Rewards

- Rewards consist of material and psychological benefits to employees for performing tasks in the workplace.
- Rewards may be classified into two categories:
 - 1. *Extrinsic rewards.*** Those which refer to payoffs granted to the individual by another party.
 - 2. *Intrinsic reward.*** Those which are internally experienced payoffs and which are self-granted.

Management of Extrinsic Rewards

- To motivate job performance effectively, extrinsic rewards must be managed in line with the following:
 1. it must satisfy individual needs;
 2. the employees must believe effort will lead to reward;
 3. rewards must be equitable; and
 4. rewards must be linked to performance.

Motivation Through Employee Participation

- The specific activities identified where employees may participate are as follows:
 1. setting goals;
 2. making decisions;
 3. solving problems; and
 4. designing and implementing organizational changes.

- The more popular approaches to participation includes the following:
 1. quality control circles; and
 2. self-managed teams

Quality Control Circles

- A method of direct employee participation is the quality control circle (QCC).
- The objective of the QCC is to increase productivity and quality output.

- The circle consists of a group of three to ten employees, usually doing related work, who meet at regular intervals to identify problems and discuss their solutions.
- The circle forwards its recommendations to management, which in turn, makes decisions on its adaption.

Self-Managed Teams

- When workers have reached a certain degree of discipline, they may be ripe for forming self-managed teams.
- Also known as autonomous work groups, or high performance teams, self-managed teams take on traditional managerial tasks as part of their normal work routine.

Requisites to Successful Employee Participation Programs

1. a profit-sharing or gain sharing plan;
2. a long-term employment relationship with good job security;
3. a concerted effort to build and maintain group cohesiveness; and
4. protection of the individual employee's rights.

Other Motivation Techniques

- The advent of theories of individual differences and the biological clock of human beings has challenged managers to adapt other motivation techniques such as:
 1. flexible work schedules;
 2. family support services; and
 3. sabbaticals.

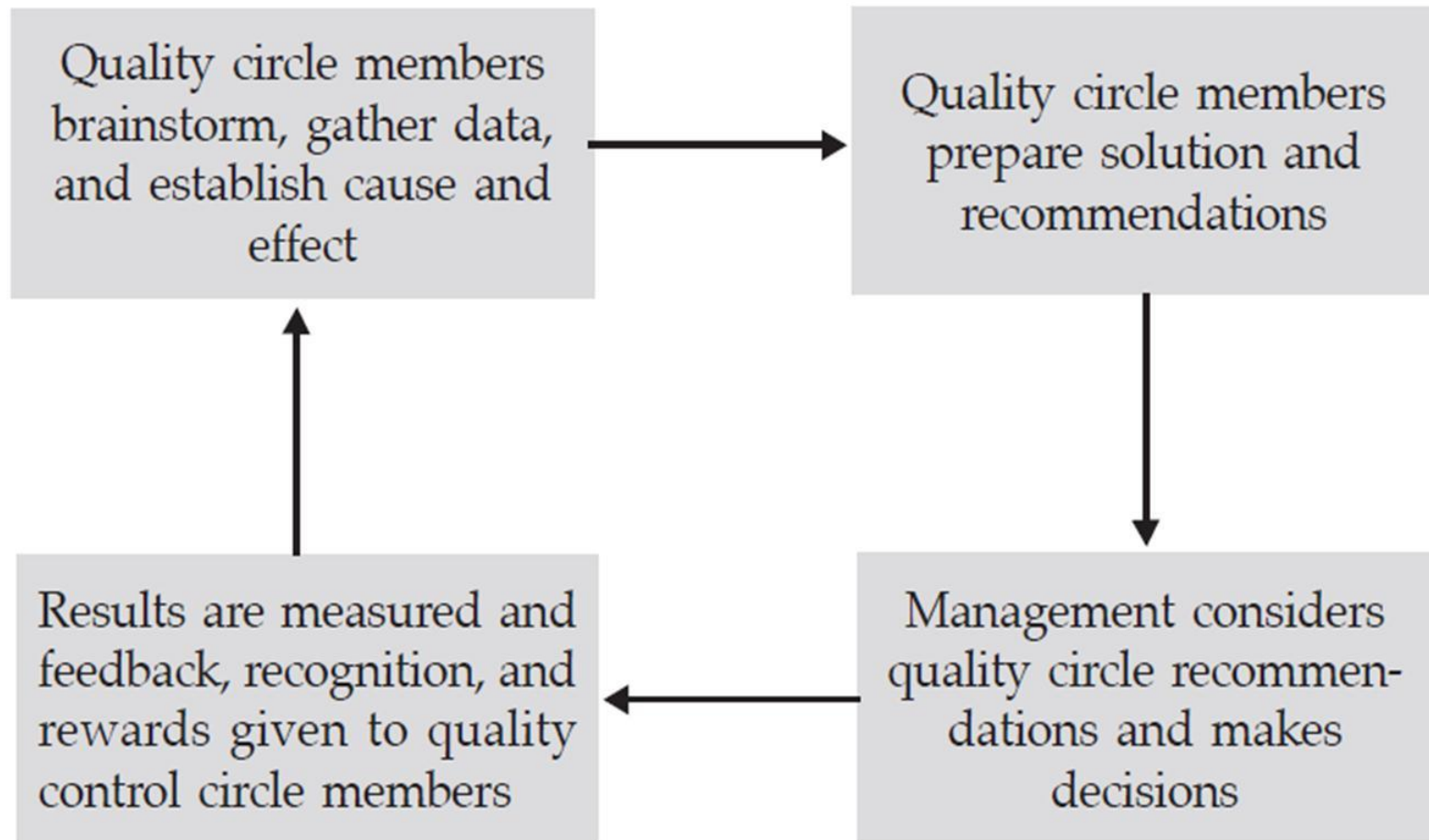


Figure 49. The Quality Control Process

Flexible Work Schedules

- There is an arrangement, called *flextime*, which allows employees to determine their own arrival and departure times within specified limits
- An alternative to the above-mentioned arrangement is the adaption of the forty-hour workweek in four days allowing the employee to choose a “day-off”.

Family Support Services

- Employees are oftentimes burdened by family obligations like caring for children.
- Progressive companies provide day care facilities for children of employees.

Sabbaticals

- A sabbatical leave is one given to an employee after a certain number of years of service.
- The employee is allowed to go on leave for two months to one year with pay to give him time for family, recreation, and travel.