

# Motivation

Chapter 11

# Motivation

- A person's internal drive to act.
- Intrinsic reward – the good feeling you have when you have done a job well
- Extrinsic reward – something given to you by someone else as a recognition for good work; extrinsic rewards include pay increases, praise and promotions. Eg Canadian Tire – Customer for Life

# Frederick Taylor: The Father of Scientific Management

- Scientific Management – studying workers to find the most efficient ways of doing things and then teaching people those techniques. These techniques included time, methods and rules of work. Eg McDonald flipping burgers and shoveling different materials
- Time motion studies – studies of which tasks must be performed to complete a job and the time needed to do each task

# More Frederick

- Principle of Motion Economy – theory developed by Frank and Lillian Gilbreth that every job can be broken down into a series of elementary motions.
- Henry Gantt was one of Frederick's followers.

# Elton Mayo and the Hawthorne Studies

- Tested the degree of lighting associated with optimum production at the Hawthorne plant.
- No matter what they did productivity went up because:
  - Room was a social group
  - Worker planned the experiment
  - Physical conditions did not matter because of the special room
  - [http://psychology.about.com/od/hindex/g/def\\_hawthorn.htm](http://psychology.about.com/od/hindex/g/def_hawthorn.htm)

# Hawthorne Effect

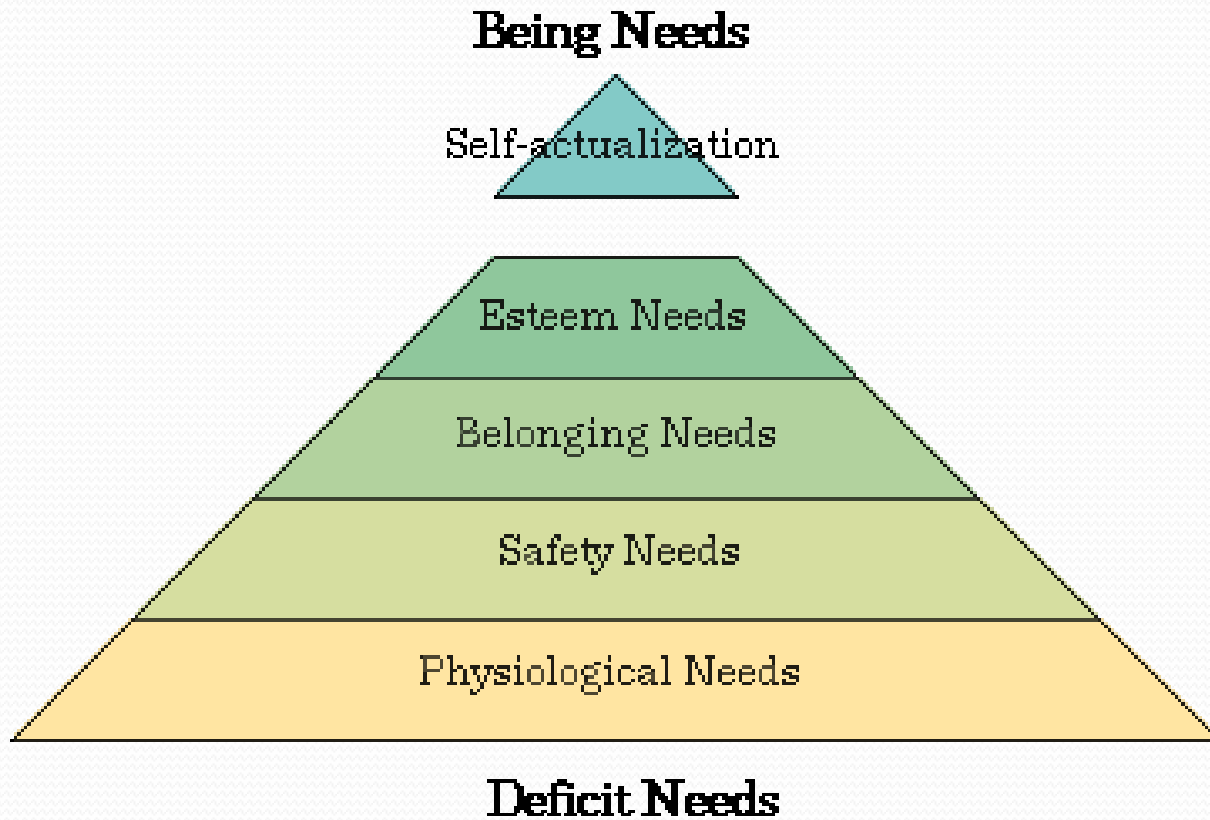
- The tendency for people to behave differently when they know they were being studied.
- Pay was not a major motivator

# Maslow Hierarchy of Needs

- Theory of motivation that places different types of human needs in order of importance, from basic physiological needs to safety, social, and esteem needs to self-actualization needs.

<http://www.youtube.com/watch?v=EHo4OsNuvcw>

# Maslow Hierarchy of Needs





# Frederick Herzberg

- Most important motivating factors:
  1. Sense of achievement
  2. Earned recognition
  3. Interest in the work itself
  4. Opportunity for growth
  5. Opportunity for advancement
  6. Importance of responsibility

# Frederick Herzberg

- 7. Peer and group relationships
- 8. Pay
- 9. Supervisor's fairness
- 10. Company's policy's and rules
- 11. Status
- 12. Job Security
- 13. Supervisor's friendliness
- 14. Working conditions

# Motivators

- In Herzberg's theory of motivating, job factors that cause employees to be productive and that give them satisfaction.
- Hygiene(Maintenance) factors - job factors that can cause dissatisfaction if missing but that do not necessary motivate employees if increased.

# Mars Canada

- Products at cost
- Three weeks of vacation to start
- Wellnes coordinator – one on one fitness training
- Bonus
- Employee engagement programs

# Job Enrichment

- Job enrichment is a motivational strategy that emphasizes motivating the worker through the job itself.
- The five characteristics of work that are important in affecting individual motivation and performance are as follows:
  - Skill Variety
  - Task Identify
  - Task Significance
  - Autonomy
  - Feedback

# Enrichment (continued)

- Job enlargement – a job enrichment strategy that extends the work cycle by adding related tasks to the job description. Eg. Cleaning and maintaining their own plant instead of hiring outside contractors.
- Job rotation- a job enrichment strategy that involves moving employees from one job to another. This helps by having more people trained. The initial cost is greater.

# McGregor's Theory X and Y

- X Theory
  - The average person dislikes work and will avoid it if possible
  - Because of this dislike, workers must be forced, controlled, directed or threatened with punishment to get work done.
  - The average worker prefers to be directed, doesn't like responsibility, has relatively little ambition and wants security.
  - Primary motivators are fear and money
- Managers in this theory are very "busy" watching people, telling them what to do and how to do it.

# Theory Y

- Most people like to work
- Most people work towards goals to which they are committed.
- The depth of a person's commitment to goals depends on the perceived rewards for achieving them.
- Under certain circumstances most people accept responsibility but may also seek responsibility.
- People are creative if given the chance.
- People are motivated by a variety of rewards unique to the worker eg. Time off, money , recognition



# Goal Setting Theory and Management by Objectives

- Goal setting Theory – is based on the idea that setting ambitious but attainable goals can motivate workers and improve performance if the goals are accepted, accompanied by feedback and facilitated by organizational conditions.
- Management by Objectives (MBO) a system of goal setting and implementation that involves a cycle of discussion, review, and evaluation of objectives among top and middle level managers, supervisors and employees.

# Expectancy Theory

- Victor Vroom theory that the amount of effort employees exert on a specific task depends on their expectations of the outcome.
- Reinforcement Theory – is based on the idea that positive and negative re-inforcers motivate a person to behave in certain ways.
- Equity theory – the idea that employees try to maintain equity between inputs and outputs compared to others in similar positions.

# Teamwork

- Create an organizational culture that rewards listening.
- Train supervisors and managers to listen.
- Remove barriers to open communications
- Actively undertake efforts to facilitate communications