

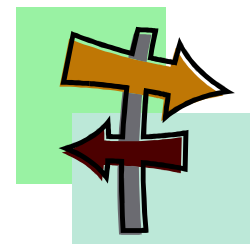


Topic 7

Motivating Individuals and Groups

Session Objectives

- Define motivation and explain its importance to the organisation, teams and individuals
- Explain content and process theories of motivation:
 - Maslow
 - Herzberg
 - McGregor
 - Vroom



Session Objectives

- Explain and identify types of intrinsic and extrinsic reward
- Explain how reward systems can be designed and implemented to motivate teams and individuals.



What is Motivation?

“Internal and external forces and influences that drive an individual to achieving certain goals.”

Difference between High Motivation and High Satisfaction

High Job Satisfaction	High Motivation
High staff loyalty	Work harder
Low staff turnover	Commit less mistakes
Better attendance	Less wastage
Good general morale	Provide ideas
Good working relationships	Satisfaction with job

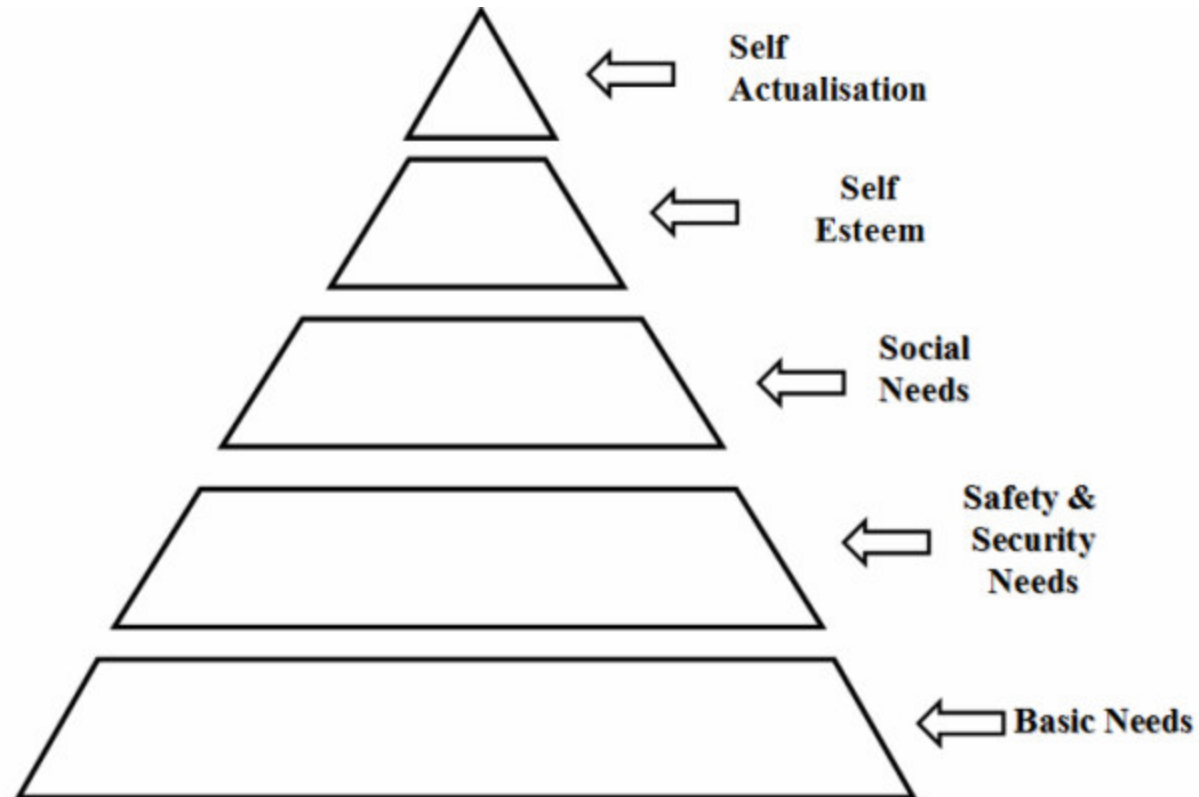
Types of Motivation

- Basic needs (e.g. food, sleep, etc.)
- Personal needs (e.g. respect, self-esteem)
- Social needs (e.g. to be accepted as part of a group)

Theories of Motivation

- Content or Need Theories
 - Maslow's theory
 - Herzberg's theory
- Process Theories
 - McGregor's theory
 - Vroom's Theory

Maslow's Hierarchy of Needs



Maslow's Hierarchy of Needs

- Basic Needs or Physiological Needs:
 - Food, shelter and clothing.
 - *Satisfier: money.*
- Safety & Security Needs
 - Need for protection against unemployment, sickness, unfair treatment etc.
 - *Satisfier: Rules of employment, pension fund, sick fund, employment legislation*

Maslow's Hierarchy of Needs

- Social Needs
 - Need to be part of a group.
 - *Satisfier: Organising work in a work that individual identifies with a group*
- Self Esteem or Ego Needs
 - Need of thinking well of oneself.
 - *Satisfier: Status and promotion for short term satisfaction and building up job itself for more permanent satisfaction*

Maslow's Hierarchy of Needs

- **Self Actualisation or Self-fulfilment**
 - Need to achieve something worthwhile in life
 - *Satisfier: Continuous success*

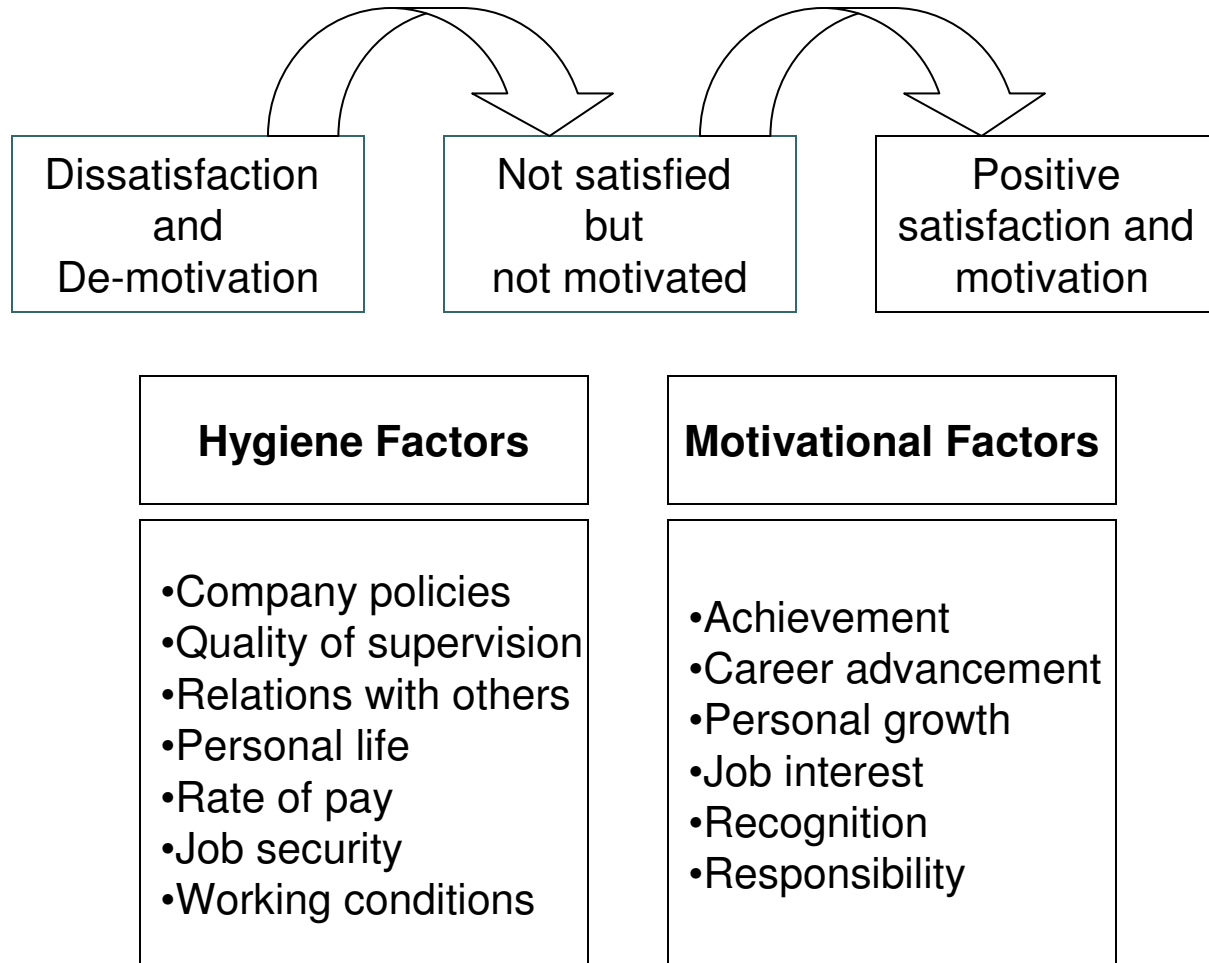
Criticism of Maslow's Theory

- The needs of the individuals may differ
- Individuals may have their own preferences
- Individuals may not necessarily seek to satisfy one need at a time
- Work does not satisfy all needs

Herzberg's Two-Factor Theory

- **Hygiene factors:**
 - Extrinsic factors separate from or external to job itself.
 - Not sufficient to result in positive motivation.
- **Motivators or motivational factors:**
 - Factors not in the environment but in the intrinsic value and satisfaction gained from the job itself.
 - Most are non-financial.

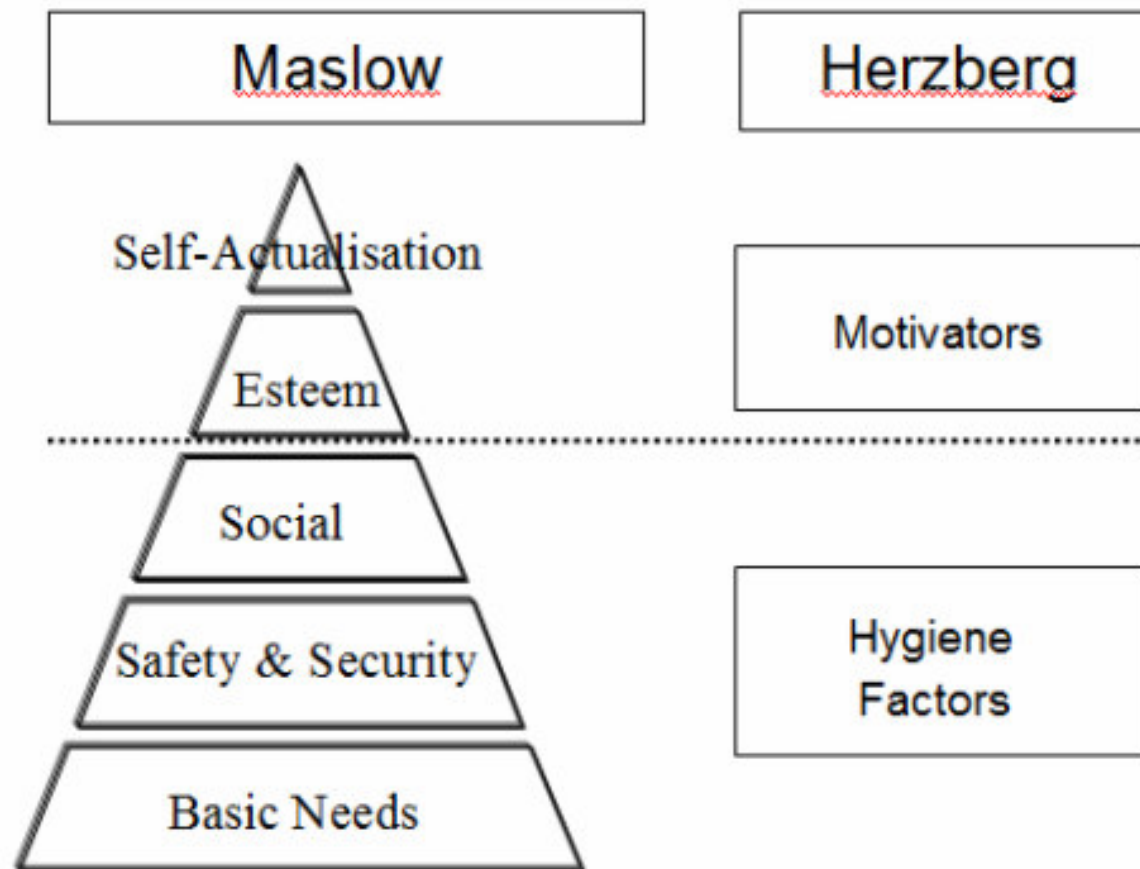
Herzberg's Two-Factor Theory



Improving Job Satisfaction and Motivation: Herzberg

- **Job enrichment or vertical job enlargement**
 - Improve responsibility, challenge and creativity of a job
- **Job enlargement (Horizontal)**
 - An increase in the number of tasks that an employee performs
- **Job Rotation**
 - Used as a means to provide variety and experience for employees

Comparison of Maslow and Herzberg's Theories



McGregor's Theory X/Y

Theory X

- The average person dislikes work and will try to avoid it.
- Most people need to be coerced, controlled, directed, and threatened with punishment to get them to work towards organisational goals.
- The average person **WANTS** to be directed, shuns responsibility, has little ambition, and seeks security above all.

McGregor's Theory X/Y

Theory Y

- Most people do not inherently dislike work; it is seen as natural as recreation and rest.
- People will exercise self-direction and self-control to reach goals to which they are committed.
- Commitment to goals is a function of the rewards available

McGregor's Theory X/Y

Theory Y

- When conditions are favourable, the average person learns not only to accept responsibility, but also to seek it.
- Many people have the capacity to exercise a high degree of creativity and innovation in solving organisation problems.
- The intellectual potential of most individuals is only partially utilised in most organisations.

Implications of the Theory

- **Theory X workers**
 - Authoritarian repressive style with tight control
- **Theory Y workers**
 - Participating, liberating and developmental approach

Vroom's Expectancy Model

- Motivation results only if individuals:
 - Believe in the worth of that goal
 - Believe it is achievable through what they are doing

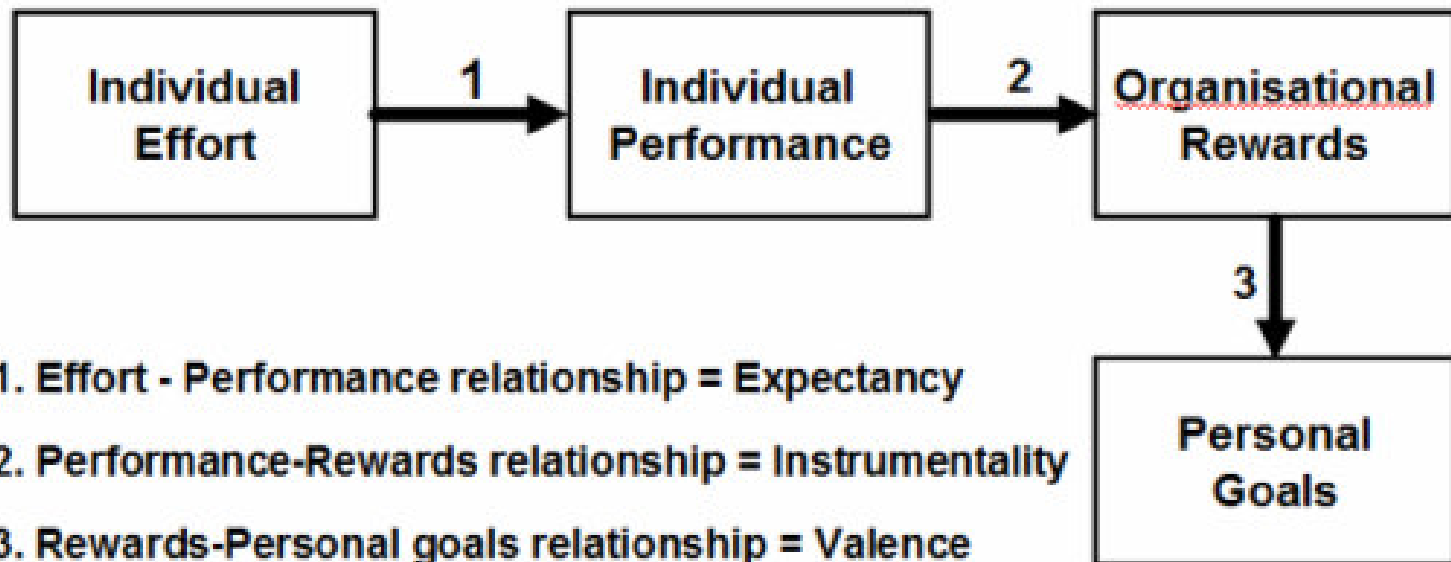
Vroom's Expectancy Model

Vroom's Theory can be stated as:

Force = Valence x Expectancy

- Force = Strength of a person's motivation
- Valence = Strength of an individual's preference for an outcome or degree of attraction or aversion that an individual feels toward a specific object or event.
- Expectancy = Probability of success

Vroom's Expectancy Model



Intrinsic and Extrinsic Rewards

- Extrinsic Rewards are not a part of the job itself
 - Are dependent on decisions of others
 - Example- Herzberg Hygiene factors
- Intrinsic rewards are based on the job performance.
 - Include job design

Reward Systems

- Help attract and retain staff
- Present a company as a socially responsible enterprise
- Motivate employees to work in a desirable manner
- Demonstrate care of employees
- Reward progression and promotion

Incentive Systems

- Performance related pay (PRP)
- Bonus schemes
- Profit sharing

Sample Exam Question

The two categories in which Herzberg divided job factors are:

- A. Monetary and non-monetary
- B. Security and physiological
- C. Hygiene and motivators
- D. Rewards and punishment

Answer

C

According to Herzberg the two sets of factors that impact the behaviour of individuals are hygiene factors and motivators. Hygiene factors are concerned with extrinsic factors while motivators are dependent on intrinsic factors.

Sample Exam Question

According to Victor Vroom theory:

Force = _____ x Expectancy.

- A. Needs
- B. Want
- C. Valence
- D. Opportunity

Answer

- Answer: C

Vroom's Theory of motivation can be stated as:
 $\text{Force} = \text{Valence} \times \text{Expectancy}$.

Force is the strength of a person's motivation, valence is the strength of an individual's preference for an outcome or degree of attraction or aversion that an individual feels toward a specific object or event and expectancy is the probability of success.