

# Lesson 7

3.1. Assess the link between motivational Theory and reward

Objectives - At the end of the lesson students should be able to:

1. Clearly define and explain the occupational definition associated with the term motivation
2. Demonstrate an understanding of theories associated with motivation
3. Site practical examples of any theory actively being practiced in local organisations .

# What is motivation

- According to the websters dictionary motivation is defined as the following
  - : the act or process of giving someone a reason for doing something : the act or process of motivating someone
  - : the condition of being eager to act or work : the condition of being motivated
  - : a force or influence that causes someone to do something

# Goal theory

- Goal theory is founded that all actions of individuals are based upon a goal or some reward that they wish to attain.
- It states that individuals are more motivated to act as the reward becomes more appealing.
- There are hence direct references and implications for employees in an organisation.

The three components of the ideal goal according to the goal theory are :

- Difficulty- individuals usually are more appreciative of tasks that have some degree of difficulty. Completion is more fulfilling.
- Proximity- individuals are likely to give up on a task if they think it is outside their reach. So tasks should appear attainable.
- Specificity – Goals should be clear and understandable to the individual. He must also be able to measure his progress

# Abraham Maslow's "Needs Hierarchy Theory"

**Being Needs**

Self-actualization

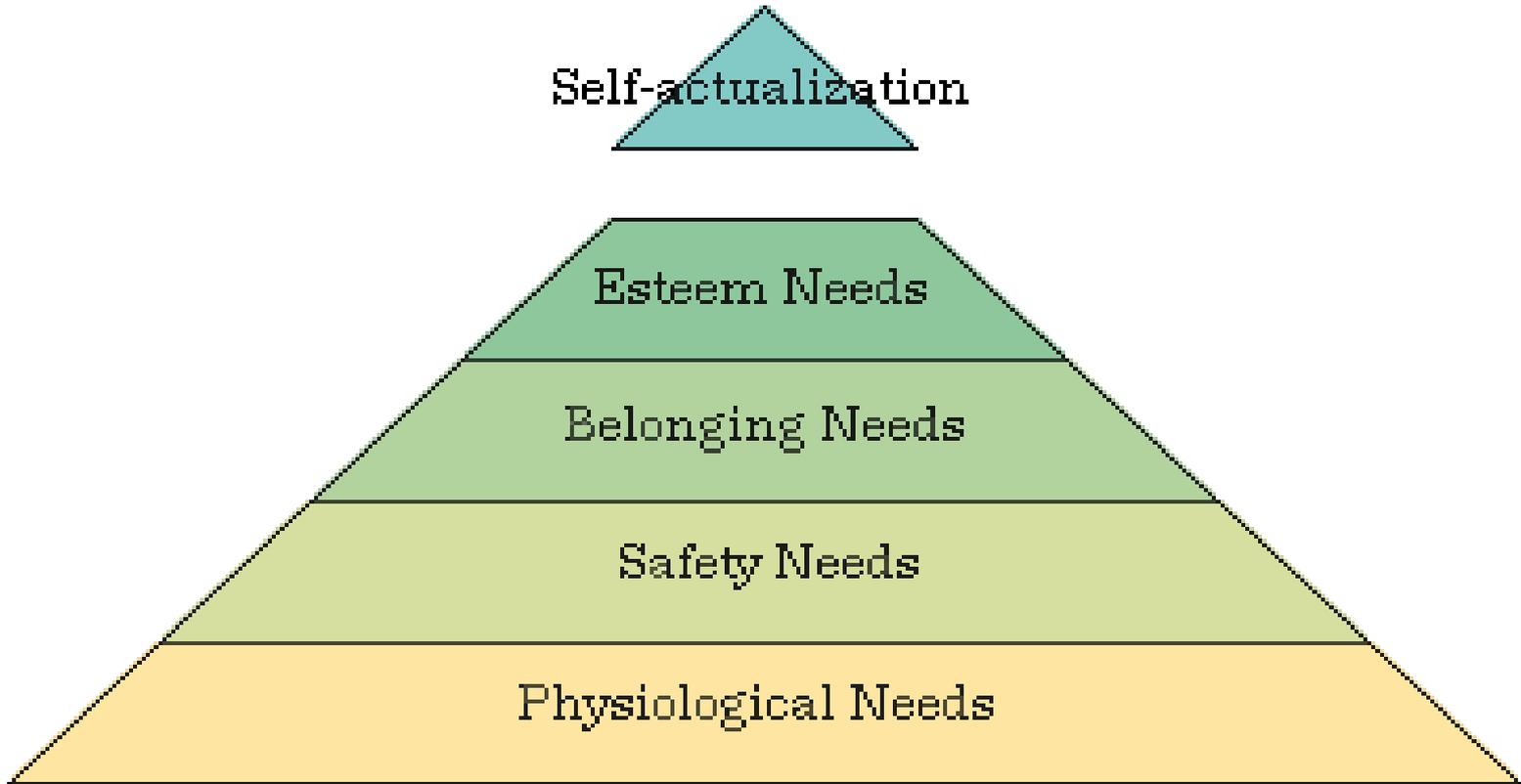
Esteem Needs

Belonging Needs

Safety Needs

Physiological Needs

**Deficit Needs**



- Maslow identifies needs as basic and most important beginning from the base of the pyramid. He states that the more basic the need the more unpleasant the stimulus of not satisfying the need.
- He states that basic human needs must be satisfied before moving to deeper level needs.
- The need for food, water, air, sleep and shelter are the most basic needs. These needs are the physiological needs are vital to survival.
- When each level of needs have been met, human beings' more on to the next stage. The need for love, friendship and intimacy become important at the next stage.
- Individuals then more on to self-esteem and accomplishment.
- Finally there is the need for self-actualization, which is the need to develop to one's full potential.

# Acquired Needs Theory: McClelland

- McClelland's Need Theory, created by psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context.
- [www.boundless.com/management/textbooks/boundless-management-textbook/organizational-behavior-5/employee-needs-and-motivation-46/acquired-needs-theory-mcclelland-238-1041/](http://www.boundless.com/management/textbooks/boundless-management-textbook/organizational-behavior-5/employee-needs-and-motivation-46/acquired-needs-theory-mcclelland-238-1041/)

Also known as the three needs theory because it focuses on three dominant motivators

## 1) Achievement

- These are individuals who are motivated by the need to set and complete challenging goals. They are likely to be the individuals to take calculated risks and are usually spurred on when regular feedback is provided on their performances. The individuals however, do not work well in groups and are likely to do better in a setting where they are assigned individual work tasks.

# Affiliation

- Individuals possessing these traits are those who prefer social work settings. They perform best in group work environments as they possess a strong desire to be like and will easily follow the rest of the group in an activity. Their work strategy is largely based on collaboration rather than competition. They will shun situations of risk or uncertainty.

- Power

- These are individuals who have an innate sense of being in control. They desire to influence and dominate others. They have a low tolerance for losing and are usually very competitive. Finally they enjoy the attention of recognition, status and praise.

# Fredrick Taylor -Scientific Management Theory

- Scientific management Theory is a method by which engineering strategies are use to avoid waste, improve production methods and enhance the fair distribution of goods.
- Taylor's Theory has four basic principles:

- 1. continuously gathering evaluating and formulating existing strategies into rules and laws which aid work processes.
- 2. Utilizing scientific approach with regards to the selection and training of workers
- 3. Empowering workers with the scientific approaches developed to aid in task completion.
- 4. Bringing managers and their workers together where management applies scientific techniques to their planning and workers perform the tasks with respect to the plans.

- Taylor applied scientific approaches to the study of management he included in his research MOTION STUDIES.
- This is a method where he studies the different motions performed in carrying out an activity. He then examines the motions in detail assessing in what ways the task being performed can be simplified.

# Frederick Herzberg's motivation and hygiene factors

- He was the first to discover that the satisfaction and dissatisfaction of work came from different factors.
- It formerly believed that the factors associated with satisfaction and dissatisfaction were simply opposite factors.

His theory was also referred to as the two factor theory.

## 1. Hygiene Factors

- He states that although hygiene factors do not cause motivation of employees their absence will result in demotivation.
- Eg. Clean toilets, sanitary utensils, clean office floors, reasonable pay, proper filing systems etc.

## 2. Motivational factors

- He states that although motivation factors will not necessarily lower motivation, they are often responsible for increasing worker motivation. These are activities from possible job promotions to job recognition sometime even the rewarding nature of the task to be performed can be motivating.
- Nb. This theory draws parallel to Maslow's needs hierarchy.

