UNIT 12 ORGANISATIONAL BEHAVIOUR

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LEARNING OUTCOME 1 RECAP

GIVE A POSITIVE AND NEGATIVE EXAMPLE OF HOW ORGANISATIONAL CULTURE CAN SHAPE INDIVIDUAL OR TEAM BEHAVIOUR.

GIVE A POSITIVE AND NEGATIVE EXAMPLE OF HOW POWER IN THE WORKPLACE CAN INFLUENCE INDIVIDUAL OR TEAM BEHAVIOUR.

GIVE A POSITIVE AND NEGATIVE EXAMPLE OF HOW OFFICE POLITICS CAN INFLUENCE INDIVIDUAL OR TEAM BEHAVIOUR.

ASSESSMENT CRITERIA

- LO2 Evaluate how to motivate individuals and teams to achieve a goal.

- P2. Evaluate how content and process theories of motivation and motivational techniques enable effective achievement of goals in an organisational context.

WHAT IS MOTIVATION?

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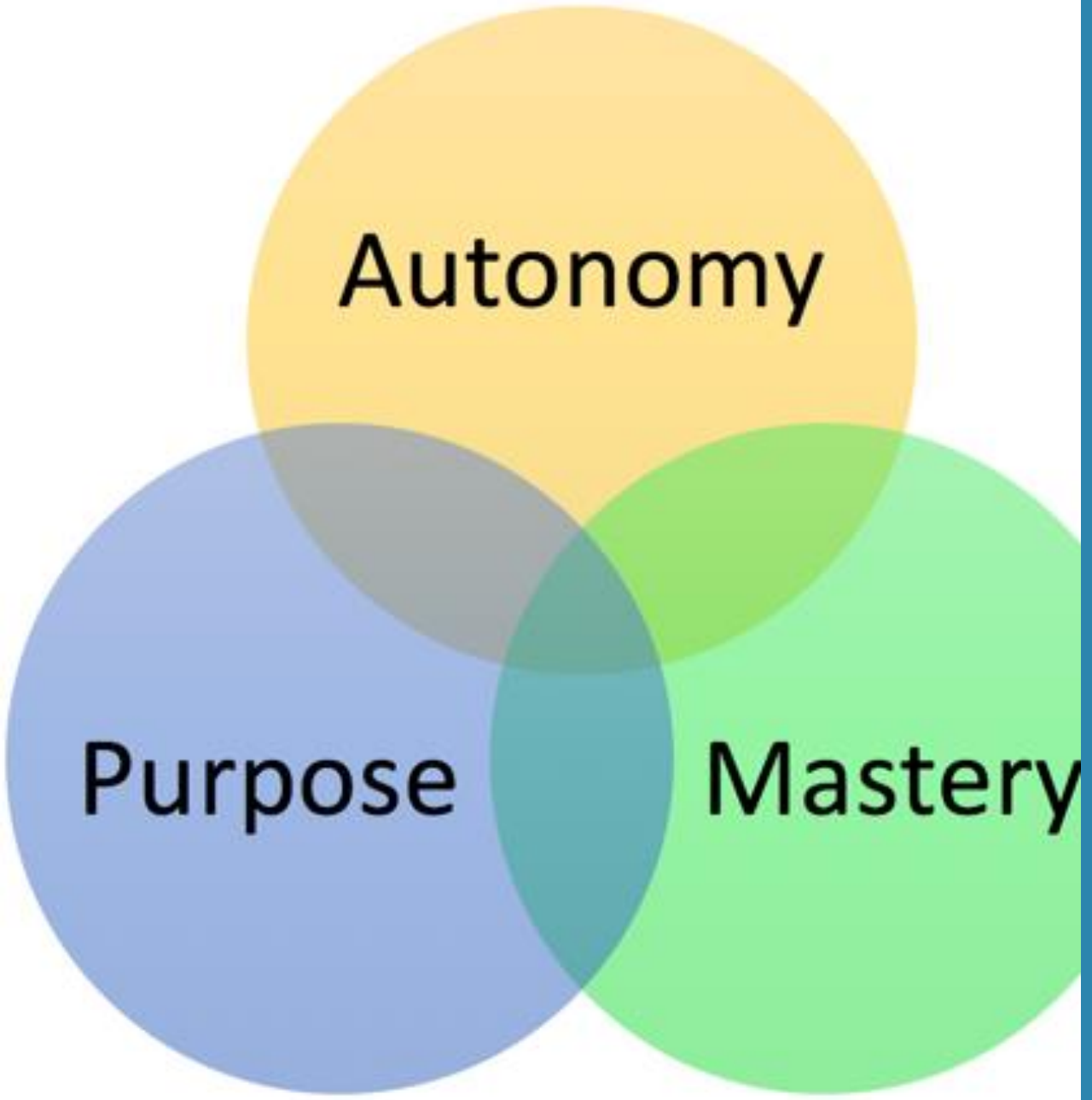
MOTIVATION

- Motivation encompasses the willingness, intensity, persistence, effort and direction a person or group of persons take toward achieving a common goal.

- In business, motivation includes all the factors that encourage to continuously and interestingly strive to achieve given roles or tasks.

- Motivation can either be INTRINSIC or EXTRINSIC.

(Usher and Kober, 2012)

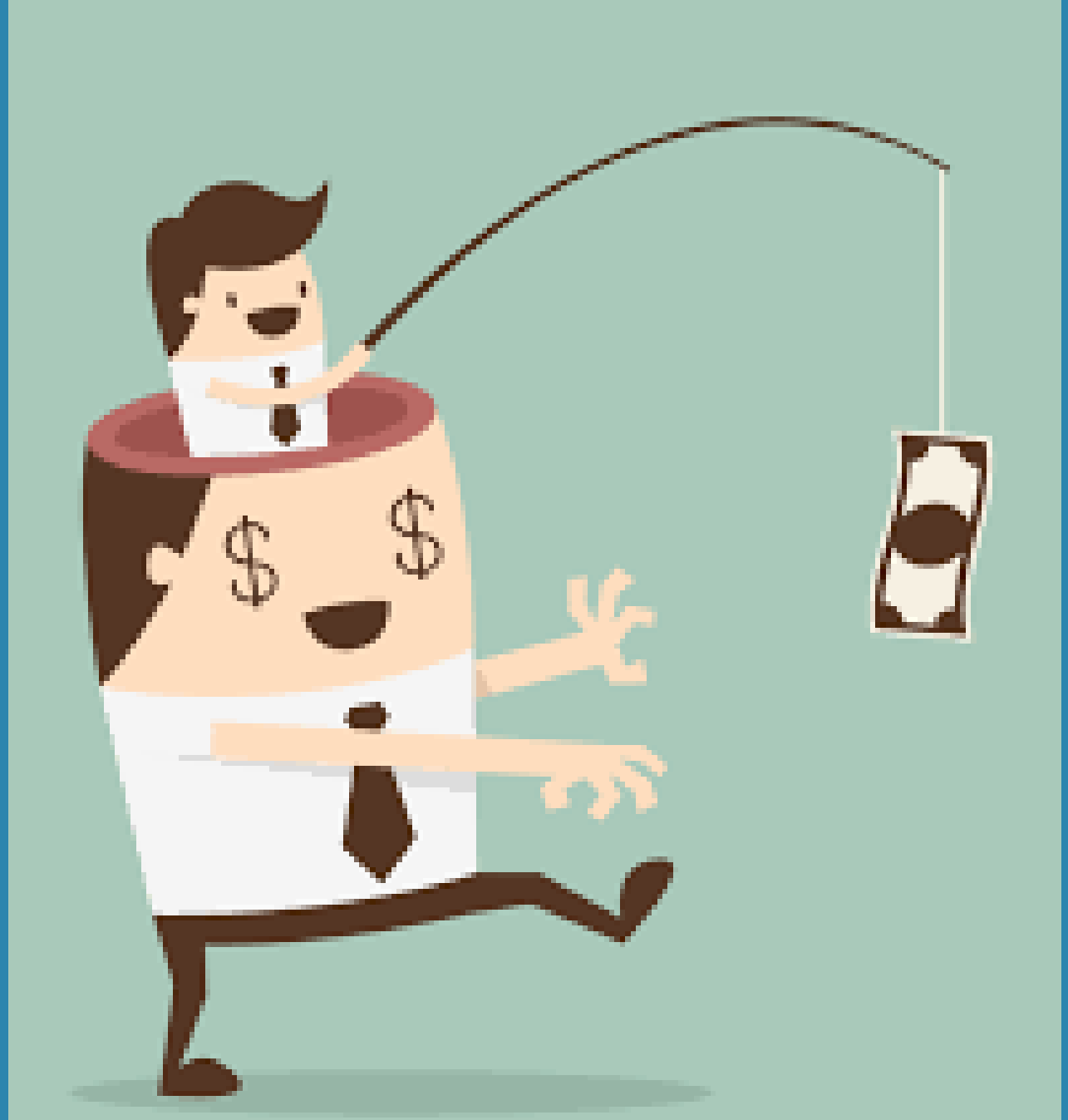


WHAT IS INSTRINSIC MOTIVATION?

INSTRINSIC MOTIVATION

- Intrinsic motivation sprouts from within a person, through:
- Self-appreciation,
- A sense of achievement
- Independence
- Responsibility
- Empowerment
- Challenge
- Enjoyment

(Nnabuife, 2009).



WHAT IS EXTRINSIC MOTIVATION?

EXTRINSIC MOTIVATION

- Extrinsic motivation are external factors that motivates a person. Namely:
- Compensation
- Awards
- Recognition
- Benefits
- Bonuses
- Promotional advancements

(Nnabuife, 2009).

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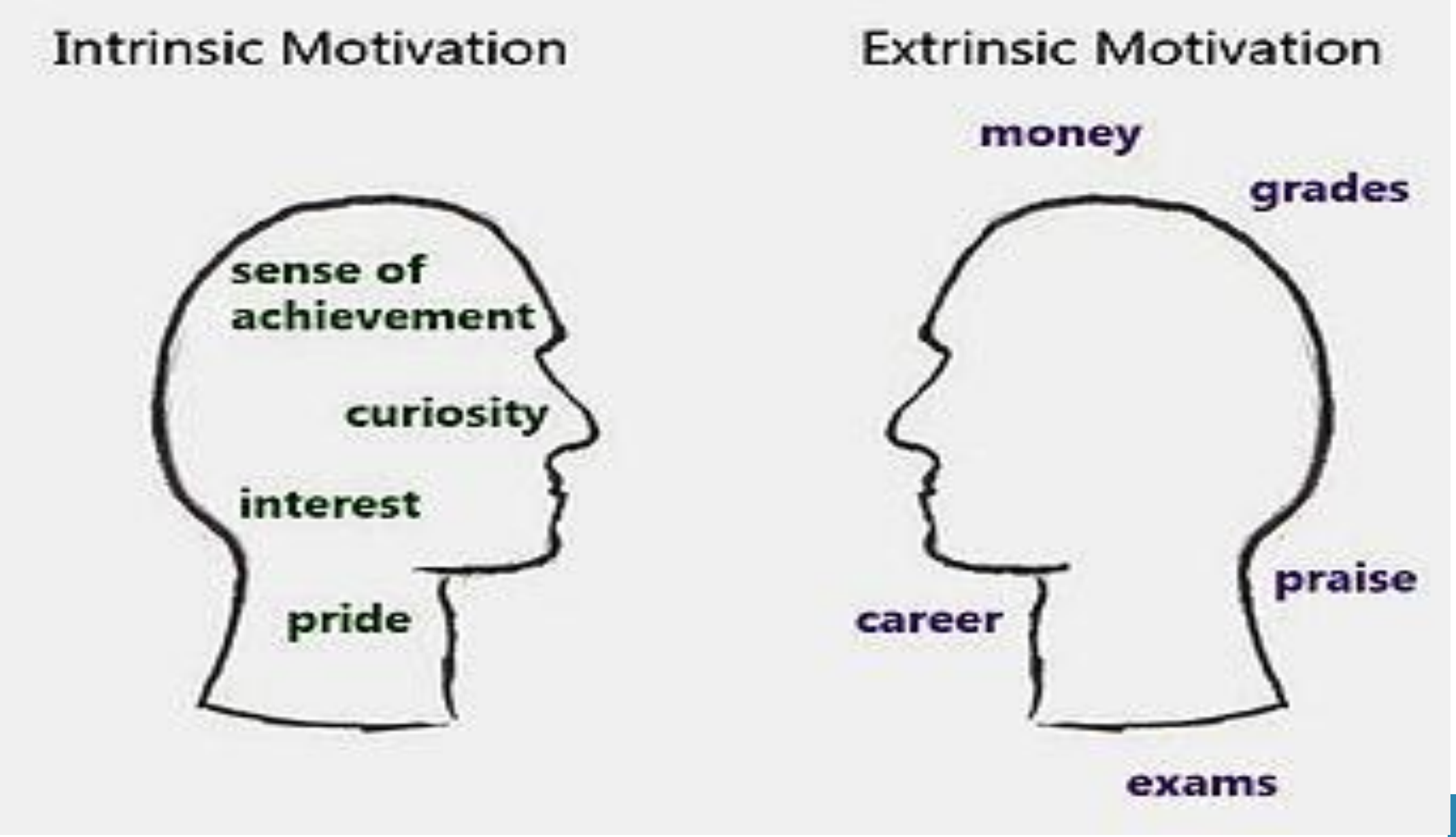
INSTRINSIC AND EXTRINSIC MOTIVATION



THERE ARE TWO SETS OF THEORIES USED TO DETERMINE BEHAVIOUR

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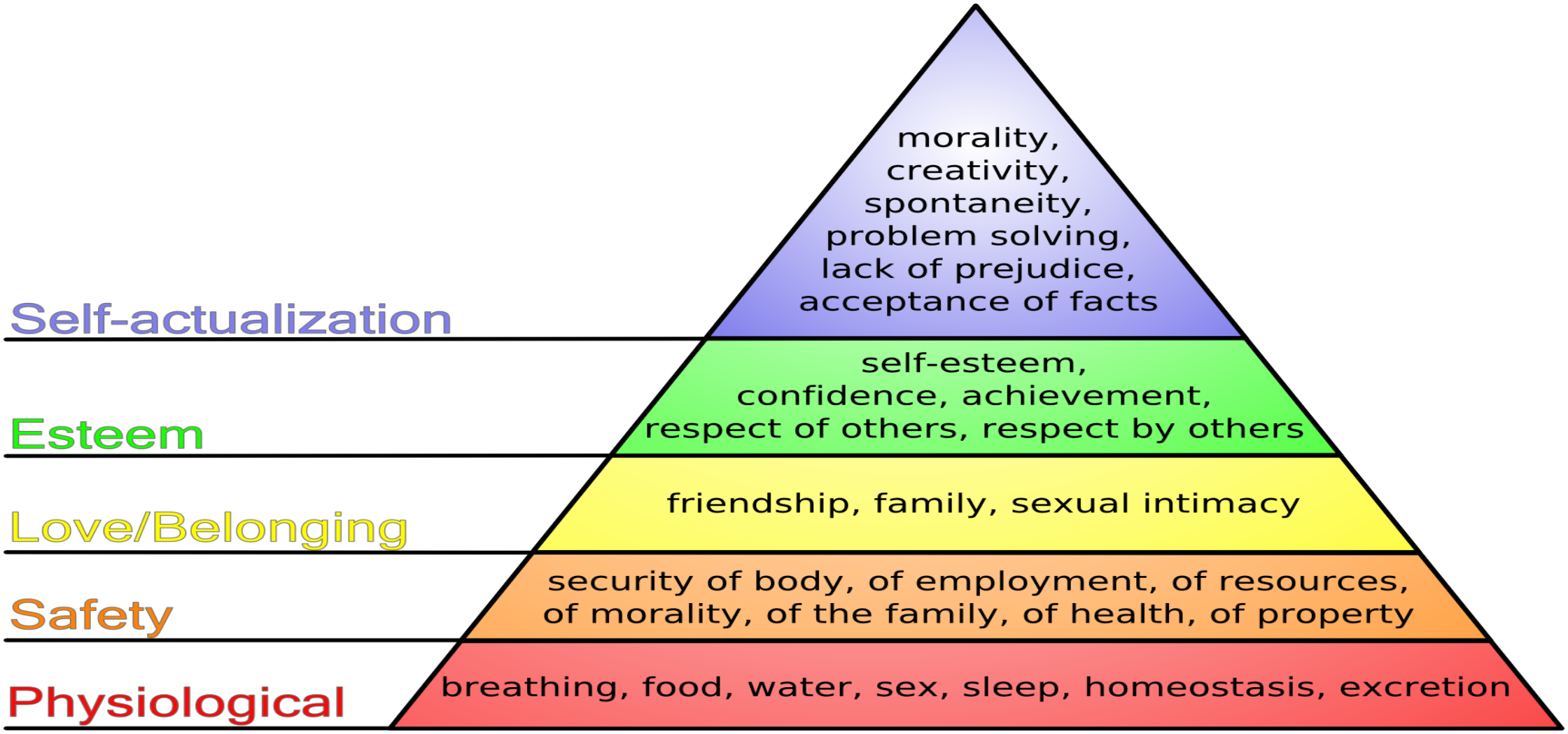
- CONTENT THEORIES
- PROCESS THEORIES

CONTENT THEORIES OF MOTIVATION

- Maslow's Hierarchy of Needs
- Herzberg's Two-Factor Hygiene Theory
- Aldefer's ERG Theory
- McClelland's Achievement Motivation

MASLOW'S HIERACHY OF NEEDS



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IMPLICATIONS OF MASLOW'S THEORY

Maslow's hierarchy of needs has great implications for the practice of effective business. The hierarchy suggests that people cannot reach the level of self-actualization if they do not have basic needs met.

The theory suggests that if basic needs are met, employees will be motivated to work, and the negative will occur if needs are not met.

Motivation through Challenges

Motivation through Curiosity

Motivation through Control

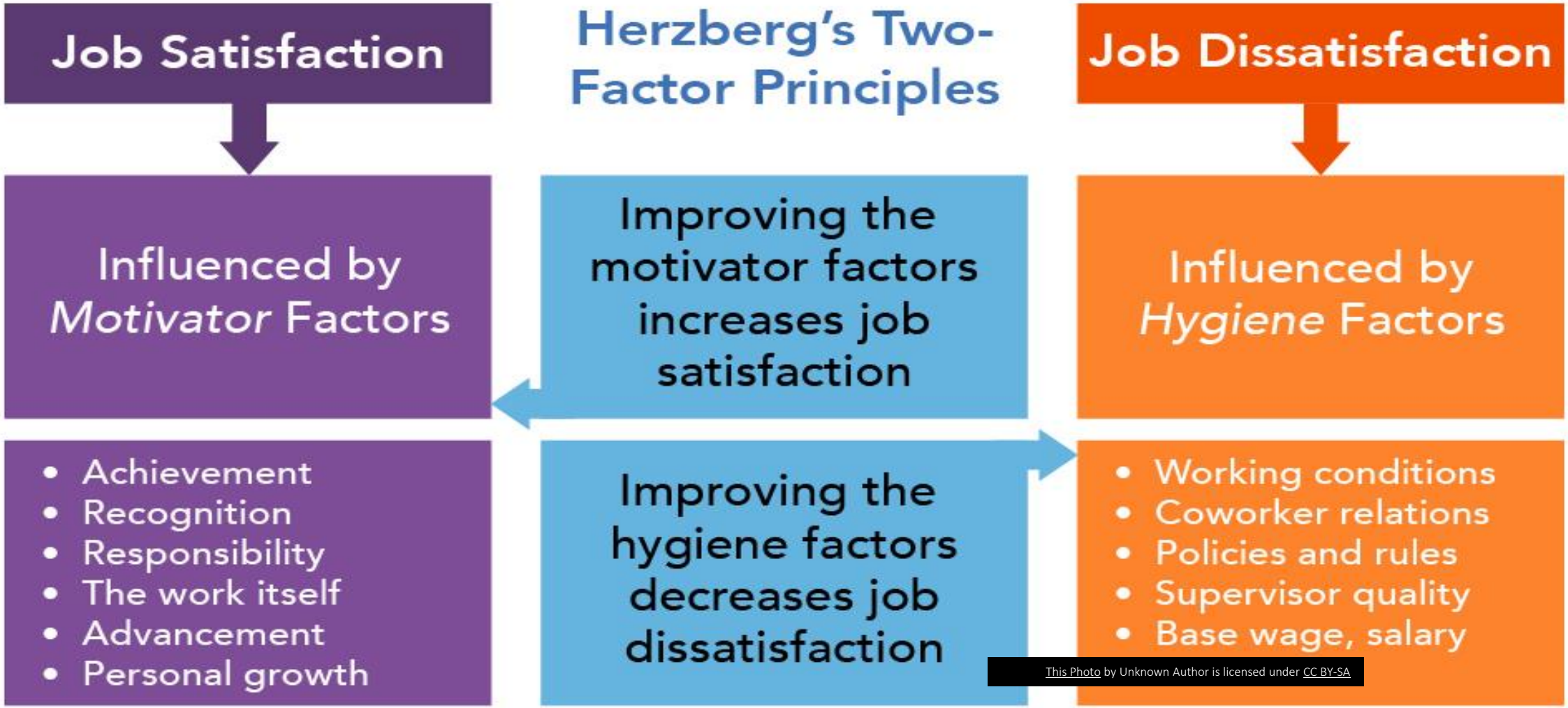
Motivation through Fantasy

Motivation through Competition

Motivation through Cooperation

Motivation through Recognition. (David, 2014).

HERZBERG'S TWO-FACTOR HYGIENE THEORY



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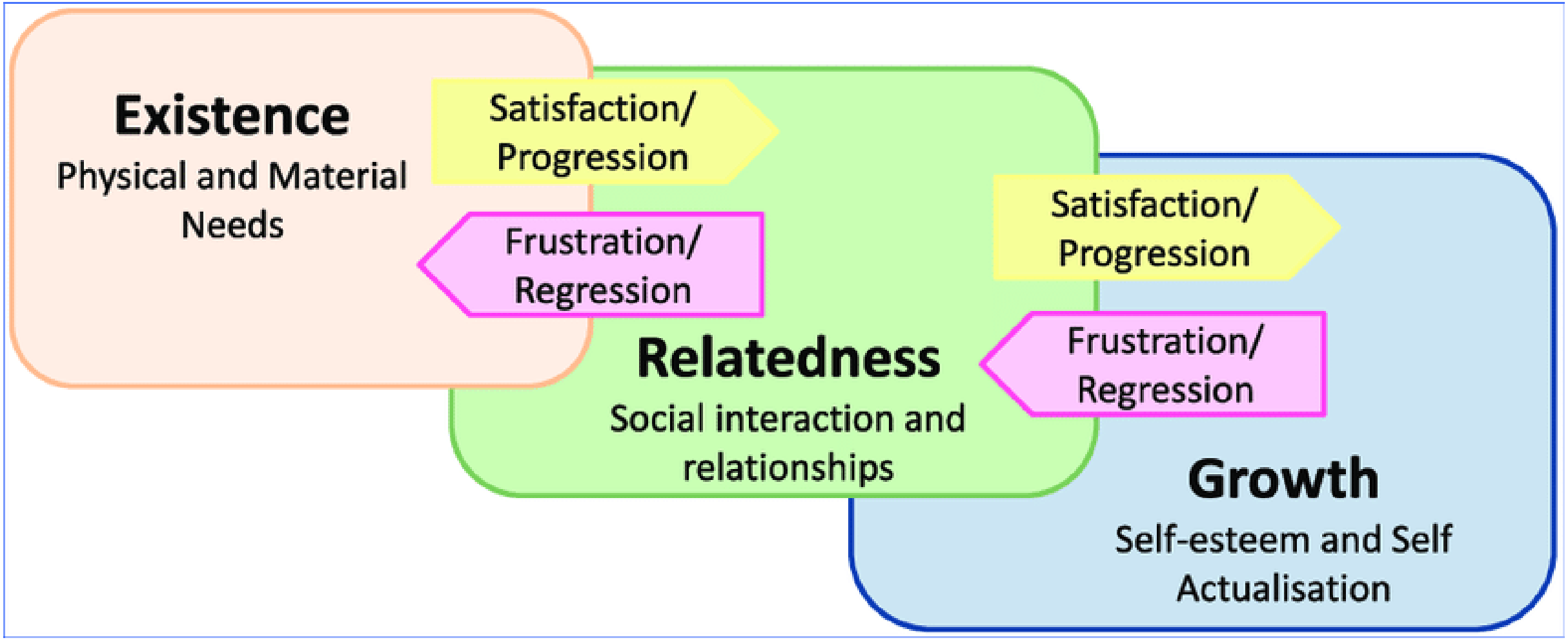
IMPLICATIONS OF HERZBERG'S TWO-FACTOR HYGIENE THEORY

- In order to eliminate hygiene factors (dissatisfaction) Herzberg proposed:

- Fixing poor and obstructive company policies.
- Providing effective, supportive and non-intrusive supervision.
- Creating and supporting a culture of respect and dignity for all team members.
- Ensuring that wages are competitive.
- Build job status by providing meaningful work for all positions.
- Provide job security. (Riley, 2005).

ALDEFER'S ERG THEORY



IMPLICATIONS OF ALDEFER'S ERG THEORY

- Managers must understand that an employee has various needs that must be satisfied at the same time.
- According to the ERG theory, if the manager concentrates solely on one need at a time, this will not effectively motivate the employee
- Can be used by managers for companies with financial constraints by providing other incentives to motivate employees.
- For example, providing the employee with more opportunities to learn, via school, expert training, one on one mentorship, etc.

(Mehta and Kumar, 2016)

MCCLELLAND'S ACHIEVEMENT MOTIVATION

IMPLICATIONS OF MCCLELLAND'S ACHIEVEMENT MOTIVATION

Give Challenging tasks to employees who fall under the Need for Achievement category.

- If employees are given job roles based on their needs, it will:
- Reduce excuses
- Increase satisfaction

This theory if not used correctly can however:

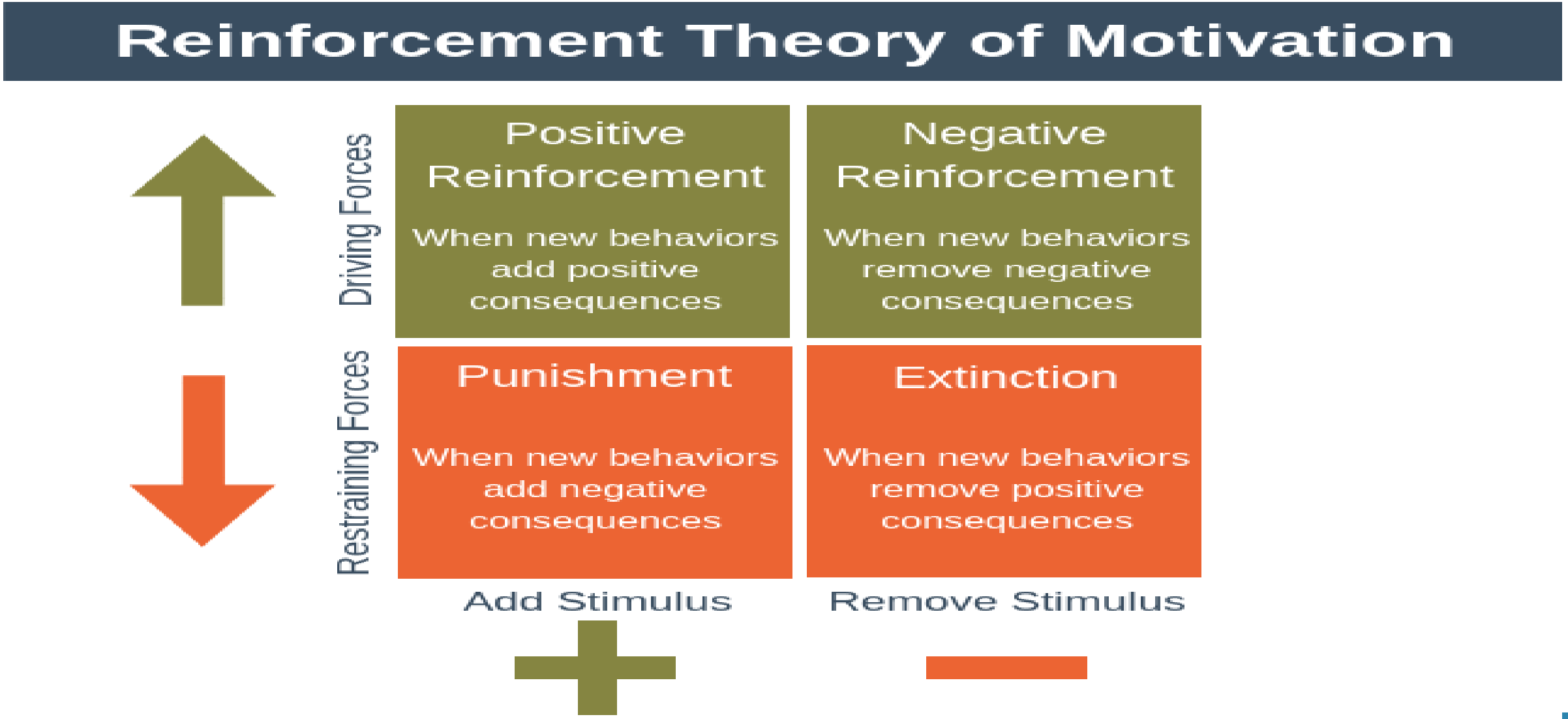
- Create stereotypes
- Create conflict

- McCelland's Theory does not take into consideration basic needs and categorizing employees based on needs can be time consuming as it is difficult to decipher the deep needs of employees.

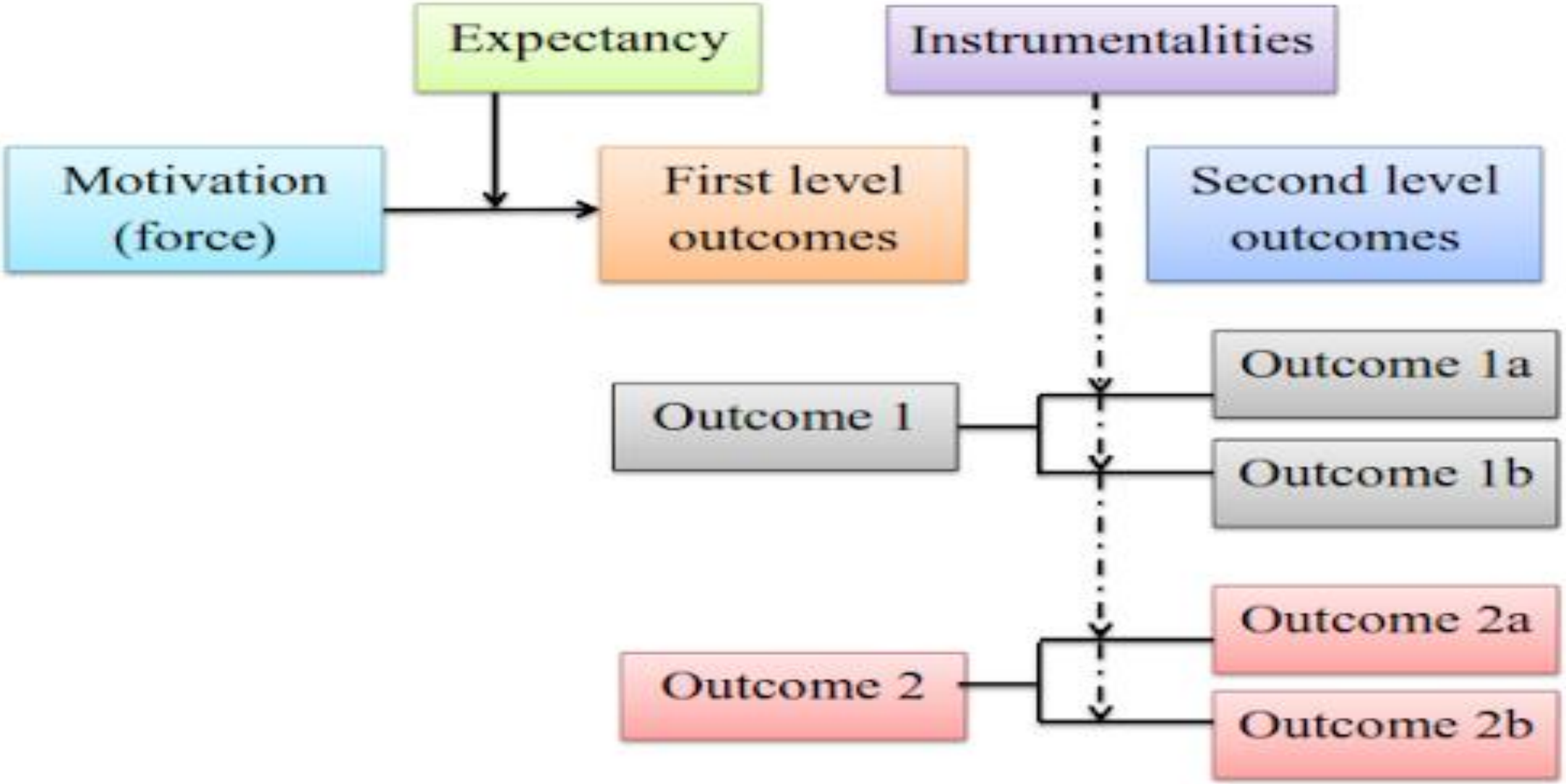
PROCESS THEORIES OF MOTIVATION

- Skinner’s Reinforcement Theory
- Victor Vroom’s Expectancy Theory
- Adam’s Equity Theory
- Locke’s Goal setting Theory

SKINNER'S REINFORCEMENT THEORY



VICTOR VROOM'S EXPECTANCY THEORY



IMPLICATIONS OF VROOM'S EXPECTANCY THEORY

- The implication of Vroom's expectancy theory is that people change their level of effort according to the value they place on bonuses received and on their perception of the strength of the links between effort and outcome.

(Vroom, 1964)

ADAM'S EQUITY THEORY

IMPLICATIONS OF ADAM'S EQUITY THEORY

- The implication with Adam's Equity Theory is that people measure the totals of their inputs and outcomes.
- People also have different input and outcome levels.

- For example,
- A working mother may accept lower monetary compensation in return for flexible working hours.

- Different employees ascribe personal values to inputs and outcomes.

LOCKE'S GOAL SETTING THEORY

IMPLICATIONS OF LOCKE'S GOAL SETTING THEORY

- To be effective, goals must have:
- Clarity
- Challenge
- Commitment
- Feedback
- Task Complexity.

(Richards, n.d. and Wroblewski, 2018).

Conclusion

There are various motivational theories that business managers use to motivate employees. These can be effective if applied suitably to the type and culture of an organisation. Most organisations implement a mix of several theories to motivate employees who have different needs and motivational triggers.

- For P2, find and review several articles on content and process theories of motivation and motivational techniques. You will present your findings and discuss how these factors will enable effective achievement of goals in Ryde South Florida. You will do this activity in-class.

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