



# Organizational Behaviour

Motivational Theories- Learning Outcome 2

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# Motivation Continued



- ▶ There is a high correlation with motivation with behaviours demonstrated by the employee whether positive or negative.
- ▶ Positives
  - High Quality of work
  - Good customer service
  - High level of integration in the organization's culture
- Negatives
  - Absenteeism'
  - Counterproductive behaviours

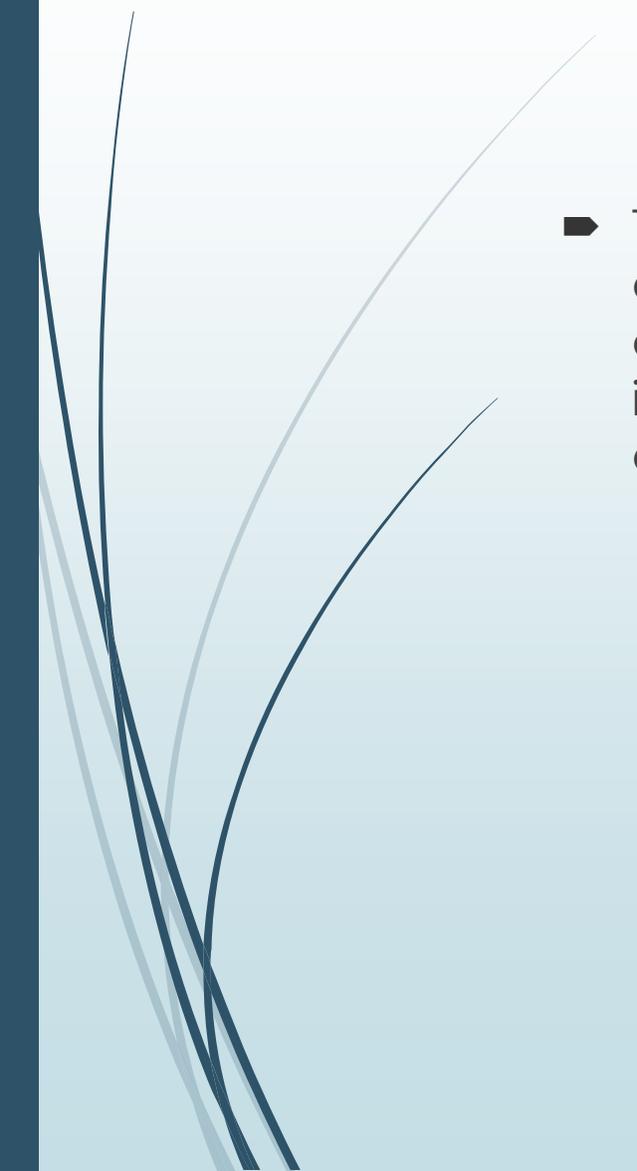


# Motivation- Recap (learning outcome 2)

- Motivation refers to the factors that are internal or external to a person that serves to energize, direct and maintain behaviour even though this behaviour may not ultimately result in a specific type of behaviour from the employee. (Draft and Noe 2001)



# Extrinsic Motivation

- ▶ This means that the individual's motivational stimuli are external to the employee. This means that the drive and energy that we feel towards organizational goals are coming from external stimuli. Performing the task itself is rewarding for the individual even though the drive is coming from external forces.
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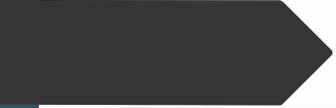


# The extrinsic Motivation

- ▶ Due to the externality of this type of reward system. Employees may be driven by any one or a combination of the following:-

## Extrinsic Rewards

- Employee of the month award
- Benefits package
- Bonuses
- Organized activities
- Employee may be recommended for promotion etc.



# Intrinsic Motivation

- ▶ This is motivation that stems from within. This is an Individual's desire or goal to do a specific job or task because this falls in alignment with the belief system for the individual. In other words, this means that intrinsic motivation gives persons a pleasant feeling for doing a good job (Draft and Noe, 2001).

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# Intrinsic Motivation

- ▶ Intrinsic Motivation is linked to the following:-
- ▶ Acceptance: We all need to feel that we, as well as our decisions, are accepted by our co-workers.
- ▶ Curiosity: We all have the desire to be in the know.
- ▶ Honour: We all need to respect the rules and to be ethical.
- ▶ Independence: We all need to feel we are unique.
- ▶ Order: We all need to be organized.
- ▶ Power: We all have the desire to be able to have influence.
- ▶ Social contact: We all need to have some social interactions.
- ▶ Social Status: We all have the desire to feel important.
- ▶ <https://www.leadership-central.com/types-of-motivation.html>. 2018. *Types of Motivation*. [ONLINE] Available at: <https://www.leadership-central.com/types-of-motivation.html>. [Accessed 7 October 2018].



# Motivation- Organizational Context

- ▶ There is a high correlation between motivation and high levels of performance within an organizational setting. Motivation is therefore linked to organizational performance and profits (Draft and Noe 2001). It is important to note that managers themselves can use motivation to drive organizational performance as this results in happy and productive workers.
- ▶ Workers are motivated by factors such as the balance that they receive as a result of the job that they perform and family.
- ▶ The potential to grow within the organization.

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# Maslows Hierarchy of Needs

- ▶ People are motivated by a system of needs that allow persons to feel motivated or de-motivated.
- ▶ Maslow identified a model of needs that are person's desire for :-
- ▶ Physiological needs
- ▶ This is the most fundamental and basic need that persons seek to fulfil. This is the need to fulfil certain physical needs including food, water etc. However, in an organizations persons physiological needs are satisfied by adequate heat(specific to organizational climate/setting), air, base salary etc.

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# Maslows Hierarchy of Needs

- ▶ Safety
- ▶ This comes as a result of persons genuinely desire to feel free from external threats that may exist in the environment. This means that people genuinely desire to feel free from violence. In terms of the workplace – safety needs come about from the desire to feel safe in jobs, fringe benefits, and job security.



# Maslow's Hierarchy of Needs

- ▶ Belongingness needs
- ▶ This is the need to feel accepted by peers, have friendships, feel part of a group and loved. In an organizational setting this however has to do with the desire for good relationships with co-workers, participation in a group and a positive relationship with supervisors.

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# Maslow's Hierarchy of Needs

- ▶ Esteem needs
- ▶ This is the need relate to the desire for a positive self image and to receive the recognition and attention from others. In relation to an organization esteem needs refers to motivation that is directly correlated to recognition, and an increase in responsibility. (Draft and Noe 2001)



# Maslow's Hierarchy of Needs

- ▶ Self Actualization
- ▶ This represents the need for self fulfilment. This is the highest need category. This concerns developing our full potential, increasing our competence, and becoming a better person. Self actualization can be met by an organization by providing persons with opportunities to grow, be creative and acquire training for challenging assignments and advancement.

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# Herzberg Theory of Motivation

- ▶ Herzberg in his studies commenced extensive research on the factors that contributed to whether persons were motivated and when they were de-motivated ( Draft and Noe 2001).
- ▶ Herzberg made a clear distinction between the factors that motivate versus those that cause workers to feel de-motivated.

# Herzberg Theory of Motivation

- Maslow's Hierarchy of Needs

Hygiene  
Factors

Neutral

Motivators



# Hygiene Factors

- ▶ The hygiene factors is the presence or absence of dis-satisfiers. This means that the presence or absence of factors such as working conditions, pay, company policies and interpersonal relationships. This means that when hygiene factors are good it removes or reduces the feeling of dis-satisfaction. However, it may not entirely remove the fact that they are disgruntled or de-motivated. (Draft and Noe 2001)



# Motivators

- ▶ Herzberg, described motivators as factors that influence persons level of satisfaction towards the job that they perform. This includes an individuals need for achievement, recognition, responsibility and the work that they have to perform.
- ▶ It is important to note that irrespective of good hygiene factors in the organization this may not result in an employee feeling motivated. However if employees feel recognized, they are challenged and given opportunities for personal growth this will impact their level of motivation positively.
- ▶ A managers role is therefore to remove the hygiene factors whilst at the same time include motivators that will prove beneficial in improving staff morale. ( Draft and Noe, 2001)



# Implications of the Herzberg theory

- ▶ Herzberg called the causes of dissatisfaction "hygiene factors." To get rid of them, you need to:
  - ▶ Fix poor and obstructive company policies.
  - ▶ Provide effective, supportive and non-intrusive supervision.
  - ▶ Create and support a culture of respect and dignity for all team members.
  - ▶ Ensure that wages are competitive.
- ▶ <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>. 2018. Herzberg's Motivators and Hygiene Factors Learn How to Motivate Your Team. [ONLINE] Available at: <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>. [Accessed 7 October 2018].

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# Implications of the Herzberg theory

- ▶ Build job status by providing meaningful work for all positions.
- ▶ Provide job security.
- ▶ All of these actions help you eliminate job dissatisfaction in your organization.
- ▶ <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>. 2018. Herzberg's Motivators and Hygiene Factors Learn How to Motivate Your Team. [ONLINE] Available at: <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>. [Accessed 7 October 2018].



# Implications of the Herzberg theory

- To create satisfaction, Herzberg says you need to address the motivating factors associated with work. He called this "job enrichment." His premise was that every job should be examined to determine how it could be made better and more satisfying to the person doing the work. Things to consider include:
  - Providing opportunities for achievement.
  - Recognizing people's contributions.
  - Creating work that is rewarding and that matches people's skills and abilities.
  - Giving as much responsibility to each team member as possible.

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# Implications of the Herzberg theory

- ▶ Providing opportunities to advance in the company through internal promotions.
- ▶ Offering training and development opportunities, so that people can pursue the positions they want within the company.
- ▶ <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>. 2018. Herzberg's Motivators and Hygiene Factors Learn How to Motivate Your Team. [ONLINE] Available at: <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>. [Accessed 7 October 2018].



# The ERG Theory

- ▶ Clayton Alderfer proposed a change in Maslow's Hierarchy of Needs system. In the needs system he identified three categories of needs that people want to be fulfilled.
- ▶ This was demonstrated in terms of
- ▶ 1. Existence needs (This is the need for physical well being.
- ▶ 2. Relatedness needs (This is the need for satisfactory relationships with others.
- ▶ 3. growth needs (This is the need for development of human potential and the desire for personal growth. (Draft and Noe, 2001).

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# COMPARISONS BETWEEN THE ERG THEORY AND MASLOW'S THEORY

- ▶ RELATEDNESS NEEDS
- ▶ (PERSONAL RELATIONSHIPS
  
- ▶ MASLOWS
- ▶ PHYSIOLOGICAL AND SAFETY NEEDS



# COMPARISONS BETWEEN THE ERG THEORY AND MASLOW'S THEORY

- ▶ GROWTH NEEDS
- ▶ PERSONAL DEVELOPMENT
  
- ▶ MASLOWS ESTEEM NEEDS

The key differences between the two theories are that more than one need can be satisfied in the ERG theory as opposed to Maslow's hierarchy of needs which speaks to one need being fulfilled at a given point in time. (Robins, 2005). A person can be working towards growth needs whilst their relatedness needs are unsatisfied.



# ERG Theory



- ▶ In the ERG theory failure to meet higher order needs may cause a regression to lower order needs. This means that if a worker is not able to fulfil his desires for personal growth he or she may regress to satisfying basic human desires of just resorting to work for money only.
- ▶ This means that this is a less rigid structure in comparison to Maslow's hierarchy of needs. This means that workers can move upward or downward depending on their ability to satisfy needs. (Draft and Noe 2001).
- ▶ It is important to note that all three categories contained in the theory can be in operation at the same time.



# ERG Theory Continued

- ▶ There is a frustration regression principle with the ERG Theory. This means that when a higher order need is frustrated this causes persons to increase the need for a lower level need. The inability to satisfy a need for social interaction may cause an increased desire for more money or even better working conditions etc. (Robbins, 2005).



# Process Theories

- ▶ The process theories relates to the following theorists:-
- ▶ Vroom
- ▶ Adams
- ▶ Locke

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# Vrooms Expectancy Theory

- ▶ The strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
- ▶ The Vrooms Expectancy theory is broken down in three strands
- ▶ The Effort-performance relationship- This is the probability that if a certain amount of effort is exhibited it will lead to performance. ( Robbins, 2005)
- ▶ Performance-reward relationship-

This mean the extent to which persons believe that if they perform at a certain level this automatically will lead to the attainment of the desired outcome.



# Vrooms Expectancy Theory

- Rewards- personal goal relationship;- This means the degree or extent to which organizational rewards satisfy an individuals personal goals or needs and the attractiveness of those potential rewards for the individual (Robbins 2005).

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# Vrooms Model of Motivation

- ▶ Vroom suggests that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities.
- ▶ The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that:
  - ▶ There is a positive correlation between efforts and performance,
  - ▶ Favourable performance will result in a desirable reward,

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# Vrooms Model of Motivation

- ▶ The reward will satisfy an important need,
- ▶ The desire to satisfy the need is strong enough to make the effort worthwhile.
- ▶ <https://www.ifm.eng.cam.ac.uk/research/dstools/vrooms-expectancy-theory/>. 2018. Vroom's expectancy theory. [ONLINE] Available at: <https://www.ifm.eng.cam.ac.uk/research/dstools/vrooms-expectancy-theory/>. [Accessed 8 October 2018].
- ▶ Report reference

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# Vrooms Theory explained

- ▶ If I give maximum effort will this be mirrored in the performance appraisal.
- ▶ This ultimately means that the skill levels that employees are being measured against the employees may not necessarily possess the skill and as such no matter how hard they try they will still be at the bottom of the scale in terms of their performance.
- ▶ The employee evaluation system may put more emphasis on loyalty and initiative and as such may not measure the actual work being performed.
- ▶ Employees may get a poor performance evaluation irrespective of the effort being placed on the job.



# Vrooms Theory explained

- ▶ If I get a good performance evaluation will it lead to organizational rewards.
- ▶ In many organizations there is a weak relationship between performance and organizational rewards. Rewards may be ascribed on sonority, cooperation, etc. which can be demotivating.
- ▶ The rewards given will they be personally attractive.
- ▶ This is yet another factor that has a correlation with persons level of motivation. This includes (pay raises, challenging work, words of praise and acknowledgement).



# Goal Setting Theory



- ▶ The Goal Setting Theory has summated that there is a relationship that exists between goal specificity, challenge and feedback on persons levels of performance on the job.
- ▶ Edwin Locke theorized that intentions to work towards a goal has a direct impact on person's levels of motivation. He has stated that when goals are specific this results in increased performance. Additionally when difficult goals are accepted this also results in higher performance than do easier tasks. (Robbins, 2005)



# Goal Setting Theory



- ▶ Locke, has also stated in his theory that feedback also leads to higher performance in comparison to non-feedback.
- ▶ This type of theory is highly relatable to target setting jobs such as sales, and insurance representatives who have prescribed high targets.
- ▶ The theory states that when the ability and acceptance of the goal are held constant the more difficult the task results in a higher level of performance.
- ▶ The theory has stated that self generated feedback is even more powerful than external feedback. (Robbins, 2005)



# Goal Setting Theory



- ▶ Participatory goals has an impact on motivation. Participatory goals means that the employee has an input in how goals are set. Non-participatory goals has to do with goals that have been pre-determined.
- ▶ Outside of feedback, there are three other factors according to this theory that affect motivation.
  - ▶ 1) Self Efficacy
  - ▶ 2) Task characteristics
  - ▶ 3) National culture

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# Goal Setting Theory

- ▶ Self Efficacy refers to an individual belief that he or she is capable of performing the task.
  
- ▶ **Can you distinguish between high self efficacy versus low self efficacy?**



# Task for 23 October 2018

- ▶ You are required to prepare a 5 minute presentation on the following topics for discussion in next week's class.
- ▶ Emotional intelligence and its impact on organizations.
- ▶ What are soft skills, and the effectiveness of its use by management and in teams.