

# *Organisations and behaviour*



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Lesson 6



# *ORGANISATIONS AND BEHAVIOUR*

**LO 3: Understand the ways of using motivational theories in organisations**

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# The Basic Syllabus



- - Understand the relationship between organisational structure and culture
- - Understand different approaches to management and leadership
- Understand ways of using motivational theories in organisations
- - Understand mechanisms for developing effective teamwork in organisations

# LEARNING OBJECTIVES



- At the end of the class, students should be able to:
- Discuss the impact that different leadership styles may have on motivation in organisations in periods of change

# OVERVIEW



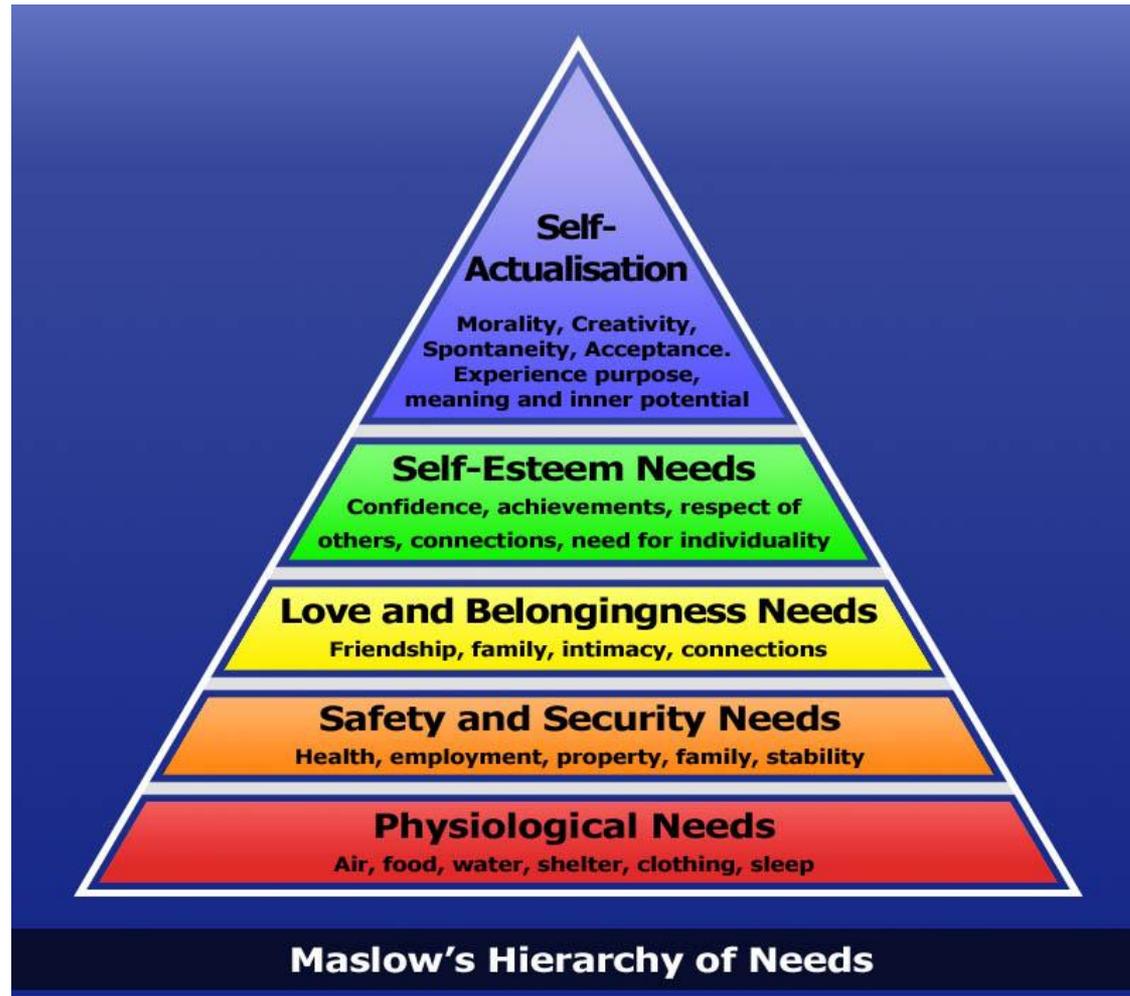
- Motivation is the force that initiates, guides and maintains goal-oriented behaviors. It is what causes us to take action, whether to grab a snack to reduce hunger or enroll in college to earn a degree. The forces that lie beneath motivation can be biological, social, emotional or cognitive in nature.

# MASLOW'S HIERARCHY OF NEEDS



- The basis of Maslow's motivation theory is that human beings are motivated by unsatisfied needs, and that certain lower factors need to be satisfied before higher needs can be satisfied. According to Maslow, there are general types of needs (physiological, survival, safety, love, and esteem) that must be satisfied before a person can act unselfishly. He called these needs "deficiency needs." As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization. Satisfying needs is healthy, while preventing gratification makes us sick or act evilly.

# MASLOW'S HIERARCHY OF NEEDS



# HERZBERG'S MOTIVATION



- Herzberg's motivation theory is one of the content theories of motivation. These attempt to explain the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires.
- This theory of motivation is known as a two factor content theory. It is based upon the deceptively simple idea that motivation can be dichotomised into hygiene factors and motivation factors and is often referred to as a 'two need system'.
- These two separate 'needs' are the need to avoid unpleasantness and discomfort and, at the other end of the motivational scale, the need for personal development. A shortage of the factors that positively encourage employees (the motivating factors) will cause employees to focus on other, non-job related 'hygiene' factors.

# HERZBERG'S MOTIVATION



- The most important part of this theory of motivation is that the main motivating factors are not in the environment but in the intrinsic value and satisfaction gained from the job itself. It follows therefore that to motivate an individual, a job itself must be challenging, have scope for enrichment and be of interest to the jobholder. Motivators (sometimes called 'satisfiers') are those factors directly concerned with the satisfaction gained from a job, such as:
  - the sense of achievement and the intrinsic value obtained from the job itself
  - the level of recognition by both colleagues and management
  - the level of responsibility
  - opportunities for advancement and
  - the status provided

# HERZBERG'S MOTIVATION



- Motivators lead to satisfaction because of the need for growth and a sense of self-achievement.
- A lack of motivators leads to over-concentration on hygiene factors, which are those negative factors which can be seen and therefore form the basis of complaint and concern. Hygiene factors (often referred to as maintenance factors) lead to dissatisfaction with a job because of the need to avoid unpleasantness.
- They are referred to as hygiene factors because they can be avoided or prevented by the use of 'hygienic' methods. The important fact to remember is that attention to these hygiene factors prevents dissatisfaction but does not necessarily provide positive motivation.

# HERZBERG'S MOTIVATION



- Hygiene factors are also often referred to as 'dissatisfiers'. They are concerned with factors associated with the job itself but are not directly a part of it. Typically, this is salary, although other factors which will often act as dissatisfiers include:
  - perceived differences with others
  - job security
  - working conditions
  - the quality of management
  - organisational policy
  - administration
  - interpersonal relations
- Understanding Herzberg's theory recognises the intrinsic satisfaction that can be obtained from the work itself. It draws attention to job design and makes managers aware that problems of motivation may not necessarily be directly associated with the work. Problems can often be external to the job.

# HERZBERG'S MOTIVATION



- Managers' understanding that factors which demotivate can often be related to matters other than the work itself, can lead to improved motivation, greater job satisfaction and improved organisational performance by the entire workforce.
- Understanding individual goals, coupled with wider skills and abilities, can lead to greater opportunities. Individuals are seen as valuable to organisations and can acquire new skills useful in the future.
- Improving skills, opportunities and increasing employee knowledge will, in the longer term, increase the value of an organisation's human assets. Most importantly, it can lead to greater staff commitment, understanding and loyalty

# McGREGOR'S THEORY X AND Y



- The theories look at how a manager's perceptions of what motivates his or her team members affects the way he or she behaves. By understanding how your assumptions about employees' motivation can influence your management style, you can adapt your approach appropriately, and so manage people more effectively.

# McGREGOR'S THEORY X AND Y



- **Theory X**
- This assumes that employees are naturally unmotivated and dislike working, and this encourages an authoritarian style of management. According to this view, management must actively intervene to get things done. This style of management assumes that workers:
  - Dislike working.
  - Avoid responsibility and need to be directed.
  - Have to be controlled, forced, and threatened to deliver what's needed.
  - Need to be supervised at every step, with controls put in place.
  - Need to be enticed to produce results; otherwise they have no ambition or incentive to work.
  - X-Type organizations tend to be top heavy, with managers and supervisors required at every step to control workers. There is little delegation of authority and control remains firmly centralized.
  - McGregor recognized that X-Type workers are in fact usually the minority, and yet in mass organizations, such as large scale production environment, X Theory management may be required and can be unavoidable.

# McGREGOR'S THEORY X AND Y



- **Theory Y**
- This expounds a participative style of management that is decentralized. It assumes that employees are happy to work, are self-motivated and creative, and enjoy working with greater responsibility.
- It assumes that workers:
- Take responsibility and are motivated to fulfill the goals they are given.
- Seek and accept responsibility and do not need much direction.
- Consider work as a natural part of life and solve work problems imaginatively.
- This more participative management style tends to be more widely applicable. In Y-Type organizations, people at lower levels of the organization are involved in decision making and have more responsibility.

# VROOM AND EXPECTANCY THEORY



- Victor Vroom produced his "Expectancy Theory" in 1964. It is based on a simple calculation:
- VALENCE x EXPECTANCY = FORCE
- Do I really value the amount of outcome? If I tried could I do it? The motivation present
- Expectancy theory is based on the premise that a person will be motivated to put forth a higher level of effort if they believe their efforts will result in higher performance and thus better rewards. If we break down this definition, we can see three key components, which include expectancy, performance and reward.

# VROOM AND EXPECTANCY THEORY



- Expectancy refers to the level of effort that an employee is willing to exert in hopes that the increased effort will result in better performance. For an employee whose review is based on how well they perform their jobs (which most job assessments are), the expectation is that the employee who works harder, such as Bob Buttkiss did in the previous example, can expect to reach a higher level of performance.

# VROOM AND EXPECTANCY THEORY



- An employee is willing to work towards this higher level of performance because of the perceived correlation between performance and rewards. That is, that the level of performance is based on the strength of the relationship between an employee's behaviors and the rewards that they can receive from those actions. If working five extra hours a week will result in an eventual promotion, the willingness to work those extra hours increases due to the employee's desire to be awarded the promotion.
- Finally, an assessment must also be made as to how valuable the employee finds the rewards to be. The reward therefore has to be something the employee finds value in, making the efforts worth the perceived worth of the reward. For many employees, the prospect of a promotion is a reward that is highly valuable and worth all of the effort that one would need to make in order to earn it. This is certainly true for our friend Bob Buttkiss.

# MACCOBY, MCGRAE AND COSTA - PERSONALITY DIMENSIONS



- Many contemporary personality psychologists believe that there are five basic dimensions of personality, often referred to as the "Big 5" personality traits. The five broad personality traits described by the theory are extraversion, agreeableness, openness, conscientiousness, and neuroticism.

# MACCOBY, MCGRAE AND COSTA - PERSONALITY DIMENSIONS



- The "big five" are broad categories of personality traits. While there is a significant body of literature supporting this five-factor model of personality, researchers don't always agree on the exact labels for each dimension. However, these five categories are usually described as follows:



# MACCOBY, MCGRAE AND COSTA - PERSONALITY DIMENSIONS



- **Extraversion:** This trait includes characteristics such as excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness.
- **Agreeableness:** This personality dimension includes attributes such as trust, altruism, kindness, affection, and other prosocial behaviors.
- **Conscientiousness:** Common features of this dimension include high levels of thoughtfulness, with good impulse control and goal-directed behaviors. Those high in conscientiousness tend to be organized and mindful of details.
- **Neuroticism:** Individuals high in this trait tend to experience emotional instability, anxiety, moodiness, irritability, and sadness.
- **Openness:** This trait features characteristics such as imagination and insight, and those high in this trait also tend to have a broad range of interests.

# MACCOBY, MCGRAE AND COSTA - PERSONALITY DIMENSIONS



- It is important to note that each of the five personality factors represents a range between two extremes. For example, extraversion represents a continuum between extreme extraversion and extreme introversion. In the real world, most people lie somewhere in between the two polar ends of each dimension.

# REVIEW QUESTIONS



- 1. Motivation is fundamental to the task of management.
- (a) What is meant by a 'content' theory of motivation?
- (b) What is meant by a 'process' theory of motivation?
- (c) What is meant by a 'equity' theory of motivation?
  
- 2. An organisation's goals can only be achieved through the efforts of motivated individuals.
- Required:
- Explain what is meant by the following terms:
- (a) Hygiene factors.
- (b) Motivators

# REVIEW QUESTIONS



- 3. Douglas McGregor's view that suggests that employees will exercise self-direction and self-control when they are committed to the objectives of the work is called:
  - (a) Theory B
  - (b) Theory Z
  - © Theory A
  - (d) Theory Y
  - (e) Theory X
  
- 4. Which step in Maslow's Hierarchy of Needs Theory deals with achieving one's potential?
  - (a) Safety
  - (b) Esteem
  - © Social
  - (d) Self-actualization
  - (e) Physiological

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# REVIEW QUESTIONS



- 5. Which of the following would be classified by Herzberg as a hygiene factor?
  - (a) Responsibility
  - (b) Personal growth
  - © Promotion
  - (d) Achievement
  - (e) Company policy

# FURTHER READING



- Theories of Motivation
- A Closer Look at Some Important Theories of Motivation - Kendra Cherry
- <http://gerardkeegan.com/>
- UNDERSTANDING HERZBERG'S MOTIVATION THEORY - by John Ball

# FURTHER READING

- <http://www.mindtools.com/>
- Vroom's Expectancy Theory of Employee Motivation – by Sherri Hartzell
- The Big Five Personality Dimensions -  
-Kendra Cherry
- ACCA BPP – F1