

Guide Objectives

- To define motivation
- To review academic motivational theory
- To understand factors affecting motivation at work
- To suggest managerial behaviours to improve the motivation of teams and individuals

Definitions

Motivation at work is the process of encouraging people to achieve both their personal goals and the goals of the organisation

Performance of the individual, or team, is a function of their ability and motivation

A **Mission** is the reason an organisation exists

Values are the rules by which the organisation and individuals live

Goals are the ultimate aims of the organisation or individual

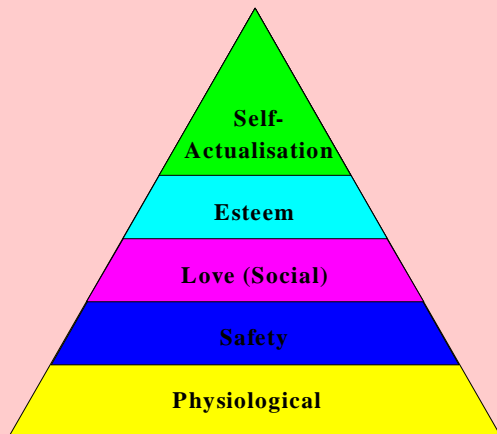
Objectives are specific targets to be achieved by the organisation or individual

Maslow (1)

Maslow identified five levels of a hierarchy that summarise human needs. Lower needs need to be satisfied before higher needs become important

Physiological – Basic human needs such as hunger and thirst

Safety – Avoidance of the fear of pain or physical attack



Social – Love and sense of belonging

Esteem – Self respect and respect of others

Self-actualisation – Achievement of full potential

These are a generalisation that may not hold true for everyone at all times. For some people self-actualisation might be more important than their well being e.g. religious communities.

People's needs may change with age or circumstances

Herzberg (2)

Herzberg identified two groups of factors that affect motivation:

Hygiene factors – Those factors that must be addressed to avoid dissatisfaction

Motivating factors – Those factors which motivate the individual to use their abilities to perform

Hygiene factors must be addressed at all times before motivating factors become effective

Hygiene Factors

Salary and benefits – Basic salary and standard fringe benefits e.g. holiday entitlement

Job security – Confidence that there will be on-going employment opportunities

Working conditions – Workplace facilities and working hours

Company policies – Formal and informal policies that govern how work is performed

Personal life – Home situation, relationships at home and at work

Motivating Factors

Achievement – Reaching task objectives

Recognition – Acknowledgement of achievements by senior employees enhances self-esteem

Responsibility – Opportunity to exercise leadership and make decisions

Advancement – Promotion opportunities and increasing rewards

Job interest – Enriched jobs lead to satisfaction

McGregor (3)

McGregor identified two basic management styles:

Theory X – Managers that remain distant from their staff, makes all key decisions, and drive people to perform

Theory Y – Managers that interact and collaborate with staff, delegates authority and responsibility for tasks

Managers that have a Theory Y approach tend to be more motivational. In some extreme circumstances e.g. in a crisis, Theory X approach might be necessary

Other Academic Theories

Taylor (4) – worker's main motivation is financial reward

Alderfer (5) – people's needs can be summarised as existence, relatedness and growth

McClelland (6) – people have four basic motives: achievement, power, affiliative, and avoidance

Vroom (7) – motivation depends on the value of rewards and the likelihood of achievement (Expectancy Theory)

Goldthorpe (8) – people's attitude to their work is determined by their outside work environment

Locke (9) – people will strive to meet goals to satisfy their emotions and desires (Goal Theory)

Motivational Culture

Creating a 'no blame' culture motivates people through feeling they have more control and freedom to try new approaches

- Ensure people to whom work is delegated are properly briefed
- Delegate work that fits with employee skills
- Get feedback to ensure proper understanding of delegated task
- Permit people to perform the task without unnecessary supervision
- Praise work even if some errors have occurred
- Use failure as a source of learning
- Be firm but fair when pointing out errors

Recognising the Signs

Motivated people

- Smiling and talking enthusiastically
- Freely offer suggestions
- Try things out on own initiative
- React well to change
- Respond positively to criticism

De-motivated people

- Poor body posture
- Performing tasks exactly as directed even if they are wrong
- Avoiding contact with others
- Signs of aggression
- Absenteeism

Setting SMARTER Goals

Specific – a clear definition of the required results

Measurable – yardstick by which results will be judged

Achievable – should be challenging but resources and capabilities must be suitable for the task

Relevant – task should be appropriate to departmental and personal needs

Timely – time scales for when targets are to be achieved

Evaluated – job progress and continuing relevance should be assessed

Reviewed – on completion of task results should be reviewed and learning points for future tasks discussed and disseminated

Team Motivation

- Ensure individual and team needs are balanced
- Let the team appoint its own leader
- Set stretch goals through discussion with the team
- Allow the team to set objectives and tasks within overall goals
- Allow the team to manage their own progress and delegate tasks
- Let the team manage conflict but deal with troublemakers quickly
- Promote friendly inter-team rivalry if possible
- Encourage team members to take part in team activities outside work

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Measuring Motivation

- Employee satisfaction surveys
- Unstructured face to face interviews
- Focus groups

Measure often to spot possible signs of future problems. N.B. "What gets measured gets done" so failure to measure motivation can result in reduction in morale; ensure appropriate corrective action is taken if necessary

The Motivating Manager

Leads

- Asks for ideas and takes action to implement, or discusses reasons when suggestions are rejected
- Gets people involved in setting stretch, but achievable, goals
- Enriches jobs, meeting job-holders strengths and interests and
- Meets individuals career and training needs
- Respects and treats people fairly without favourites
- Walks the talk

Communicates, Communicates, Communicates

- Explains how departmental works fits in with overall company objectives
- Has an 'open door' policy
- Deals with bad news quickly and honestly

Rewards

- Ensures that pay and benefits are appropriate to the task and the effort
- Offers deliverable incentives tailored to individual staff achievements and preferences
- Gives public praise and recognition
- Holds morale boosting events
- Ensures shared rewards are distributed fairly
- Promotes from within wherever possible

Performs

- Allows people control over their work
- Seeks task feedback, changes bad systems and working practices
- Encourages poor performers
- Provides, and allows time for, training
- Measures and acts on motivational levels
- Encourages gradual change and improvement

Trusts

- Seeks and accepts constructive personal criticism and takes corrective action
- Creates a 'no-blame' culture
- Shows empathy with others
- Introduces new staff, visitors, and customers to departmental staff



MEC Services Ltd

152 Charlwoods Road, East Grinstead
West Sussex, RH19 2JD

Telephone: 01342 317131 Fax: 01342 317165

Email: info@mecs-services.co.uk

Web: <http://www.mecs-services.co.uk/>

Company No. 3943134 Vat Reg. GB 725 5881 11

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