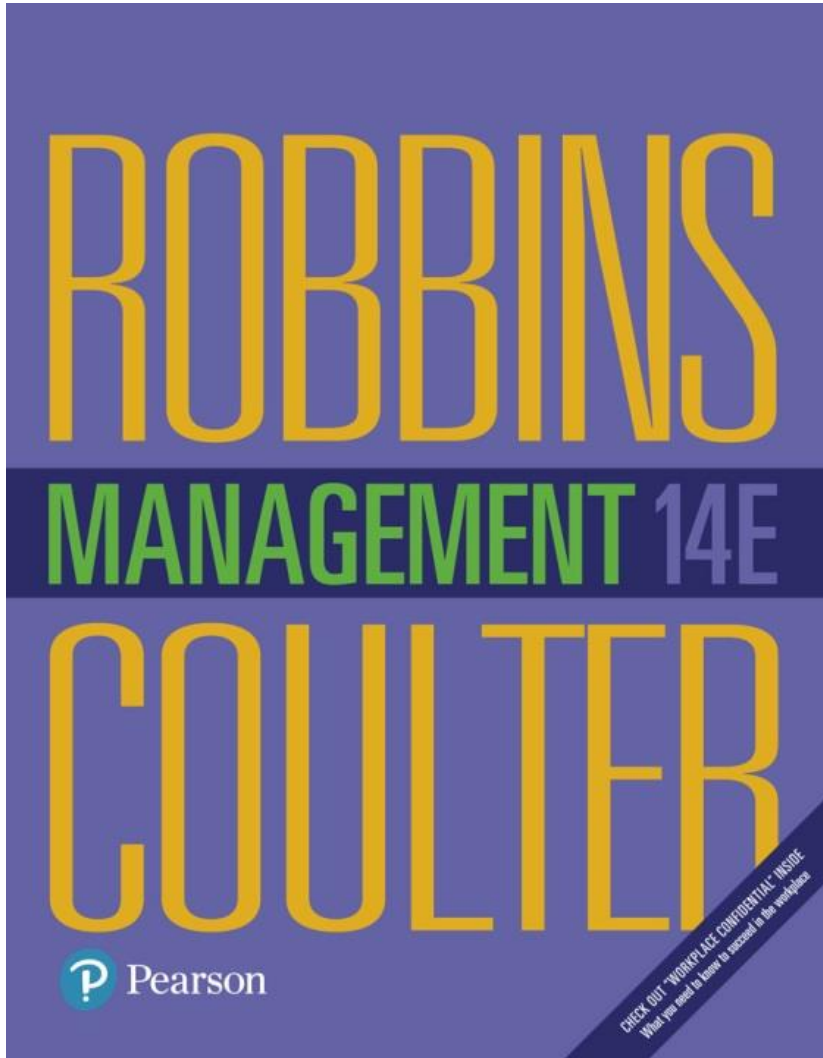


Management

Fourteenth Edition



Chapter 16

Motivating Employees

What is Motivation?

- **Motivation:** the process by which a person's reports are energized, directed, and sustained toward attaining a goal

Maslow's Hierarchy of Needs Theory

- **Hierarchy of needs theory:** Maslow's theory that human needs—physiological, safety, social, esteem, and self-actualization—form a sort of hierarchy



Levels of Needs (1 of 2)

- **Physiological needs:** a person's needs for food, drink, shelter, sexual satisfaction, and other physical needs
- **Safety needs:** a person's needs for security and protection from physical and emotional harm
- **Social needs:** a person's needs for affection, belongingness, acceptance, and friendship

Levels of Needs (2 of 2)

- **Esteem needs:** a person's needs for internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention
- **Self-actualization needs:** a person's need to become what he or she is capable of becoming

McGregor's Theory X and Theory Y

- **Theory X:** the assumption that employees dislike work, are lazy, avoid responsibility, and must be coerced to perform
- **Theory Y:** the assumption that employees are creative, enjoy work, seek responsibility, and can exercise self-direction

Herzberg's Two Factor Theory

- **Two factor theory (motivation-hygiene theory):** the motivation theory that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction
- **Motivators:** factors that increase job satisfaction and motivation
- **Hygiene factors:** factors that eliminate job dissatisfaction, but don't motivate

Exhibit 16-2

Herzberg's Two-Factor Theory

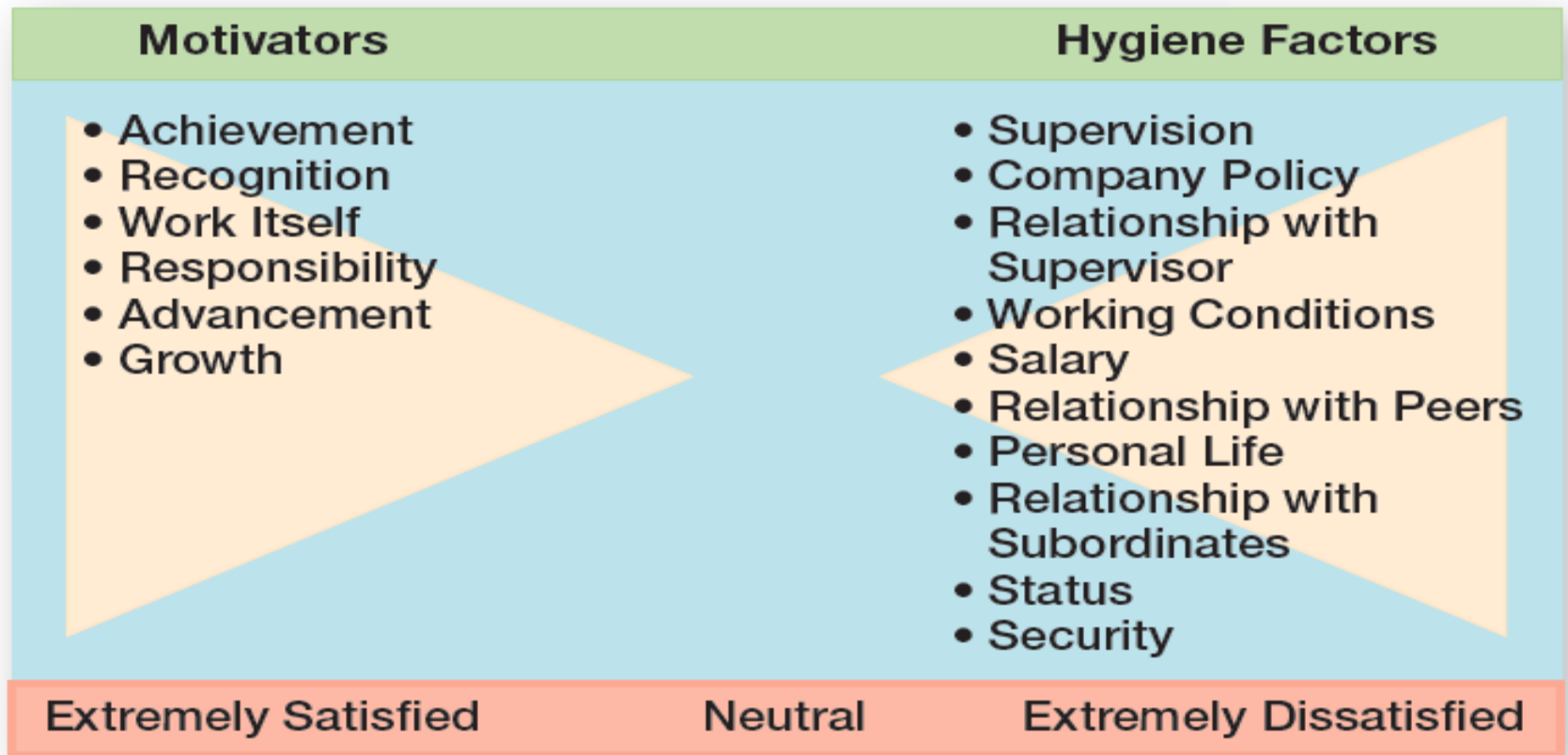
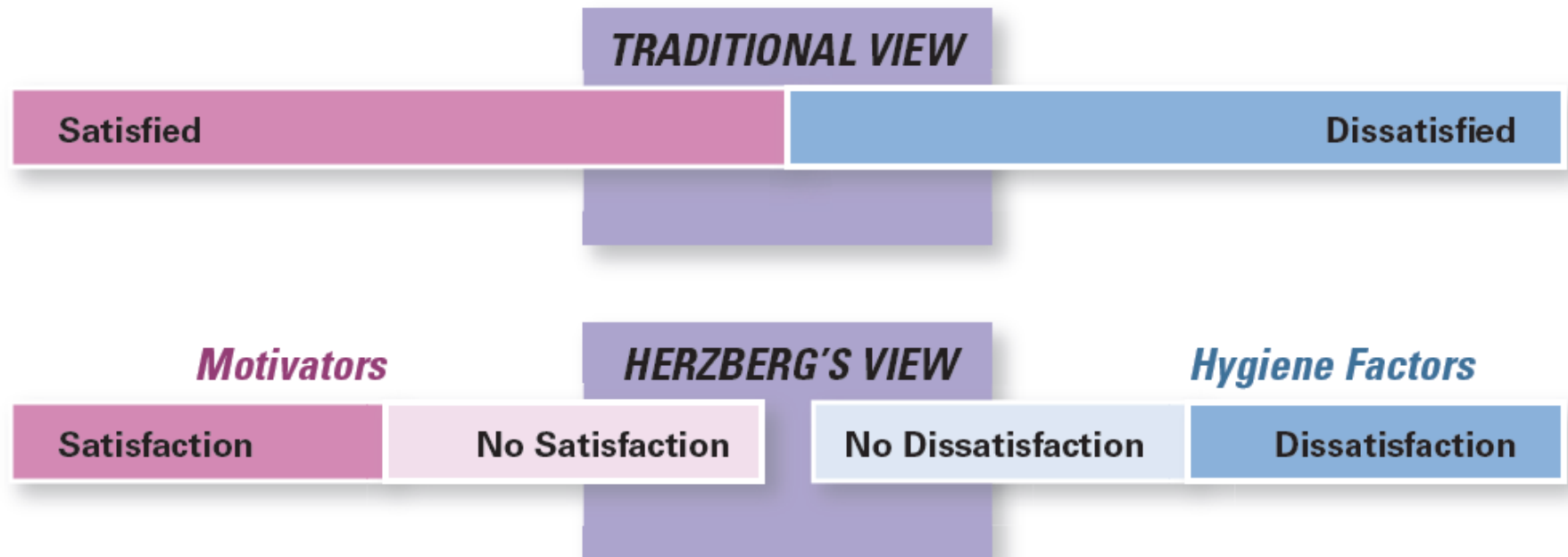


Exhibit 16-2 shows Herzberg's findings.

Exhibit 16-3

Contrasting Views of Satisfaction and Dissatisfaction



As shown in Exhibit 16-3, Herzberg proposed that a dual continuum existed: The opposite of “satisfaction” is “no satisfaction,” and the opposite of “dissatisfaction” is “no dissatisfaction.”

Three-Needs Theory

- **Need for achievement (nAch):** the drive to succeed and excel in relation to a set of standards
- **Need for power (nPow):** the need to make others behave in a way that they would not have behaved otherwise
- **Need for affiliation(nAff):** the desire for friendly and close interpersonal relationships

Goal-Setting Theories

- **Goal-setting theory:** the proposition that specific goals increase performance and that difficult goals, when accepted, result in higher performance than do easy goals
- **Self-efficacy:** an individual's belief that he or she is capable of performing a task

Exhibit 16-5

Goal-Setting Theory



Exhibit 16-5 summarizes the relationships among goals, motivation, and performance

Reinforcement Theory

- **Reinforcement theory:** the theory that behavior is a function of its consequences
- **Reinforcers:** consequences immediately following a behavior, which increase the probability that the behavior will be repeated

Designing Motivating Jobs (1 of 2)

- **Job design:** the way tasks are combined to form complete jobs
- **Job scope:** the number of different tasks required in a job and the frequency with which those tasks are repeated
- **Job enlargement:** the horizontal expansion of a job by increasing job scope

Designing Motivating Jobs (2 of 2)

- **Job enrichment:** the vertical expansion of a job by adding planning and evaluating responsibilities
- **Job depth:** the degree of control employees have over their work
- **Job characteristics model (JCM):** a framework for analyzing and designing jobs that identifies five primary core job dimensions, their interrelationships, and their impact on outcomes

Exhibit 16-6

Job Characteristics Model

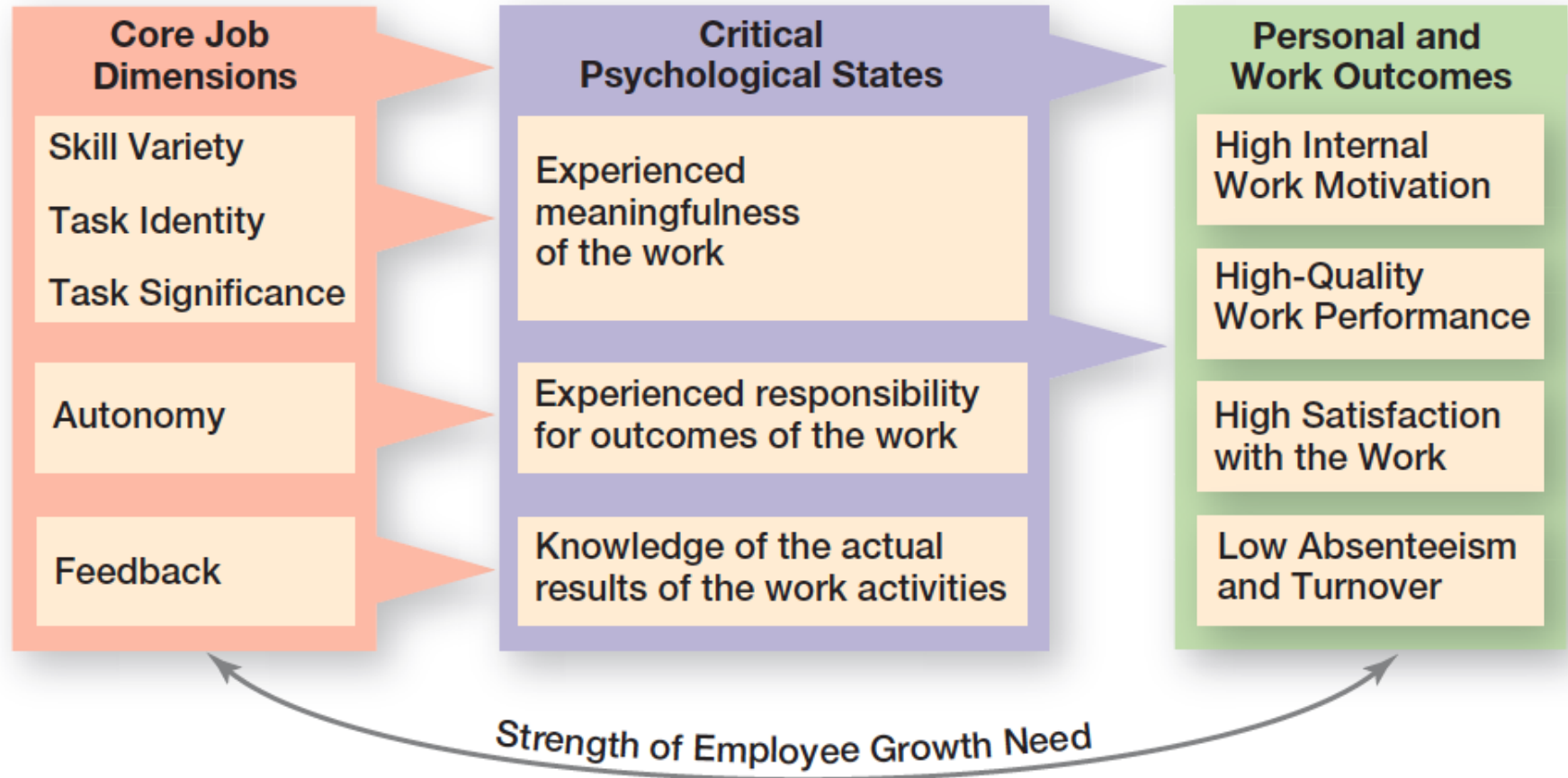


Exhibit 16-5 shows the JCM.

Five Core Job Dimensions (1 of 2)

- **Skill variety:** the degree to which a job requires a variety of activities so that an employee can use a number of different skills and talents
- **Task identity:** the degree to which a job requires completion of a whole and identifiable piece of work
- **Task significance:** the degree to which a job has a substantial impact on the lives or work of other people

Five Core Job Dimensions (2 of 2)

- **Autonomy:** the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling work and determining the procedures to be used in carrying it out
- **Feedback:** the degree to which carrying out work activities required by a job results in the individual's obtaining direct and clear information about his or her performance effectiveness

Redesigning Job Design Approaches

- **Relational perspective of work design:** an approach to job design that focuses on how people's tasks and jobs are increasingly based on social relationships
- **Proactive perspective of work design:** an approach to job design in which employees take the initiative to change how their work is performed
- **High-involvement work practices:** work practices designed to elicit greater input or involvement from workers

Equity Theory

- **Equity theory:** The theory that an employee compares his or her job's input-outcomes ratio with that of relevant others and then corrects any inequity
- **Referents:** the persons, systems, or selves against which individuals compare themselves to assess equity
- **Distributive justice:** perceived fairness of the amount and allocation of rewards among individuals
- **Procedural justice:** perceived fairness of the process used to determine the distribution of rewards

Expectancy Theory

- **Expectancy theory:** the theory that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual

Exhibit 16-8

Expectancy Model

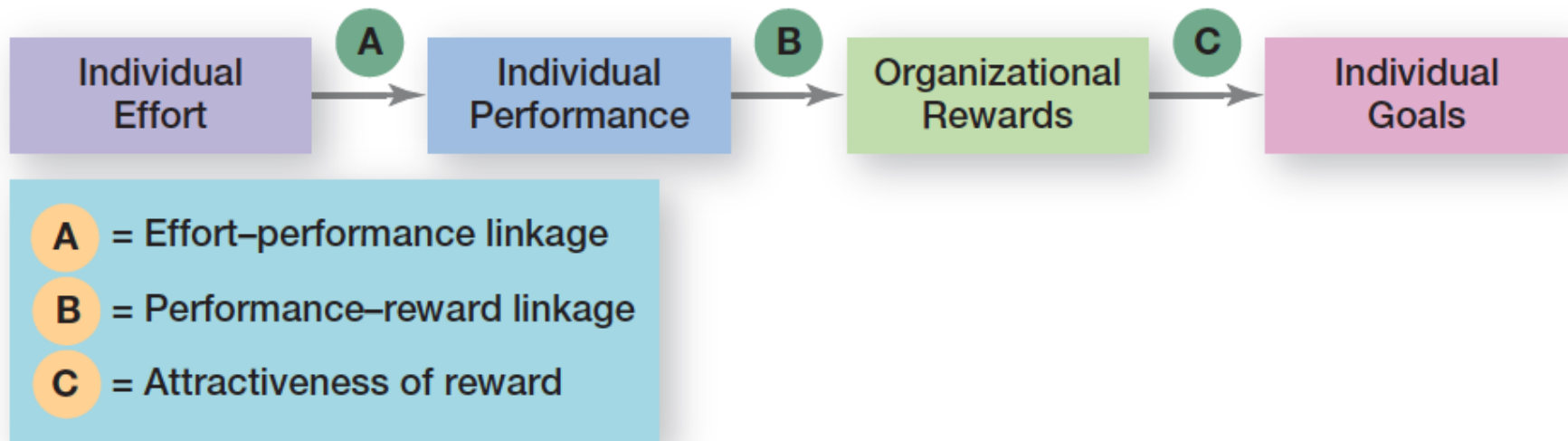


Exhibit 16-8 illustrates the three relationships in the expectancy model.

Exhibit 16-9

Integrating Contemporary Theories of Motivation

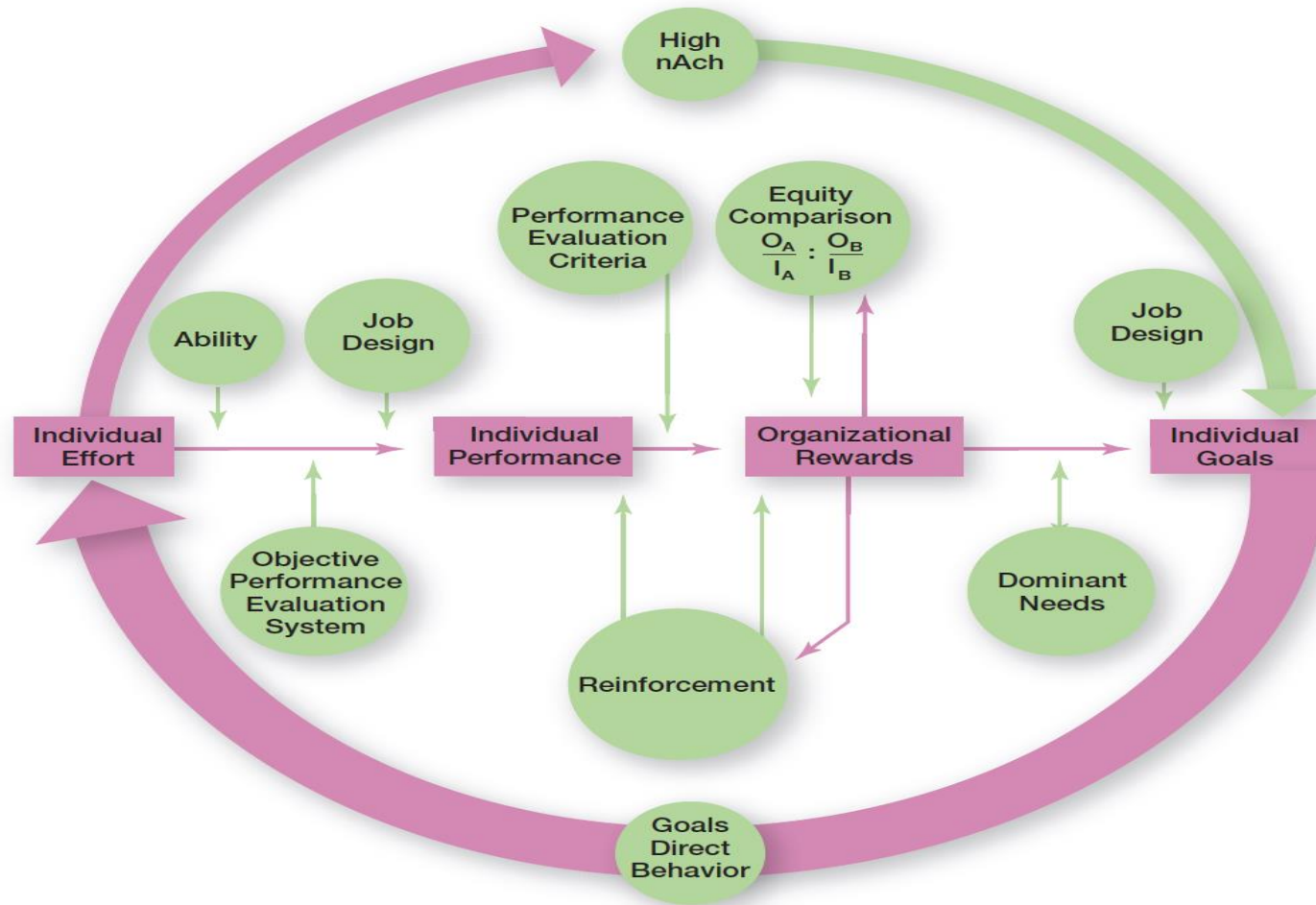


Exhibit 16-9 presents a model that integrates much of what we know about motivation

Managing Cross-Cultural Motivational Challenges

- In today's global business environment, managers can't assume motivational programs that work in one location will work in others.
- Most current motivation theories were developed in the United States by Americans and about Americans.

Motivating Unique Groups of Workers

- Diverse employees
- Professionals
- Contingent workers
- Low-skilled minimum wage employees

Designing Appropriate Rewards Programs

- **Open-book management:** a motivational approach in which an organization's financial statements (the “books”) are shared with all employees
- **Employee recognition programs:** personal attention and expressing interest, approval, and appreciation for a job well done
- **Pay-for-performance programs:** variable compensation plans that pay employees on the basis of some performance measure

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