

**Motivation –Theories: Taylor; Mayo; Maslow; Herzberg & Others**

**Introduction:**

- What is **motivation** and why are motivated workers important to business organisations?
- Which **factors** do you think are the most important to keep you with your future employer?
- Why do you think '**recognition**' is important to so many workers? Is it important to you?
- Consider two different levels of Maslow's hierarchy and explain how these needs could be satisfied at work.

**Motivation**

Motivation is the **internal** and **external factors** that \_\_\_\_\_ people to take actions that lead to \_\_\_\_\_ a **goal**.

Why do you think a **motivated workforce** is important to any business?

Try to understand the factors of well-motivated staff then compare the factors between well motivated staff and poor motivated staff according to below aspects.

	<b>Well motivated</b>	<b>Poorly motivated</b>
<b>Absenteeism</b>		<b>Deliberate absence</b> for which there is not satisfactory explanation; often follows a pattern
<b>Lateness</b>		Often becomes <b>habitual</b>
<b>Poor performance</b>		<b>Poor-quality</b> work; low levels of work or greater <b>waste</b> of materials
<b>Accidents</b>		Poorly motivated workers are often more <b>careless, concentrate less</b> on their work or <b>distract others</b> , and this increases <b>accidents</b>
<b>Labour turnover</b>		People leave for reasons that are <b>not positive</b> ; even if they do not get other jobs, they spend time in trying to do so
<b>Grievances</b>		There are <b>more</b> of them within the workforce and there might be more <b>union disputes</b>
<b>Poor response rate</b>		Workers do not respond very well to <b>orders</b> or <b>leadership</b> and any response is often <b>slow</b>

**Motivation in theory**

There are many **theories** of motivation. Consider the **textbook** and their **main findings** about motivation.

What is Taylor's theory (scientific management)?

How can a firm **improve output** per worker or productivity?

**Mayo and human relations theories:**

The **Hawthorne** effect:

Evaluation of Mayo's research:

Taylor's approach	Relevance to modern industry
Economic man	Some managers still believe that money is the only way to motivate staff. However, the more general view is that workers have a wide range of needs, not just money, that can be met, in part at least, from work.
Select the right people for each job	Before Taylor there had been few attempts to identify the principles of staff selection. The importance he gave to this is still reflected in the significance given to careful staff selection in nearly all businesses.
Observe and record the performance of staff	This was widely adopted and became known as 'time and motion study'. Regarded with suspicion by workers as a way of making them work harder, it is still employed as a technique but often with the cooperation and involvement of staff.
Establish the best method of doing a job – method study	Again, this is still accepted as being important as efficiency depends on the best ways of working being adopted. However, the Taylor approach of management giving instructions to workers with no discussion or feedback is considered to be undesirable. Worker participation in devising best work practices is now encouraged.
Piece-work payment systems	This is not now a widely used payment system. Quality may be sacrificed in the search for quantity – workers will vary output according to their financial needs at different times of year and it discourages them from accepting changes at work in case they lose some pay. In most of modern industry, especially service industries, it has become very difficult to identify the output of individual workers.

**Table 9.2** Evaluating how relevant Taylor's views and methods are today

**Maslow and the hierarchy of human needs**

Maslow's theory relates motivation to a hierarchy of needs. At the bottom are essential physiological needs such as air, food, shelter and clothing. As individuals satisfy one level of need, their motivations change as they aspire to reach the higher order needs. Therefore, to motivate an individual Maslow suggests that it is necessary to know where within the hierarchy each employee is placed so that these factors can be taken into account.



**Figure 9.2** Maslow's hierarchy of needs

Level of need	Business conditions which could allow the needs to be met
Self-actualisation – fulfilment of potential	challenging work that stretches the individual – this will give a sense of achievement; opportunities to develop and apply new skills will increase potential
Esteem needs	recognition for work done well – status, advancement and responsibility will gain the respect of others
Social needs	working in teams or groups and ensuring good communication to make workers feel involved
Safety needs	a contract of employment with some job security – a structured organisation that gives clear lines of authority to reduce uncertainty; ensuring health and safety conditions are met
Physical needs	income from employment high enough to meet essential needs.

**Table 9.3** Significance of the hierarchy of needs to today's businesses

***Activity 9.1***

***Herzberg and the two-factor theory***

***Herzberg interviewed people to find out factors:***

- Those factors which led to them having \_\_\_\_\_ feelings about their jobs
  
- Those factors which led to them having \_\_\_\_\_ feelings about their jobs

**His conclusions were:**

**Job satisfaction**

**Job dissatisfaction**



***The consequences of Herzberg's two-factor theory for today's businesses:***

**1.**

**2.**

***Three main features of job enrichment:***

**a)**

**b)**

**c)**

**3.**

**Activity 9.2**

**KEY DEFINITIONS:**

*Job enrichment:*

*Hygiene factors:*

*Motivating factors (motivators)*

**McClelland and motivational needs theory**

**Achievement motivation (**

**Authority/power motivation (**

**Affiliation motivation (**

*Vroom expectancy theory*

- 
- 
- 
- 

**Three beliefs:**

**Motivational theories: how useful are they?**

**Application of theory is very important for exams**

**Activity 9.3**

Summary of the theorists in your own words (in English and Chinese):

*Taylor*

*Mayo*

*Maslow*

*Herzberg*