

7. Motivating Employees

Dr. Péter POPOVICS PhD.

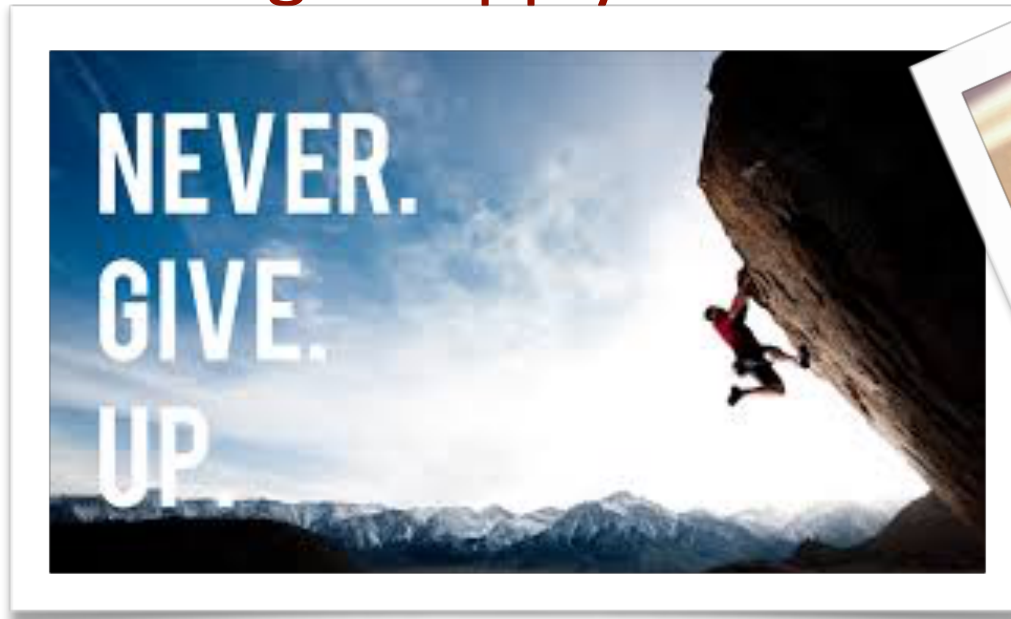
Assistant professor, coach

Dept. Enterprise Development

Team Academy Debrecen

Outline of the chapter

- the value of motivation
- understand the concepts, theories, and practice of motivation
- modern motivation theories
- how managers apply them



Motivation video

- What happened in this video?
- Who motivated who?
- How he did it?
- What is more important the **words** or the **act**?
- Think about **your life!** Is that ever happened with you?

In the business life:

- Who **should** be the motivator?
- Who **could** be a motivator?
- **Why** should it happen?
- **How** could it really works?



The Value of Motivation

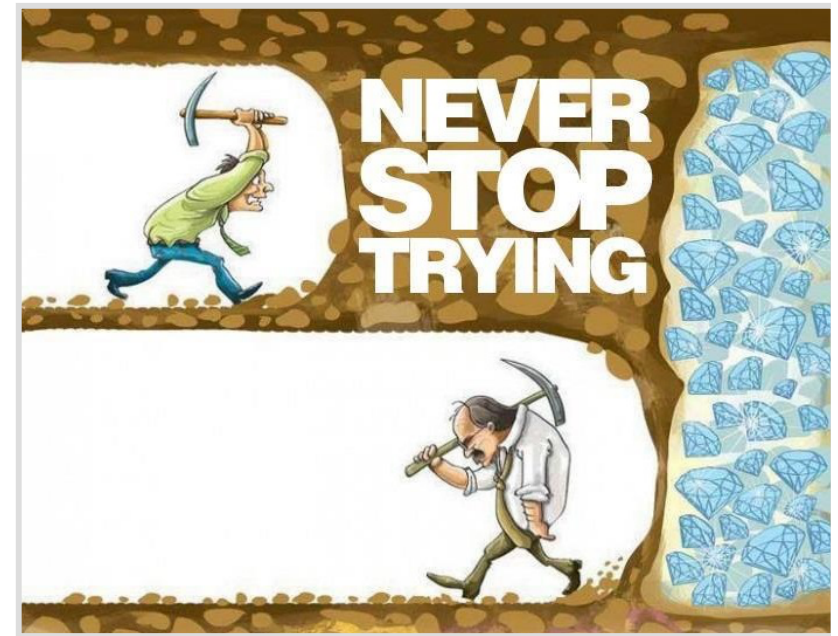
- managers **make the effort** to motivate the workers

Why is workers' **job satisfaction important?**

- happy workers lead - happy customers
- happy customers lead - successful business
- on the other hand: **unhappy workers** leave the company
- losses are more than an experienced employee

- *soft costs:*

- loss of intellectual capital
- decreased morale of remaining workers
- increased employee stress
- decreased customer service
- interrupted production development
- poor reputation



Extrinsic vs Intrinsic



Frederick W. Taylor



Frederick Taylor is known today as the "father of scientific management." One of his many contributions to modern management is the common practice of giving employees rest breaks throughout the day.

Frederick W. Taylor, 1856-1915

Taylor's Theory of Scientific Management (in 1911)



- one best way to do a job
- proper selection of workers for a job
- proper training

Learn the most efficient way of doing a job and then trained workers in those procedures.



The tendency for **people to behave differently** when they know they are **being watched/studied**.

Elton Mayo (1920-30s) found that **human factors such as feelings of involvement and participation** led to greater productivity gains than did physical changes in the workplace.

MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW



Abraham Harold Maslow (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, *Motivation and Personality*.

Self-Actualization - A person's motivation to reach his or her full potential. As shown in Maslow's Hierarchy of Needs, a person's basic needs must be met before self-actualization can be achieved.



MORALITY, CREATIVITY, SPONTANEITY, PROBLEM SOLVING, LACK OF PREJUDICE, ACCEPTANCE OF FACTS

SELF-ACTUALIZATION

SELF-ESTEEM, CONFIDENCE, ACHIEVEMENT, RESPECT OF OTHERS, RESPECT BY OTHERS

ESTEEM



FRIENDSHIP, FAMILY, SEXUAL INTIMACY

LOVE/BELONGING



SECURITY OF BODY, OF EMPLOYMENT, OF RESOURCES, OF MORALITY, OF THE FAMILY, OF HEALTH, OF PROPERTY

SAFETY



BREATHING, FOOD, WATER, SEX, SLEEP, HOMEOSTASIS, EXCRETION

PHYSIOLOGICAL



Frederick Herzberg

- Frederick Irving Herzberg: April 18th 1923 - January 19th 2000 in Massachusetts.
- He was an American psychologist.
- One of the most influential names in business management for introducing:
 - Job enrichment
 - The Motivator-Hygiene theory.



Herzberg: The motivator-Hygiene theory



Hygiene factors: can cause **dissatisfaction** if missing but that do not necessarily motivate employees if increased.

Motivators: job factors that cause employees to be productive and that give them **satisfaction**.

Herzberg's Motivational Theory

Motivators:

Advancement

The Work Itself

Responsibility

Achievement

Growth

Recognition



Policies

Quality of Leadership

Pay

Relationships

Work Conditions

Status

Security

Demotivators:

Goal-setting theory

Based on the notion that setting **ambitious but attainable goals** will lead to *high levels of motivation and performance* if the goals are accepted and accompanied by feedback, and if conditions in the organization make achievement possible.



Management by objectives (MBO)

System of goal setting and implementation; it includes a cycle of **discussion, review, and evaluation of objectives** among top and middle-level managers, supervisors, and employees.



MBO: Key Advantages and Disadvantages

Advantages

- MBO programs continually emphasize what should be done in an organization to achieve organizational goals.
- MBO process secures employee commitment to attaining organizational goals.

Disadvantages

- The development of objectives can be time consuming, leaving both managers and employees less time in which to do their actual work.



Do not forget...

expectancy theory

reinforcement theory

equity theory

**How managers put motivation theories into
action?**





Thank
You