MOTIVATIONAL THEORY CAROUSEL

HERZBERG'S MOTIVATION AND HYGIENE FACTORS [1]

ACHIEVEMENT
RECOGNITION
WORK ITSELF
RESPONSIBILITY
ADVANCEMENT
PERSONAL GROWTH

HYGIENE [OR MAINTENANCE] FACTORS

Status | Security | Relationships with Subordinates | Personal Life | Relationships with Peers | Salary | Work Conditions | Relationship with Supervisor | Company policy and Administration | Supervision

Hygiene factors are merely a launch pad - when damaged or undermined we have no platform, but in themselves they do not motivate

[1] Diagram adapted from: A. Chapman (2003) Available online at: www.businessballs.com

MASLOW'S HIERARCHY OF NEEDS[2]

The Original 5-Stage Model

SELF ACTUALISATION
Personal growth and fullfilment

ESTEEM NEEDS
Achievment, status, responsibility

BELONGING AND LOVE NEEDS
Family, affection, relationships, work group,etc

SAFETY NEEDS
Protection, security, order, law, limits, stability,etc

BIOLOGICAL AND PHYSIOLOGICAL NEEDS
Basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc

[2] Maslow, A. (1987) Motivation and Personality. 3rd Edition. Harper & Row

MCCLELLAND'S NEEDS-BASED MOTIVATIONAL MODEL

David McClelland argued that needs are found to varying degrees in each worker and manager, and this mix of motivational needs characterises a person's or manager's style and behaviour, both in terms of being motivated, and in the management and motivation others.

- ## The need for achievement (n-ach)

    The n-ach person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment.

- ## The need for authority and power (n-pow)

    The n-pow person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige.

- ## The need for affiliation (n-affil)

    The n-affil person is 'affiliation motivated', and has a need for friendly relationships and is motivated towards interaction with other people. The affiliation driver produces motivation and need to be liked and held in popular regard. These people are team players.

McClelland urged managers to be able to identify these needs in others to help themselves understand how to motivate individuals. He also identified particular weaknesses for each model in relation to leadership. For example, a leader who has a strong N-AFFIL may struggle to be objective, as they have a need to be liked.

In the 1960s, Edwin Locke proposed that having clear goals is a major source of work motivation. He said that specific and 'hard' goals, combined with feedback, produce higher levels of productivity than generalised goals.

MOTIVATIONAL THEORY OF RITCHIE AND MARTIN[3]

Sheila Ritchie and Peter Martin developed their motivation management theory in the late 1990's. The basic assumption is that "the task of the manager is to find out what motivates people, and to make them smile more and carp less".

From literature and their own observations, they identified twelve motivational drivers. These include human needs for:

1. Interest and usefulness
2. Achievement
3. Recognition
4. Self-development
5. Variety and change
6. Creativity
7. Power and influence
8. People contact
9. Money and tangible rewards
10. Structure (workplace)
11. Relationships
12. Physical conditions

Sources:

Ritchie, Sheila and Martin, Peter (1999) Motivation Management, Gower

Huczynski, Andrzej A. and Buchanan, David A. (2007) Organisational Behaviour: An Introductory Text Chapter 8 Motivation, Prentice Hall available from **https://slideplayer.com/slide/10417037/**

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[3] Ritchie, Sheila & Martin, Peter. (1996) Motivation Management

DANIEL PINK'S DRIVE: THE SURPRISING TRUTH ABOUT WHAT MOTIVATES US

Daniel Pink has researched and written about what drives staff who deal work in roles that demand more than simple rudimentary tasks. Roles that require some level of problem solving, decision making (however basic), creativity and thought.

He argues that the starting point for any discussion of motivation in the workplace is simple: People have to earn a living. If employee compensation isn't adequate or equitable, the focus will be on the unfairness of the situation. Without fairness in baseline compensation you'll get very little motivation at all.

However once organisations enable their staff to past that threshold, traditional carrots and sticks can achieve precisely the opposite of their intended aims. Rewards can transform an interesting task into a drudge. They can turn play into work. He argues, and the research would show, that the problem with making an extrinsic reward the only destination that matters is that some people will choose the quickest route there, even if it means taking the "low road".

In contrast, when the reward is the activity itself – deepening learning, delighting customers, doing one's best – people are less likely to be driven to take shortcuts. Pink sets out three elements that he feels organisations should provide to engage and motivate staff and support productivity in the workplace:

1. **Autonomy** "the desire to direct our own lives;"
2. **Mastery** "the urge to make progress and get better at something that matters; and"
3. **Purpose** "the yearning to do what we do in the service of something larger than ourselves."

Autonomy

Autonomy is different from independence. It means acting with choice – which means we can be both autonomous and interdependent with others. A sense of autonomy has a powerful effect on individual performance and attitude. A Cornell University study on workers autonomy at 320 small businesses discovered that businesses that offered autonomy grew at four times the rate of the control-oriented firms and had one-third the turnover. Encouraging autonomy doesn't mean discouraging accountability. People must and want to be accountable for their work. The question you need to ask is what can you give people autonomy over? What are you controlling in the way they work that they could control?

Mastery

Mastery is about providing people with opportunities to get better at something that matters to them – their job. Providing them with opportunities to grow and develop and progress in their role and feel like

they are excelling. Organisations who focus on staff development and providing opportunities for mastery have been seen to have higher staff retention and productivity.

Purpose

Pink argues that "purpose maximization" is taking its place alongside profit maximization as an inspiration and a guiding principle for staff and organisations. The new "purpose motive" is expressing itself in a number of ways for example:

- In goals that use profits to reach purpose. Giving employees control over how the organisation gives back to the community might do more to improve their overall satisfaction than another "if-then" financial incentive.

- In words and actions that emphasise more than self-interest. Emphasising the collective is more important than just the individual.

- Helping people to understand how their job links to the greater purpose.

Pink argues that one cannot lead a life that is truly excellent without feeling that one belongs to something greater and more permanent than oneself. Satisfaction depends on not merely having goals, but on having the right goals – goals that are greater than their own self-interest. This does not reject profits, but it places equal emphasis on purpose maximization. This move to accompany profit maximization with purpose has the potential to rejuvenate our businesses and remake our world.

Source: Pink, Daniel H (2011), Drive, Canongate Books