

# Employee Motivation

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# Motivation - Definition

- “The inner force that drives individuals to accomplish personal and organizational goals.” (Journal of Extension, June 1998, [www.joe.org](http://www.joe.org))
- “The willingness to do something and is conditioned by this action’s ability to satisfy some need for the individual.” (textbook, p. 43)
- Motivation is not necessarily getting someone to do what you want them to do - It’s getting someone to WANT to do what you want them to do.
- Goal of motivation is to increase productivity/performance.

# Motivational Theories

# McClelland's Theory of Needs

- People have 3 types of needs within organizations.
  - Achievement - need to do things better for self-satisfaction
  - Power - need to control and/or influence others
  - Affiliation - need for close interpersonal relationships
- Motivation results when the need is supported by the environment.

| Need        | Characteristics   |
|-------------|---|
| Achievement | <ul style="list-style-type: none"><li>- Want personal responsibility</li><li>- Desire timely, clear feedback</li><li>- Prefer challenging goals</li></ul>   |
| Power       | <ul style="list-style-type: none"><li>- Like being in charge</li><li>- Prefer competitive, status-oriented environment</li><li>- Goal is prestige/influence rather than effective performance</li></ul> |
| Affiliation | <ul style="list-style-type: none"><li>- Desire friendships</li><li>- Prefer cooperative environments</li></ul>  |

# Equity Theory

- Ratio between what a person puts into a job and what they get out of the job.
- Equity exists when ratio is equal to that of relevant others.
- When ratio is inequitable
  - If paid by time
    - Over rewarded employees - produce more and/or higher quality
    - Under rewarded employees - produce lower quality and/or quantity
  - If paid by quantity
    - Over rewarded employees - produce lower quantity/higher quality
    - Under rewarded employees - produce higher quantity/lower quality
- The basis for this motivation is that we strive for equity.

# Herzberg's Two-Factor Theory

- Based on premise that satisfaction leads to motivation which leads to increased productivity.
- However, the factors that produce job satisfaction are distinct from factors that produce job dissatisfaction.
- The opposite of dissatisfaction is not satisfaction
  - it is no dissatisfaction.
- People can experience no dissatisfaction and no satisfaction at the same time.

# What Motivates YOU?

# Hygiene Factors

- Salary
- Status
- Security
- Relationship with Peers
- Work Conditions
- Supervision
- Company Policy

# Why doesn't hygiene motivate?

- Removing dissatisfying factors does not motivate employees.
- Employees have insatiable appetites for hygiene factors.
- Motivated people seek more hours of work not less.
- Employees are not challenged by horizontal job loading.

# Motivational Factors

- Achievement
- Recognition
- Work Itself
- Responsibility
- Advancement
- Growth

# Intrinsic Rewards

- Enrich employee jobs.
- Aid managers in rediscovering their real functions in developing staff.
- Give employees projects they can be proud of accomplishing.
- Challenge employees.

# How to Motivate

- Vertical job loading motivational technique
- Removing some controls
- Increasing accountability
- Complete process or unit of work
- More difficult tasks
- Allow them to become experts

# Herzberg's Motivation Theory Applied

- Employee involvement programs
- Participative management
- Representative participation
- Employee stock ownership plan

# Implementing Motivation Incentives

- Initial planning
- Mental approach
- Be prepared
- Recommendations for implementation

# Things to remember...

- Can you really motivate people?
  - No, ultimately people must motivate themselves.
  - Managers should create an environment conducive to self-motivation.
- People are different
  - Take the time to determine what motivates each employee.
    - ask them
    - listen to them
    - observe them
  - Use an appropriate motivational strategy for each employee.
- What motivates people can change over time.

# Things to remember...

- Motivation is an ongoing process.
  - Don't get people motivated then forget about them.
  - Develop policies and procedures that support motivational factors.
- Lack of motivation could lead to higher employee turnover.

# Things to remember...

Not all jobs can or need to be enriched

If you have employees on the job, USE THEM

If you can't use them, GET RID OF THEM

If you can't get rid of them

**YOU WILL HAVE A MOTIVATION PROBLEM**