


# ***Managing for Maximum Performance***

## **UCSD Extension Business & Technology**

### **Chapter 14 – Motivating Employees – Fall 07**




## Motivating Employees

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## AGENDA

- Introduction
- Approaches to motivation
- Best Practices
- Class Discussion



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#### **Definition of Motivation**



- Concern with what activates human behavior, what directs this behavior toward a particular goal, and how this behavior is sustained
- Needs (deficiencies)-Drives/ Motives (stimulus that leads to the action)- Achievement of Goals

#### **Different Approaches**



- Scientific Management
- Equity
- Hierarchy of Needs
- Achievement-Power-Affiliation
- Motivation Maintenance
- Expectancy
- Reinforcement

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#### **Scientific Management Approach**



- Employee compensated according to individual production
- The money is the primary motivator of employees
- Financial rewards are directly related to performance

#### **Equity Approach**



- Fair treatment in relationship to others
- Employee's action to reduce inequity:
  - Increase inputs
  - Reduce inputs
  - Quit the job
  - Request a pay increase

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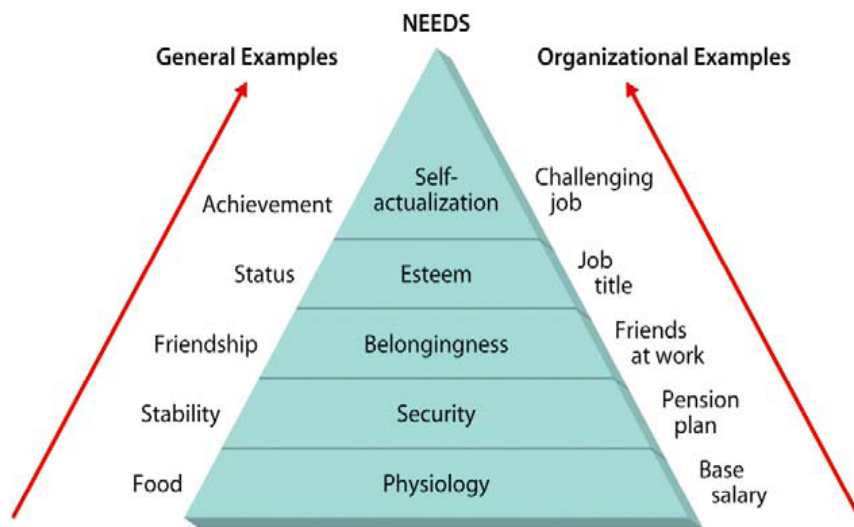
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## Hierarchy of needs

### Levels of needs

- Physiological
- Safety
- Social
- Esteem of ego
- Self-actualization

## Maslow's Hierarchy of Needs



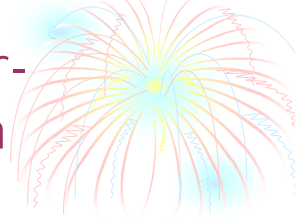
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#### **Achievement-Power-Affiliation Approach**



- Focuses on three needs:
  - Need to achieve
  - Need for power
  - Need for affiliation

#### **Motivation-Maintenance Approach**



- Two categories:
  - Maintenance or Hygiene Factors (Environmental)
  - Motivator Factors (Job Itself)

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#### **Motivation-Maintenance Approach (cont'd)**



- Maintenance or Hygiene Factors
  - Policies and administration
  - Supervision
  - Working conditions
  - Interpersonal relations
  - Personal life
  - Money, status, security

#### **Motivation-Maintenance Approach (cont'd)**



- Motivator factors (job itself)
  - Achievement
  - Recognition
  - Challenging work
  - Increased responsibility
  - Opportunity for advancement
  - Opportunities for personal growth

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Motivation-Maintenance Approach (cont'd)

MOTIVATION MAINTENANCE

Motivational	Work Itself
	Achievement
	Possibility of growth
	Advancement
	Recognition
	Status
Maintenance	Interpersonal relations
	Superior
	Subordinates
	Peers
	Supervision
	Company policy and administration
	Job security
	Working conditions
	Salary
	Personal Life

Expectancy Approach

Three beliefs:

- Expectancy (increased effort leads to increased performance)
- Instrumentality (increased performance leads to increased rewards)
- Valence (belief about value of the rewards)

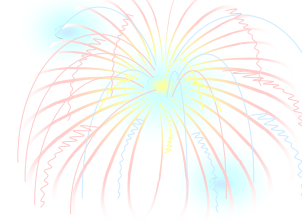
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#### **Reinforcement Approach**



- Motivation Approach states: consequences of a person's present behavior influence his or her future behavior.

#### **Reinforcement Approach (cont'd)**



- Four types of reinforcement:
  - Positive reinforcement
  - Avoidance or negative reinforcement
  - Extinction
  - Punishment

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#### **Reinforcement Approach (cont'd)**



- Current Management Practice is Positive Reinforcement:
  - All people should not be rewarded the same
  - Failure to respond to employee's behavior reinforces the behavior
  - Person must be told what can be done to be reinforced
  - Person must be told what he or she is doing wrong
  - Reprimands-do not do in front of others

#### **Best Practices**



- Monetary
  - Bonuses/Commissions
  - Stock Options
  - Health Plan/401K
  - Benefits - Same Sex Partners

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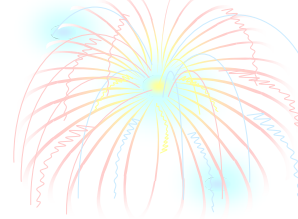
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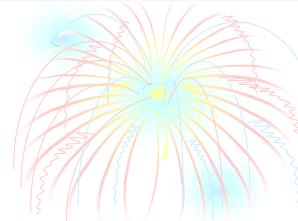
#### **Best Practices**

- Psychological
  - Provide Challenge
  - Advancement Opportunities
  - Acknowledgement
  - Perks – Employee Appreciation



#### **Best Practices**

- Perks
  - Childcare
  - Mandatory Recess
  - Massages
  - Flextime and Comp. time
  - Casual Dress
  - Exercise Facilities (Gym, Basketball & Volleyball Courts)



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#### **Best Practices**



- Perks (Continued)
  - Catered Meals
  - Company Functions
    - Sports Events (Chargers, Horse Races, Etc.)
    - Movies
    - Hiking (Team Building Events)
    - In House Laundry

#### **Class Discussion**



- What ways have you been motivated by your employer?

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