

## Aims

- ▶ Develop our understanding of the meaning of the term 'motivation'
- ▶ Explain Taylor's theories of 'Scientific Management' and 'Economic Man'
- ▶ Evaluate the relevance and usefulness of Taylor's theories in today's business world.



## Taylor's motivation theory



Frederick Winslow Taylor used a **scientific approach** to try to work out how employees could work more efficiently to become more productive.

To do this, he timed some workers whilst they completed their tasks and worked out how they could have done the tasks faster. He concluded that workers should be made to perform tasks in the most time effective ways.

He also suggested that staff are motivated by pay, so they should be paid **piece rate** (per unit produced) to urge them to work harder.

However! Is Taylor too simplistic? Is EVERYONE motivated by just money? Can you measure output in all industries?

## Aims

- ▶ Categorise what motivates people into 5 different 'needs'
- ▶ Explain how Maslow's Hierarchy of Needs is organised and why
- ▶ Analyse the implications for a business of using Maslow's Hierarchy in motivating staff

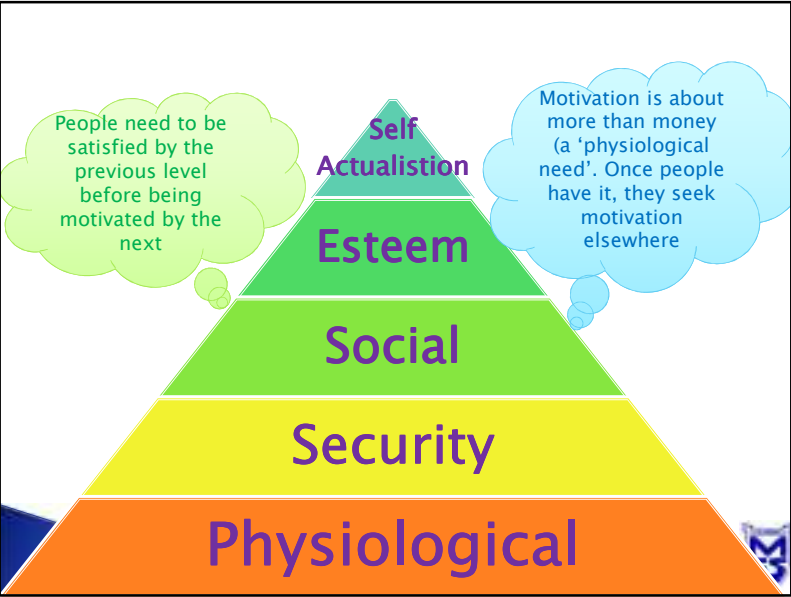


## Abraham Maslow



- ▶ Studied employee motivation
- ▶ Published his 'Hierarchy of Needs' in 1954
- ▶ Suggested that people have similar needs which must be met in order to be motivated
- ▶ These needs vary in urgency and complexity





### Business Implications

Level of Need	Ways businesses can address them
Self-Actualisation <i>personal growth</i>	<i>Training - develop skills</i> <i>Helping others, responsibility</i>
Esteem	<i>Pay rises, promotions, benefits</i> <i>Praise, 'Employee of the Month'</i>
Social	<i>Café, break time</i> <i>Social clubs</i> <i>Trip/events - End of year parties</i> <i>Team work</i>
Security	<i>Insurance</i> <i>Alarms/fire exits</i> <i>Security guards</i> <i>Contracts</i> <i>Storage</i> <i>Safe/maintained site - equipment</i>
Physiological	<i>Pay</i> <i>Café, break, water coolers</i> <i>Benefits - health care, transport</i>

- ### Benefits/Limitations?
- ▶ Helps businesses recognise that money isn't the ONLY thing that motivates people
  - ▶ Helps a business think of practical solutions to solving needs
  - ▶ Some people may not be motivated in this order of needs
  - ▶ Should the pyramid be open to reflect our never ending need for challenge and fulfillment?

- ### Herzberg's Two-Factor Theory
- ▶ Understand the difference between 'hygiene' and 'motivator' factors and their roles in employee motivation
  - ▶ Explain how a business can satisfy these needs in order to achieve long term motivation

### Frederick Herzberg



- ▶ Studied engineering and accounting workers in Pittsburgh, USA
- ▶ Developed the 'Two Factor Theory of Motivation' in the late 1950's
- ▶ Arguably the most accurate AND relevant thinking on motivation today



### In Summary...fill the gaps

- ▶ Herzberg believed that humans have two sets of needs - one set of basic 'survival' needs (hygiene factors) and one set of 'human personal growth' needs (motivator factors).
- ▶ If hygiene factors are present at work, people will be demotivated, but not motivated. If they are absent, removed or changed, they can become motivated quickly.
- ▶ When motivator factors are present at work, people can experience personal growth, which makes them 'feel good' in their job, and therefore gives them more motivation, to work well. These are particularly important for long term motivation.

Survival	hygiene	motivator	satisfied
Demotivated	psychological	reason	long term




### Herzberg's Two-Factor Theory



### How useful?

- ▶ Strong links with Maslow's Hierarchy of Needs, but more detailed.
- ▶ Encourages businesses to think about the long term motivation of staff, and recognise that providing the 'basics' do not motivate themselves.






# Motivation Theories

McGregor's Theory X and Y


## Today

- ▶ Understand the difference between a Theory X manager and a Theory Y manager
- ▶ Evaluate the benefits and drawbacks of each approach
- ▶ Determine the best approach for a motivated workforce – does the approach depend on anything?




## McGregor's Theory X and Theory Y

- ▶ This is a MANAGEMENT theory with LINKS to motivation!
- ▶ This measures MANAGERS' attitudes to employees, NOT employees attitudes to work!
- ▶ Believed there are two types of managers who see their staff in two different ways...Theory X and Theory Y...




## Theory X



**Theory X managers believe employees**

- need to be controlled
- don't like work
- need to be pushed to be more productive
- need incentive schemes
- have to be directed to do things that they don't enjoy



## Evaluating Theory X

- ▶ Some employees need/want direction
- ▶ Some employees don't want responsibility
- ▶ In reality, many employees need 'pushing' to do better or perform undesirable tasks
- ▶ Most of us do not respond well to threats, over-supervision or poor attitude
- ▶ Most people respond to monetary AND other forms of reward, like praise
- ▶ Poor attitude/mistrust etc. can lead to frustration, low self-esteem and demotivation



## Theory Y

### Theory Y managers believe employees

- want to be involved
- can think for themselves and make decisions
- share ownership of tasks
- will find work more rewarding if given responsibility and a variety of tasks
- have good ideas
- can engage in some level of self-management



## Evaluating Theory X

- ▶ Good manager-worker relationships are a social and esteem need
- ▶ Workers enjoy feeling valued, trusted and responsible
- ▶ Most workers know their job/company/industry well and could contribute ideas
- ▶ Employees may take advantage of the trusting, positive nature of managers
- ▶ Some employees work more effectively with more direction
- ▶ Delegating responsibility could lead to errors or tasks taking more time due to inexperience



## Theory Z?

Not a real theory, however consider the question – is it possible that a manager can have elements of both Theory X and Y? Would they focus on one approach in different circumstances?

