

Motivating Employees & Monitoring and controlling

Chapter 16 & 18

Motivation

- The process by which a person's efforts are energized, directed, and sustained toward attaining a goal
- The *energy* element is a measure of intensity, drive, and vigor. A motivated person puts forth effort and works hard. However, the quality of the effort must be considered as well as its intensity. High levels of effort don't necessarily lead to favorable job performance unless the effort is channeled in a *direction* that benefits the organization. Effort directed toward and consistent with organizational goals is the kind of effort we want from employees. Finally, motivation includes a *persistence* dimension. We want employees to persist in putting forth effort to achieve those goals.

Maslow's Hierarchy of Needs Theory

The best-known theory of motivation is probably Abraham Maslow's hierarchy of needs theory. Maslow was a psychologist who proposed that within every person is a hierarchy of five needs:

1. **Physiological needs:** A person's needs for food, drink, shelter, sex, and other physical requirements.
2. **Safety needs:** A person's needs for security and protection from physical and emotional harm as well as assurance that physical needs will continue to be met.
3. **Social needs:** A person's needs for affection, belongingness, acceptance, and friendship.
4. **Esteem needs:** A person's needs for internal esteem factors such as self-respect, autonomy, and achievement and external esteem factors such as status, recognition, and attention.
5. **Self-actualization needs:** A person's needs for growth, achieving one's potential, and self-fulfillment; the drive to become what one is capable of becoming.

MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW



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

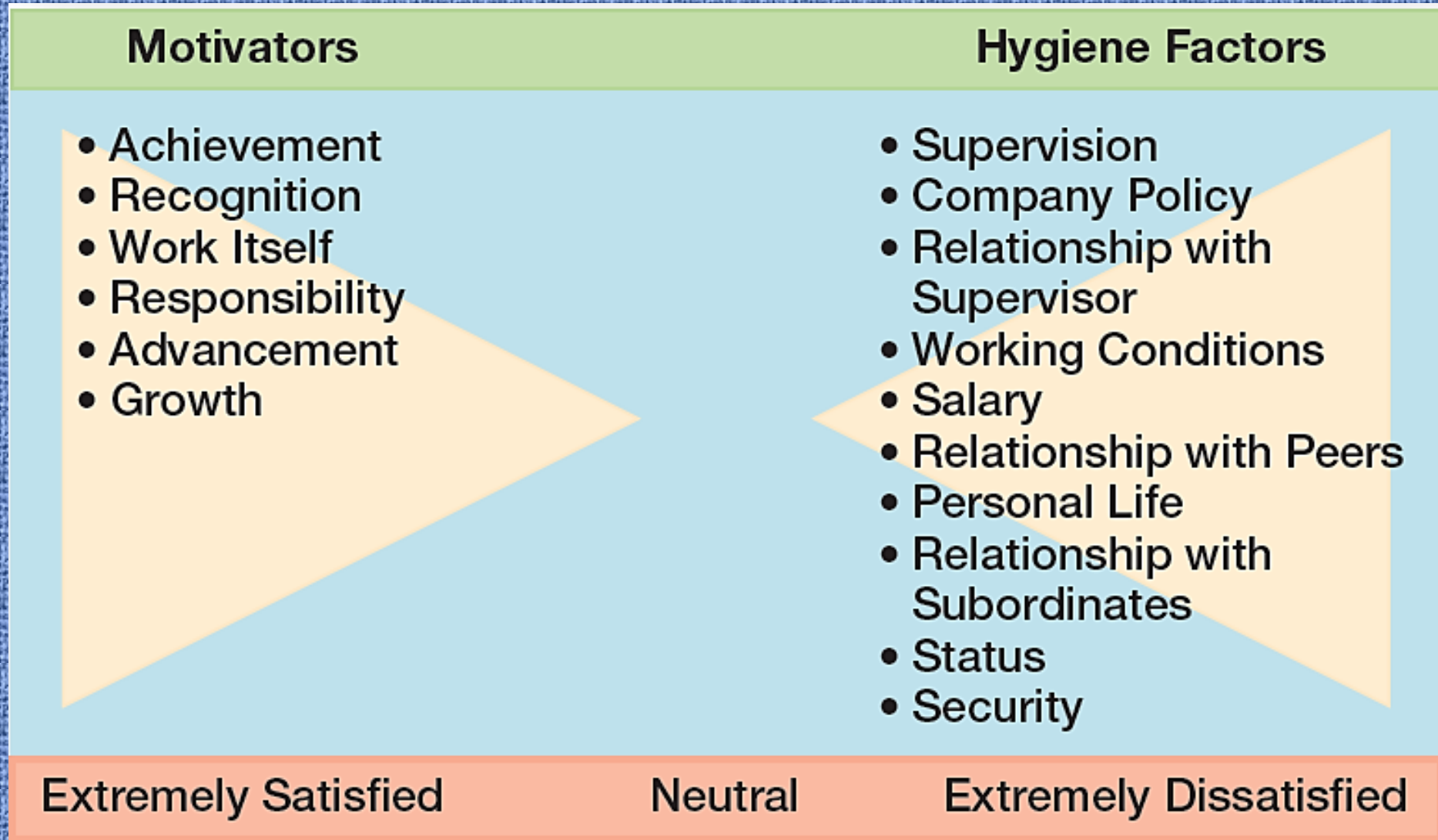
Abraham Harold Maslow (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, *Motivation and Personality*.

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.

McGregor's Theory X and Theory Y

- Theory X is a negative view of people that assumes workers have little ambition, dislike work, want to avoid responsibility, and need to be closely controlled to work effectively.
- Theory Y is a positive view that assumes employees enjoy work, seek out and accept responsibility, and exercise self direction.

Herzberg's Two-Factor Theory



TWO-FACTOR THEORY (MOTIVATION—HYGIENE THEORY)

- The motivation theory that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction
- Herzberg wanted to know when people felt exceptionally good (satisfied) or bad (dissatisfied) about their jobs.
- The extrinsic factors that create job dissatisfaction were called hygiene factors. When these factors are adequate, people won't be dissatisfied, but they won't be satisfied (or motivated) either. To motivate people, Herzberg suggested emphasizing motivators, the intrinsic factors having to do with the job itself.

Exhibit 17-3

Contrasting Views of Satisfaction– Dissatisfaction

TRADITIONAL VIEW

Satisfied

Dissatisfied

Motivators

HERZBERG'S VIEW

Hygiene Factors

Satisfaction

No Satisfaction

No Dissatisfaction

Dissatisfaction

The Three Needs Theory

- Need For Achievement (Nach): The drive to succeed and excel in relation to A set of standards
- Need For Power (Npow): The need to make others behave in A way that they would not have behaved otherwise
- Need For Affiliation (Naff): The desire for friendly and close interpersonal relationships

Goal-setting Theory

- The proposition that specific goals increase performance and that difficult goals, when accepted, result in higher performance than do easy goals
- Studies on goal setting have demonstrated that specific and challenging goals are superior motivating forces

Reinforcement Theory

- Reinforcement theory says that behavior is a function of its consequences.
- Those consequences that immediately follow a behavior and increase the probability that the behavior will be repeated are called reinforcers.
- Using reinforcement theory, managers can influence employees' behavior by using positive reinforcers for actions that help the organization achieve its goals.
- And managers should ignore, not punish, undesirable behavior.

Job design

- The way tasks are combined to form Complete jobs
- Managers should design jobs deliberately and thoughtfully to reflect the demands of the changing environment; the organization's technology; and employees' skills, abilities, and preferences. When jobs are designed like that, employees are motivated to work hard.

Controlling

- **Management function that involves monitoring, comparing, and correcting work performance**

Control process

A three-step process of measuring actual performance, comparing actual performance against a standard, and taking managerial action to correct deviations or inadequate standards

Exhibit 18-2
The Control Process



Step 1: Measuring Actual Performance

Exhibit 18-3

Sources of Information for Measuring Performance

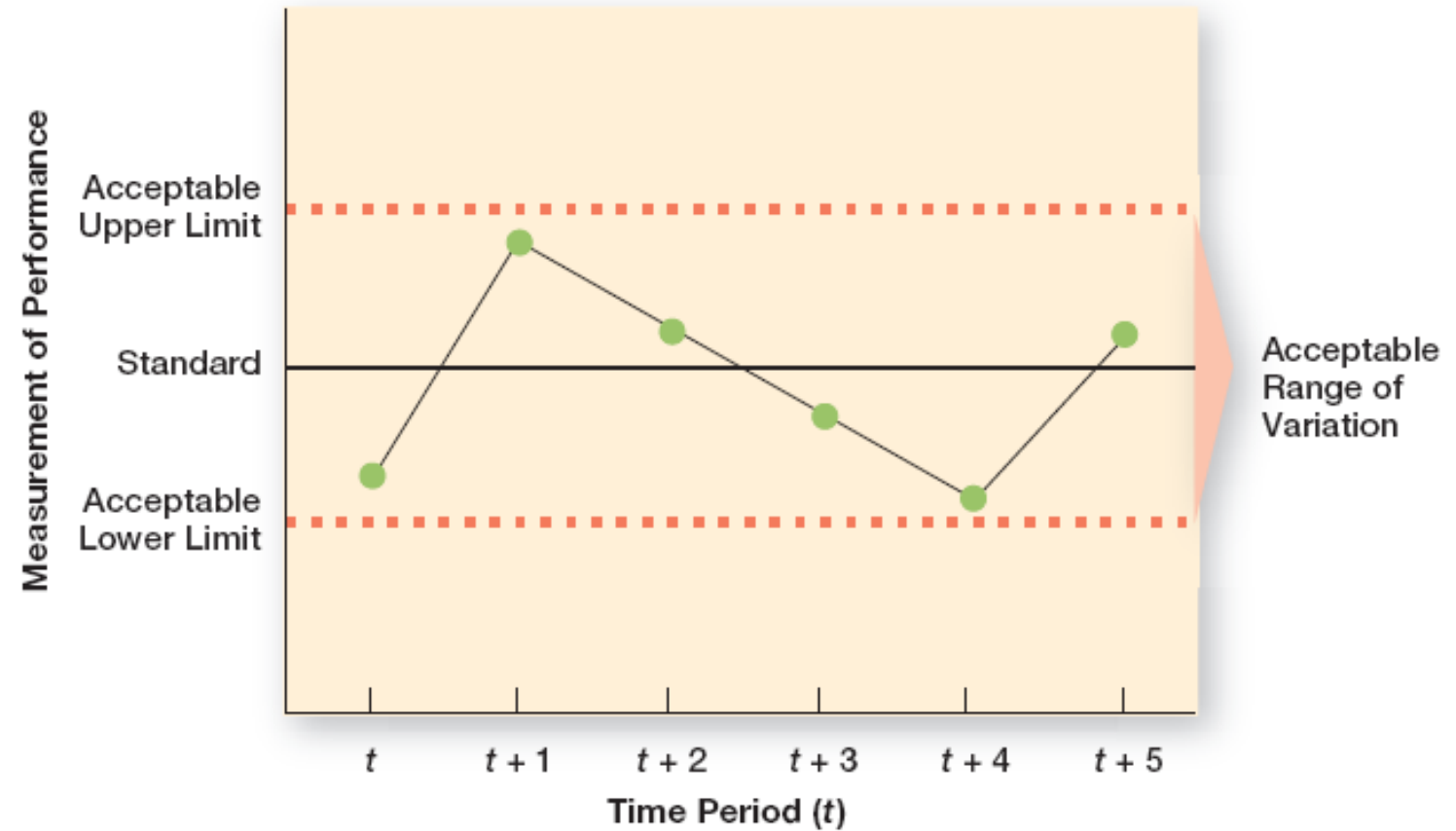
	Benefits	Drawbacks
Personal Observations	<ul style="list-style-type: none">• Get firsthand knowledge• Information isn't filtered• Intensive coverage of work activities	<ul style="list-style-type: none">• Subject to personal biases• Time-consuming• Obtrusive
Statistical Reports	<ul style="list-style-type: none">• Easy to visualize• Effective for showing relationships	<ul style="list-style-type: none">• Provide limited information• Ignore subjective factors
Oral Reports	<ul style="list-style-type: none">• Fast way to get information• Allow for verbal and nonverbal feedback	<ul style="list-style-type: none">• Information is filtered• Information can't be documented
Written Reports	<ul style="list-style-type: none">• Comprehensive• Formal• Easy to file and retrieve	<ul style="list-style-type: none">• Take more time to prepare

Step 2: Comparing Actual Performance Against the Standard

The acceptable parameters of variance between actual performance and the standard

Exhibit 18-4

Acceptable Range of Variation



Step 3: Taking Managerial Action

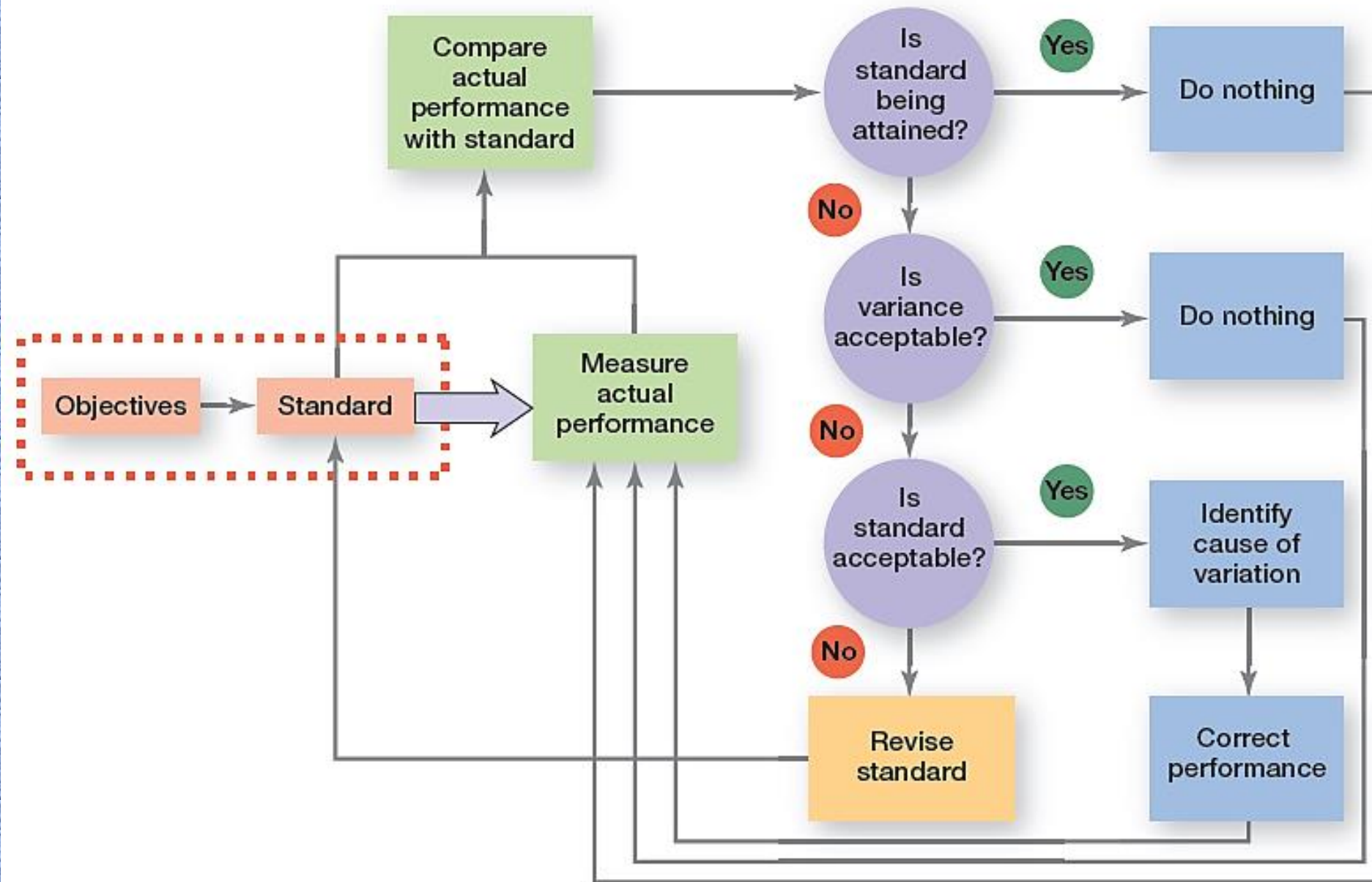
- Immediate Corrective Action
- Corrective action that corrects problems at once to get performance back on Track
- Basic Corrective Action
- Corrective action that looks at how and why performance deviated before correcting the source of deviation

REVISE THE STANDARD

- It's possible that the variance was a result of an unrealistic standard—too low or too high a goal. In that situation, the standard needs the corrective action, not the performance.

Exhibit 18-6

Managerial Decisions in the Control Process



- PERFORMANCE

The end result of an activity

- ORGANIZATIONAL PERFORMANCE

The accumulated results of all the organization's work activities

Exhibit 18-8

Types of Discipline Problems and
Examples of Each

<i>PROBLEM TYPE</i>	<i>EXAMPLES OF EACH</i>
Attendance	Absenteeism, tardiness, abuse of sick leave
On-the-Job Behaviors	Insubordination, failure to use safety devices, alcohol or drug abuse
Dishonesty	Theft, lying to supervisors, falsifying information on employment application or on other organizational forms
Outside Activities	Criminal activities, unauthorized strike activities, working for a competing organization (if no-compete clause is part of employment)

Types of Control

- Feed forward Control

Control that takes place before a work activity is done

- Concurrent Control

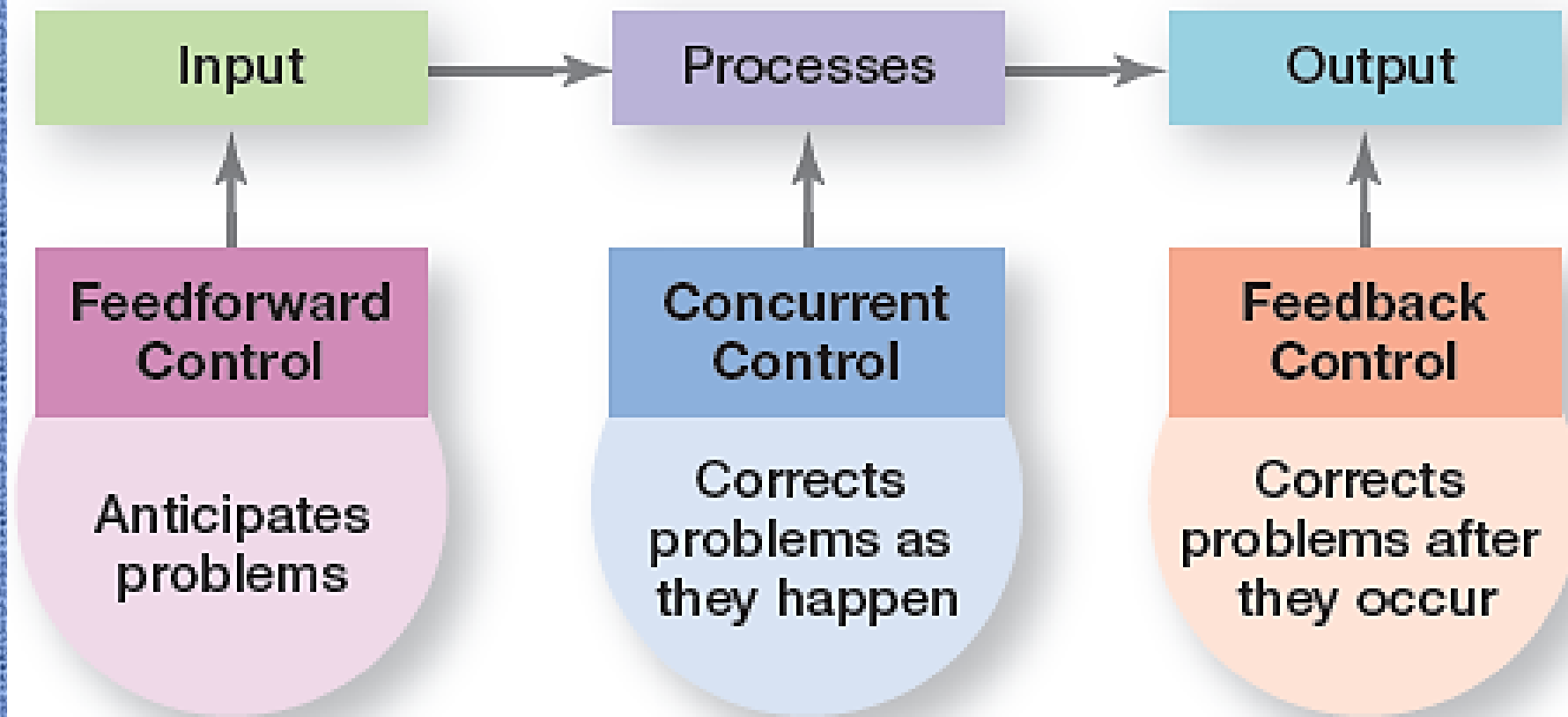
- Control that takes place while a work activity is in progress

- Feedback Control

- Control that takes place after a work activity is done

Exhibit 18-9

Types of Control



Management by walking around

- A term used to describe when a manager is out in the work area interacting directly with employees

Benchmarking

- The search for the best practices among competitors or non-competitors that lead to their superior performance. Benchmarking should identify various benchmarks, the standards of excellence against which to measure and compare.

Thank You!