

Links



Scan the QR code to view websites on Motivational Theorist, that you will study further in class.

Good luck and have a great summer

## Theories of Motivation

### Behaviorist Theory

- *Motivation is the result of responses to reinforcement.*

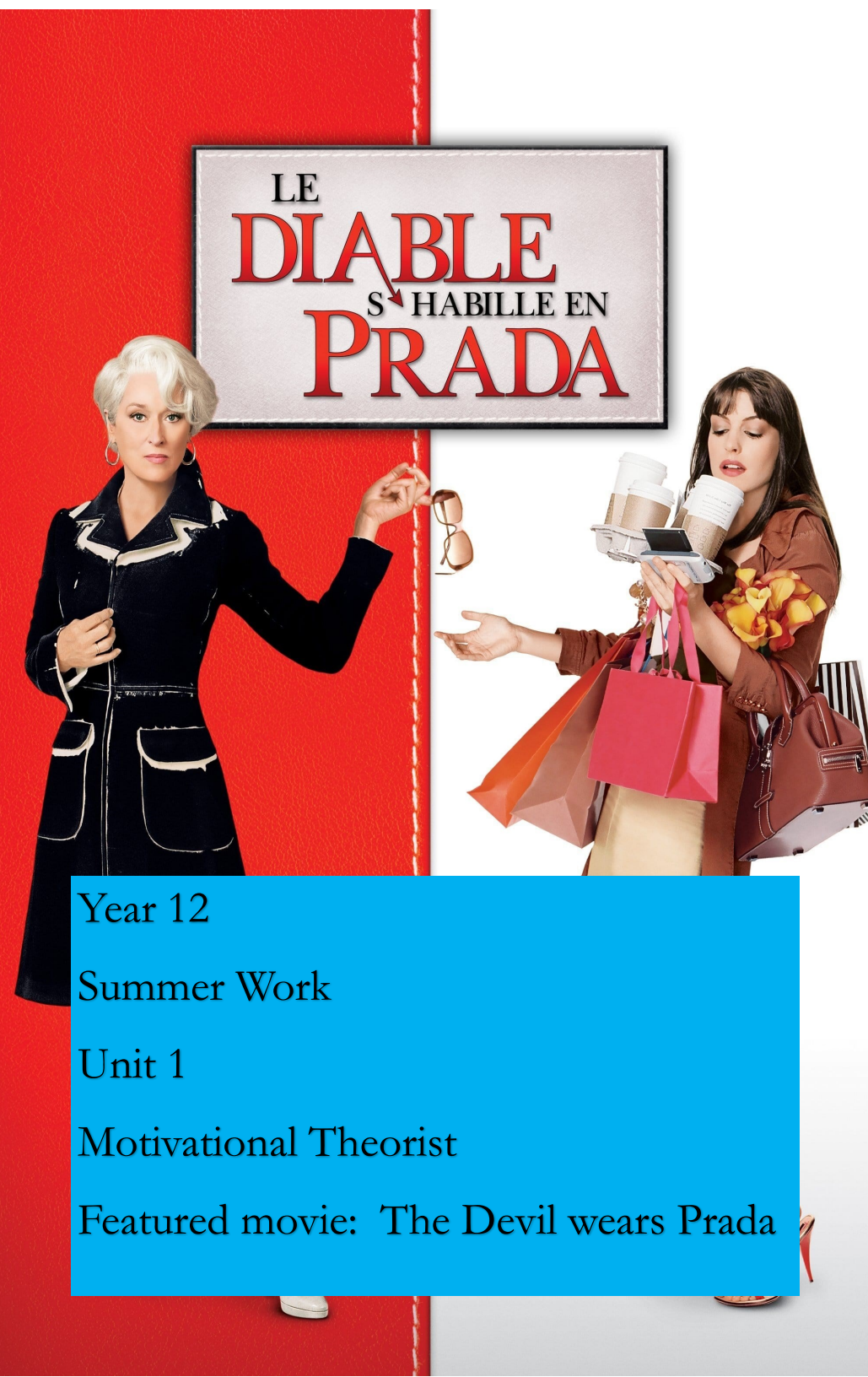
### Cognitive Theory

- *Motivation results from individuals attempting to maintain order or balance and an understanding of the world.*

### Humanist Theory

- *Motivation results from individuals attempting to fulfill their full potential as human beings.*

--Wiseman & Hunt, 2001



Year 12

Summer Work

Unit 1

Motivational Theorist

Featured movie: The Devil wears Prada

## Taylor

Frederick Winslow Taylor (1856 – 1917) put forward the idea that workers are motivated mainly by pay. His Theory of Scientific Management argued the following:

Workers do not naturally enjoy work and so need close supervision and control

Therefore managers should break down production into a series of small tasks

Workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task.

Workers are then paid according to the number of items they produce in a set period of time- piece-rate pay.

As a result workers are encouraged to work hard and maximise their productivity.

Taylor's methods were widely adopted as businesses saw the benefits of increased productivity levels and lower unit costs. The most notably advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production.

Taylor's approach has close links with the concept of an autocratic management style (managers take all the decisions and simply give orders to those below them) and Macgregor's Theory X approach to workers (workers are viewed as lazy and wish to avoid responsibility).

•Your work should have

a. Introduction

b. One paragraph detailing each theorist

c. Summary of the movie

d. Types of motivation/demotivation used in the movie

e. The type of leadership style used in the movie

f. Conclusion

Work is to be submitted on your 1st

Based on what you have learned so far and with further research, you are to watch the movie the Devil wears Prada. From the movie, you are to analyse and evaluate the following:

- A. What motivates the staff to work?
- B. Were they being motivated by fear, money or enjoyment of the job?
- C. Were they being demotivated?
- D. What type of leadership style was portrayed in the movie?
- E. Which theorist or theorists concept were mostly present.?

However workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as productivity levels increased. This led to an increase in strikes and other forms of industrial action by dis-satisfied workers.

### **Maslow**

Abraham Maslow (1908 – 1970) along with Frederick Herzberg (1923-) introduced the Neo-Human Relations School in the 1950's, which focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which employees need to have fulfilled at work.

All of the needs are structured into a hierarchy (see below) and only once a lower level of need has been fully met, would a worker be motivated by the opportunity of having the next need up in the hierarchy satisfied. For example a person who is dying of hunger will be motivated to achieve a basic wage in order to buy food before worrying about having a secure job contract or the respect of others.

A business should therefore offer different incentives to workers in order to help them fulfill each need in turn and progress up the hierarchy (see below). Managers should also recognise that workers are not all motivated in the same way and do not all move up the hierarchy at the same pace. They may therefore have to offer a slightly different set of incentives from worker to worker.

## Herzberg

Frederick Herzberg (1923-) had close links with Maslow and believed in a two-factor theory of motivation. He argued that there were certain factors that a business could introduce that would directly motivate employees to work harder (**Motivators**). However there were also factors that would de-motivate an employee if not present but would not in themselves actually motivate employees to work harder (**Hygiene factors**)

Motivators are more concerned with the actual job itself. For instance how interesting the work is and how much opportunity it gives for extra responsibility, recognition and promotion. Hygiene factors are factors which 'surround the job' rather than the job itself. For example a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions but these factors will not make him work harder at his job once he is there. Importantly Herzberg viewed pay as a hygiene factor which is in direct contrast to Taylor who viewed pay, and piece-rate in particular

Herzberg believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are:

### Frederick Taylor

Father of scientific management said workers:

1. Motivated mainly by pay.
2. Do not naturally enjoy work.
3. Need close supervision.
4. Need training to be efficient.
5. Paid by units of production.

Link - McGregor's Theory X



**Job enlargement** – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.

**Job enrichment** - involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.

**Empowerment** means delegating more power to employees to make their own decisions over areas of

## Herzberg's Theory of Motivation or TWO Factor Theory of Motivation

### Hygiene Factors

- Personal Safety
- Good working conditions
- Fair compensation
- Job security
- Good Work-life balance
- Fair Organization policies
- etc..

### Motivating Factors

- Rewards
- Recognition
- Assigning higher responsibilities
- Meaningful work
- Role that has better career prospects
- etc..