Managing People & Performance
Managing individual performance
Motivation & Rewards *(20)*

Motivation & Rewards

Mullins, LJ (2006a) Work motivation and rewards

Motivation of knowledge workers

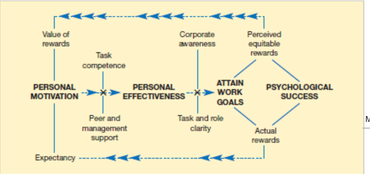
- Motivation
  - 

    Figure 5.12 Motivating knowledge workers
    (Source: Mohan Tanpos, 'Knowledge Workers – The New Management Challenge', *Professional Manager*, Institute of Management, November 1994, p. 13. Reproduced with permission.)
- 2 human needs above all
  -
    Self belief and development of emotional intelligence
  -
    Sense of meaning and purpose in life --> meaningful work
- **Most companies haven't recognised the need to identify and tap into their employees' personal motivators**

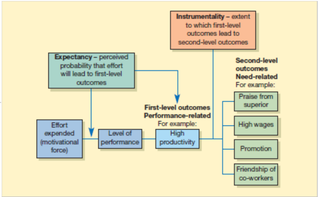
Theories of motivation

- **Content theory**
  nature of needs, **what** motivates
  - **Maslow "Need hierarchy"**
    - 5 Self-Actualisation
    - 4 Esteem (Ego needs)
    - 3 Love (Social needs)
    - 2 Safety
    - 1 Physiological
    -

    - Performance pyramid to improve commitment & retention
      - 1 Safety
      - 2 Rewards
      - 3 Affiliation
      - 4 Growth
      - 5 Work life / harmony
  - **Herzberg "Two factor"**
    - Hygiene factors
      -
      - not "motivating" but "dissatisfiers
      - if missing --> dissatisfaction
      - e.g. Salary, Job security, Working conditions, Supervision, Policy and administration, Relations
    - Motivators
      -
      - growth factors
      - "Good performance brings jobs satisfaction and not reverse"
      - e.g. Achievement, Recognition, Responsibility, Nature of work, Personal advancement
  - **McClelland "Achievement Motivation"**
    - Achievement motive
      -
      - People with high achievement motives prefer
        - moderate task difficulty
        - personal responsibility for performance
        - clear and unambiguous feedback
        - more innovative
      - Money not "incentive" but symbolising task performance or achievement
      - Develops from environmental influences
        -
        - Feedback on performance --> success leads to more success desire
        - Models of achievement --> emulate successful people
        - modify self image --> to suggest they NEED challenges and success
        - Control day dream and thinking --> How they seem themselves
    - Power motive
      - socialised power --> group goals
      - important for leaders
    - Affiliate motive
    - Avoidance motive
- **not conclusive but provide a valuable framework**

Process theory

process of motivation

- **needs at work**
  - Extrinsic motivation
    - tangible — salary, fringe, promotion etc.
    - not under managers control
  - if not fulfilled "Barrier or blockage"
    -
    - Frustration induced behaviour
      - Aggression
      - Regression
      - Fixation
      - Withdrawal
    -
    - Constructive behaviour
      - Problem solving
      - Restructuring (alternative) goal
  - Intrinsic motivation
    - psychological reward — appreciation, recognition
    - managers behaviour
- Expectancy theories
  - **Vrooms expectancy theory**
    - Valence x Instrumentality x Expectancy = Motivation
    - people prefer certain outcomes over others
    - 

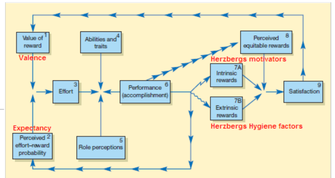
  - **Porter & Lawler expectancy theory**
    - based on Vrooms modell
    - developed from Vroom = added Abilities & Traits Role perceptions + Rewards
    - **job satisfaction depends on performance and not reverse**
    - Motivation, satisfaction, performance separate variables
    - 

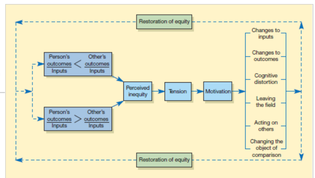
      Figure 5.9 The Porter and Lawler motivation model
      (Source: Porter, L W, and Lawler, E. E., *Managerial Attitudes and Performance*. Copyright © Richard D. Irwin Inc. (1968), p. 165.)
  - **Equity theory by Adams**
    - Focuses on peoples feelings of how fairly they have been treated in comparison with the treatment received by others
    - inequity results in tension and tension results in 6 behaviours
    - 

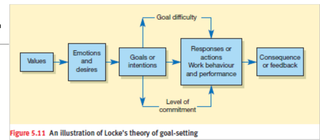
      Figure 5.10 An illustration of Adams's equity theory of motivation
  - **Goal theory by Locke**
    - People's goals play an important role in determining behaviour
    - **People strive to achieve goals in order to satisfy their emotions and desires**
    - Goal setting = **"Motivational technique"**
    - 

      Figure 5.11 An illustration of Locke's theory of goal-setting
  - **Attribution theory**
    - **"External"** or "situational" attribution assigns causality to an outside factor, such as the weather.
    - **"Internal"** or "dispositional" attribution assigns causality to factors within the person, such as their own level of intelligence or other variables that make the individual responsible for the event.
    - **"If people can attribute their success or failure to something they can control, then they are likely to repeat or change this for the future"**