

UWS UNIVERSITY OF THE
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Tutorial 8 Topic 8
Motivation

Intrinsic Rewards

One important type of motivator is intrinsic (inner) rewards, which include the personal satisfaction you feel for a job well done. People who respond to such inner promptings often enjoy their work and share their enthusiasm with others.

Are you more strongly motivated by your own desire to do well, or by extrinsic rewards like pay and recognition?

Why?



Scientific Management



UPS tells drivers how to get out of their trucks, how fast to walk, how many packages to pick up and deliver per day, and even how to hold their keys.

Can you see how UPS follows the principles of scientific management by teaching people the one “best way” to perform each task?

Is there a downside to Scientific Management?

McGregor's Theory X and Theory Y ³

Theory Y

- People like work; it's a part of life.
- Workers seek goals to which they are committed.
- Commitment to goals depends on perceived rewards.
- Most people will seek responsibility.
- People can use creativity to solve problems.
- Intellectual capacity is only partially realized.
- People are motivated by a variety of rewards.

Theory X

Theory X managers don't live to make their employees happy. For example, Charlie Ergen, the cofounder and chair of Dish Network, makes employees work long hours and a whole lot of mandatory overtime with few paid holidays. Employees describe the Ergen-created company culture as one of condescension and distrust. Yet the company's earnings have consistently beat market expectations.



Would you prefer to work for a Theory X or a Theory Y manager? Why justify your answer

Ouchi's Theory Z

William Ouchi

Researched cultural differences between the U.S. (Type A) and Japan (Type J).

- Type J are committed to the organization and group.
- Type A are focused on the individual.

Theory Z is the hybrid approach of Types A and J.

Theory Z

Google employees enjoy a variety of perks, from state-of-the-art gyms to free meals to EnergyPods like the one pictured above.

These relaxation stations "harness science and NASA technology" to provide employees with refreshing naps at any time of day.

Can you think of any other examples of the kind of holistic concern for employees suggested by William Ouchi's Theory Z style of management?



Figure 10.5 A Comparison of Theories X, Y, and Z

THEORY X

1. Employees dislike work and will try to avoid it.
2. Employees prefer to be controlled and directed.
3. Employees seek security, not responsibility.
4. Employees must be intimidated by managers to perform.
5. Employees are motivated by financial rewards.

THEORY Y

1. Employees view work as a natural part of life.
2. Employees prefer limited control and direction.
3. Employees will seek responsibility under proper work conditions.
4. Employees perform better in work environments that are nonintimidating.
5. Employees are motivated by many different needs.

THEORY Z

1. Employee involvement is the key to increased productivity.
2. Employee control is implied and informal.
3. Employees prefer to share responsibility and decision making.
4. Employees perform better in environments that foster trust and cooperation.
5. Employees need guaranteed employment and will accept slow evaluations and promotions.

Quick question₂

Which of the following theories do you think would most motivate you in a job?

A. Theory X

B. Theory Y

C. Theory Z

Justify your answer

Putting Theory into Action ¹

Motivation through Job Enrichment

- **Job enrichment** — A motivational strategy that emphasizes motivating the worker through the job itself.
- Based on Herzberg's motivators, such as responsibility, achievement, and recognition.
- Five characteristics of work that affect motivation and performance:
 1. Skill variety.
 2. Task identity.
 3. Task significance.
 4. Autonomy.
 5. Feedback.

Putting Theory into Action ³

Types of job enrichment:

- **Job enlargement** — A job enrichment strategy that involves combining a series of tasks into one challenging and interesting assignment.
- **Job rotation** — A job enrichment strategy that involves moving employees from one job to another.

Job Enrichment

Glassblowers like this use a variety of dangerous tools to create vibrant works of art. One of the hallmarks of job enrichment is the worker's ability to perform a complete task from beginning to end.

Why do you think this might be more motivating than simply adding a few parts to a product on an assembly line?



Quick questions 1 ²



- Briefly describe the managerial attitudes behind Theories X, Y, and Z.
- Explain goal-setting theory.
- Evaluate expectancy theory. When could expectancy theory apply to your efforts or lack of effort?
- Explain the principles of equity theory.

You may need to go back and look at your Topic 8 slides to answer the questions

Quick questions 2 ²



- What are the current management challenges facing managers when it comes to employee motivation?
- How can managers put motivation theories into action, what strategies can they use?
- How do cultural differences make worker motivation a challenging task for global managers?
- Why is it important to adjust motivational styles to individual employees?
- Are there any general principles of motivation that today's managers should follow?

You may need to go back and look at your Topic 8 slides to answer the questions