

Motivation

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Aims of the Session

To learn about four influential theories of motivation

To gain insight into:

1. What things motivate people and
2. The processes involved.

To be able to apply this to understand real life.

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What you already know...

Think about an example where you worked hard on something because you wanted to ...

1. Describe the event... _____

2. Why did you want to work hard? _____

3. What things kept you going? _____

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Key Themes

Motivation is:

- Individual - everyone is unique
- Intentional - it's about what people *choose* to do
- About *direction* (what someone wants to do) and *persistence* of action (how do they keep going)
- About people's *choice* of action - it's not the action itself, or the level of performance

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Early Theories of Motivation

- F.W.Taylor and 'rational-economic (wo)man'
- Hawthorne experiments
- McGregor's (1960) Theory X and Theory Y managers
- Instrumentalism and beyond...

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Approaches to understanding choice and sample problem (domain)

Approach	Theorist or application	Sample problem	'Solution' (in theory)
Psychographics	Myers Briggs 16PF	Who to select from a pool of candidates	Identify personality type suitable for the job
Motivation – content theories	Alderfer's ERG theory	Convince someone to work late	Link the task to one of their needs
Motivation – process theories	Adams' equity theory	What happens if we adopt performance related pay	How will reward be allocated, will it be 'fete-fair'
Learning – conditioning/ reinforcement	Skinner's operant conditioning	Someone is convinced they can't do a task	Positively reinforce (encourage them) when things go well
Learning – social/observational	Bandura's social learning theory	Train customer service staff	Use video, role-playing techniques and role models
Learning – schema-based/ heuristic	Video-based market research	How can we get people to buy more chocolates	Identify typical shopper routes, put chocolates in the 'hot spots'
Social – context	Study of culture	How can we introduce change	Create shared stories, ritual, myths, hero(ine)s
Social – demographic	Dahrendorf's life chances	Why is there a gender pay gap	Access to economic goods is unfairly distributed

From Morrell, K. (2004) 'Decision Making and Business Ethics: the implications of using Image Theory in preference to Rational Choice', *Journal of Business Ethics*, 50, 239-252, p. 242

Applying what you now know...

Using your earlier example, consider how well each theory fits ...

1. Maslow's Hierarchy?
2. Herzberg's 2-factor theory?
3. Vroom & expectancy theory?
4. Equity theory?

Did it leave out anything? Misrepresent the process?
Oversimplify? Could it result in labelling?

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