



Objectives:

- Explain how managers influence motivation
- Describe ways to maximize employee performance
- Explain the importance of delegation
- Explain how to assess motivational techniques used to increase performance levels

Definitions:

Theory X – belief that employees are basically lazy and need constant supervision

Theory Y – belief that employees are responsible, like to work, and want intrinsic rewards

Hygiene factors – compensation, working conditions, and fair company policies – needed to ensure employees are not dissatisfied

Motivating factors – achievement, recognition, responsibility, advancement, growth, and reward from doing the work itself.

Job enlargement – act of increasing the tasks, responsibilities, and scope of a job

Job enrichment – making a job more rewarding and less monotonous by adding elements at a different or higher skill level

Telecommuting – performing some or all of the job away from the business

Family leave – allows employees to take time off work to attend to significant personal events (birth, death, family illness) without fear of job loss

Flextime – allows employees to choose work hours and days most effective for their personal life

Management-by-objectives – employees are involved in setting their own objectives and gauging their own progress

Work team – group of employees assigned a task without direct supervision, and are responsible for results

Performance evaluation – process of judging how well an employee has performed the duties and responsibilities associated with a job.

Short answer:

1. List 6 motivational techniques to maximize employee performance.

- Provide meaningful work
- Allow scheduling flexibility
- Involve employees in decision making
- Give recognition
- Provide performance evaluations
- Reward performance

2. How can money be used as both a hygiene factor and a motivating factor?

As a hygiene factor it represents the pay and benefits of working in a particular job for a business. As a motivating factor it can be used to determine bonuses or higher raises for doing work above and beyond what is called for.

3. What are four questions to ask about an employee motivation program's effectiveness?

Is it working as a motivator?

Does it need revision?

Is it worth the cost?

Can it be done a better way?