
Revision of selected topics

Motivational Theory – May, 2017

QUESTION 1

Bob Blanchard's business manufactures machine parts. He pays his employees piece rates, believing this achieves "a fair day's pay for a fair day's work".

The motivational theory this most closely illustrates is

1. Maslow's self actualisation needs
2. Taylor's scientific management
3. Maslow's social needs
4. Herzberg's motivational factors

ANSWER 1

Answer: Taylor's scientific management

- ▶ Piece rates are payment for number of items produced/motivational theory is how staff are encouraged to be more effective
- ▶ Taylor's scientific management stated that workers were motivated by money
- ▶ Therefore pay should be linked to output by piece rates

ANSWER 1

- ▶ **Not 1 and 3:** Maslow's hierarchy of human needs suggests that both social and self actualisation needs are not satisfied by pay alone
- ▶ **Not 4:** Herzberg believed pay to be a satisfier/hygiene factor, a pre-requisite to motivation, but that such factors as delegation/recognition would motivate

QUESTION 2

Convention dictates that a company looks after its shareholders first, their customers next and their employees last of all. At Virgin we do the opposite because our employees matter most (*Richard Branson*).

Which of the following would not be considered a maintenance or hygiene factor according to Herzberg's theory of motivation?

1. Working conditions
2. Recognition
3. Pay
4. Administration

ANSWER 2

Answer: Recognition

- ▶ Definition of maintenance/hygiene factor:
- ▶ Herzberg belonged to the human relations approach group of thinkers who developed views of motivation which took into account psychological and social aspects of work
- ▶ Recognition was the second most motivating factor (after achievement) suggesting that people like their job to be personally fulfilling
- ▶ Perhaps surprisingly, pay was not a motivation factor in this study, suggesting that it had to be in place and that it was a possible source of dissatisfaction / demotivation

FURTHER RESOURCES

- ▶ **Quiz:** <https://www.tutor2u.net/business/quiz/motivationtheory/quiz.html>

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