

## 2.4 Motivation and demotivation (HL only)

Topic 2: Human resource management

## Unit content

Content	Assessment objective
<u>The following motivation theories (HL only):</u> <ul style="list-style-type: none"> <li>• <u>McClelland's acquired needs theory</u></li> <li>• <u>Deci and Ryan's self-determination theory</u></li> <li>• <u>Equity</u> and <u>expectancy</u> theory</li> </ul>	AO3
<u>Labour turnover (HL only)</u>	AO2 and AO4
<u>The following types of appraisal (HL only):</u> <ul style="list-style-type: none"> <li>• Formative</li> <li>• Summative</li> <li>• 360-degree feedback</li> <li>• Self-appraisal</li> </ul>	AO2
<u>Methods of recruitment (HL only)</u>	AO2
<u>Internal and external recruitment (HL only)</u>	AO3
Business Management Toolkit: <ul style="list-style-type: none"> <li>• <u>Gantt charts in recruitment and selection (HL only)</u></li> </ul>	

## The following motivation theories (HL only):

- McClelland's acquired needs theory
- Deci and Ryan's self-determination theory
- Equity and expectancy theory

## McClelland

- McClelland's acquired needs theory suggests that there are three types of needs that must be satisfied to boost motivation and productivity.

### Need for Achievement (n-Ach)

- N-Ach people are moderate risk takers as they feel a sense of achievement if a task is not too hard or too difficult.
- They are more interested in personal success rather than extrinsic rewards.

### Need for Power (n-Pow)

- N-Pow people tend to be strong-willed as they like to influence the behaviour of others.
- People who seek institutional power (instead of personal power) bring the best out in their teams to achieve organizational objectives.

### Need for Affiliation (n-Aff)

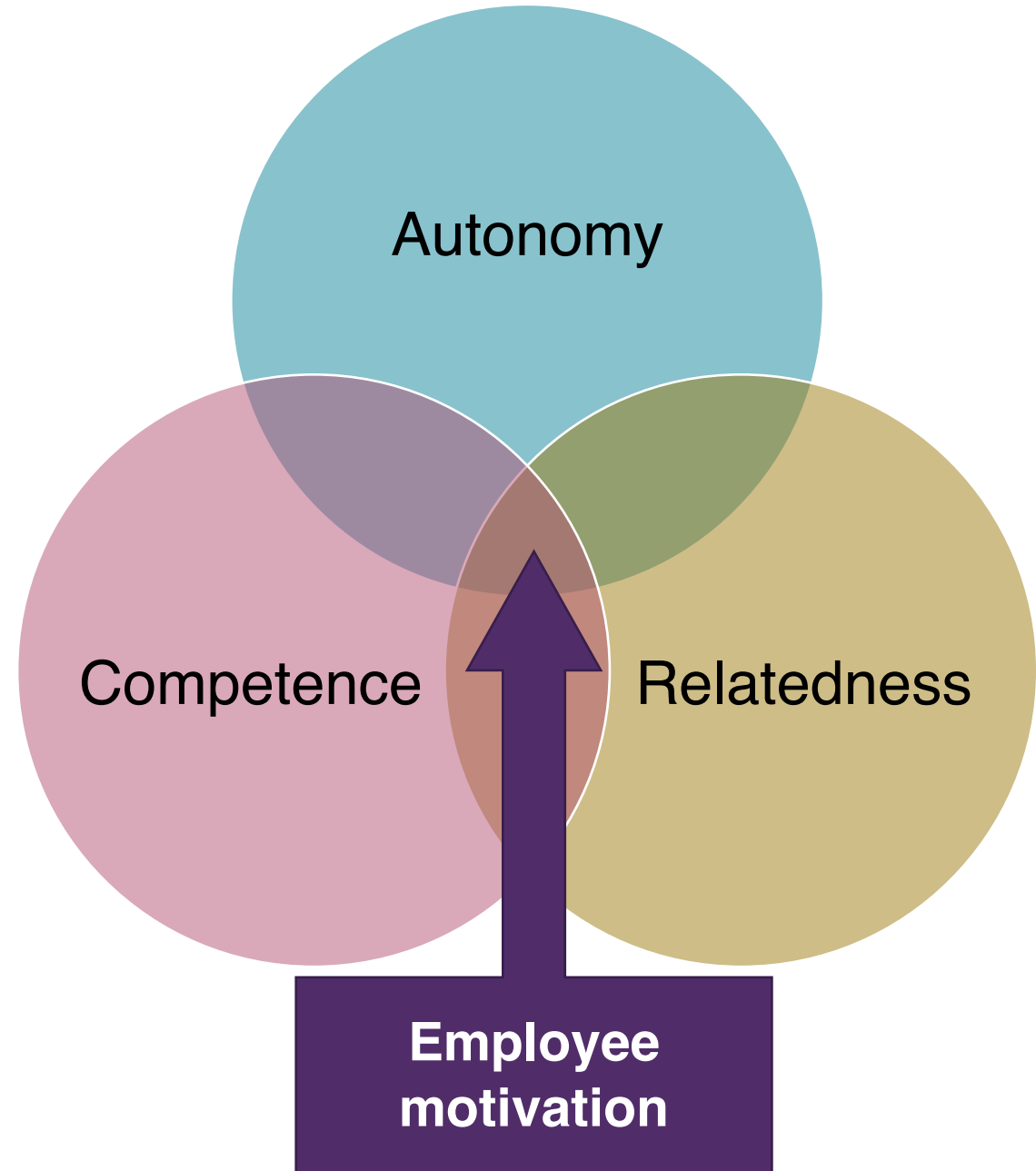
- N-Aff people seek to have a good social and working relationship with colleagues.
- They are motivated by working in teams or customer relations instead of working alone.

**McClelland's  
theory  
explained**

## **McClelland** **Theory of Needs**

## Deci and Ryan

- Self-determination theory by Deci and Ryan suggests that the drive to flourish relies on three core requirements:
  - Autonomy
  - Competence
  - Relatedness



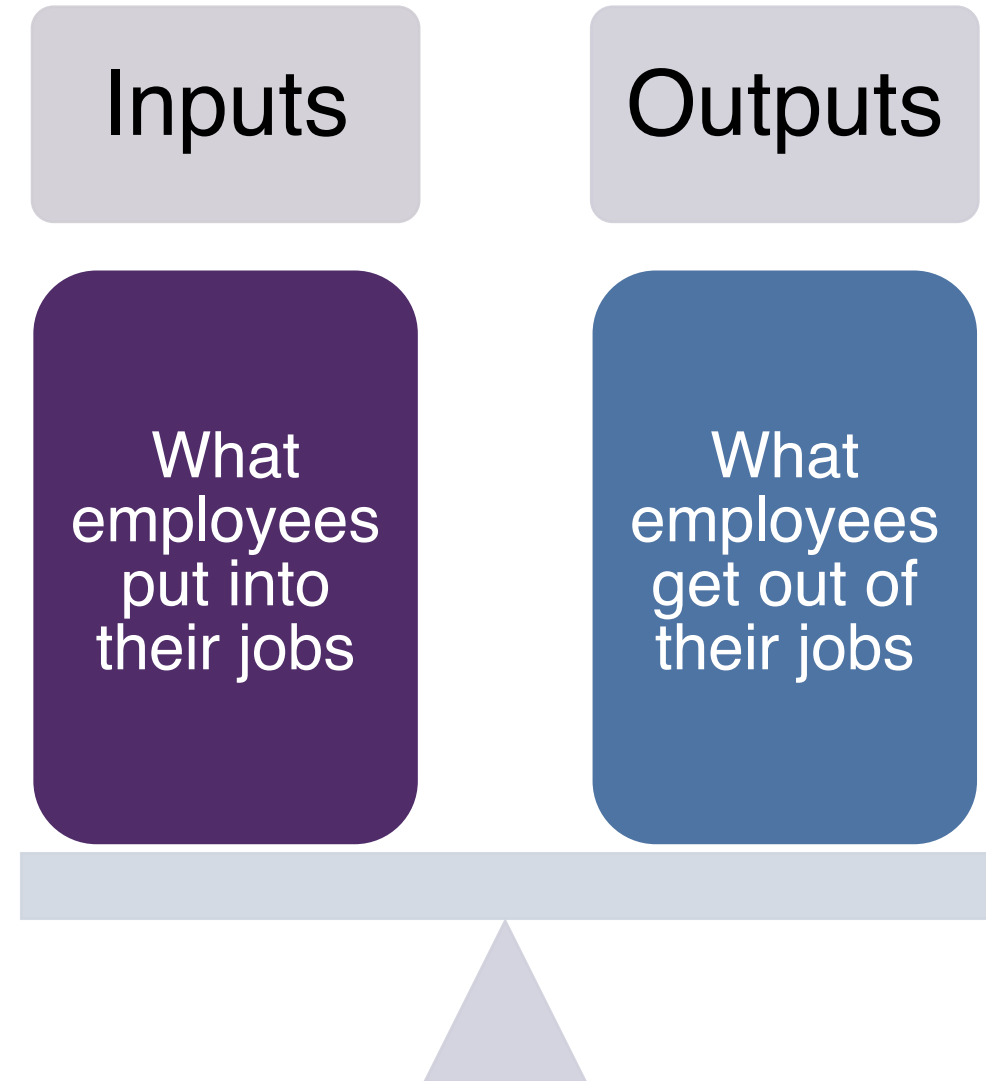
## Deci and Ryan's theory explained





## Equity theory by Adams

- Adams suggests what motivates employees is whether they feel outputs are equal or relative to their inputs.
  - i.e. is the workplace and/or remuneration equitable?
- Therefore, workers will only be motivated if their remunerations and recognitions are:
  - Commensurate with their efforts AND
  - Fair in relation to other employees performing similar jobs.



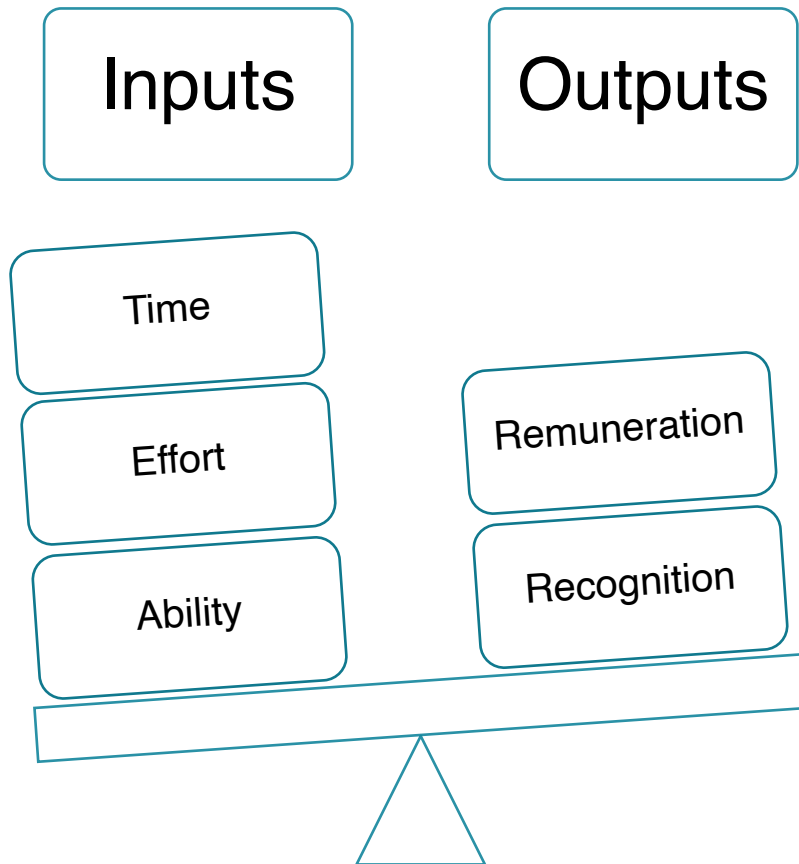


## Equity theory explained

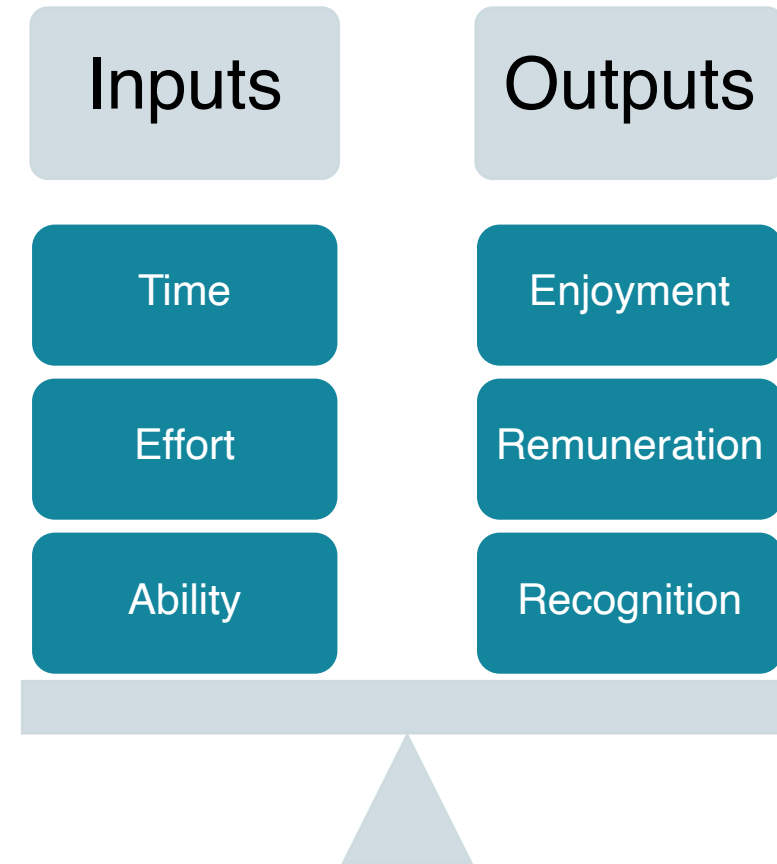


## Equity theory in brief

### Demotivated employees

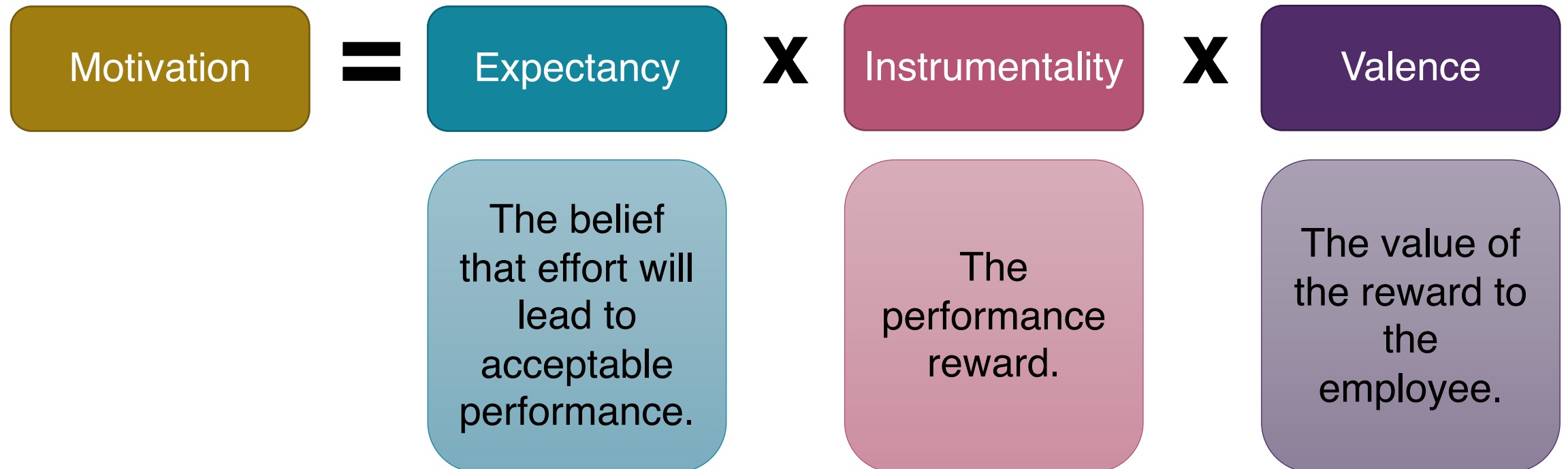


### Motivated employees



## Expectancy theory by Vroom

- Expectancy theory put forward by Vroom suggests that people only put in the effort to do a task if they expect they will achieve the required result.
- Vroom suggests when faced with options, people choose the one with the greatest motivation consisting of three parts:

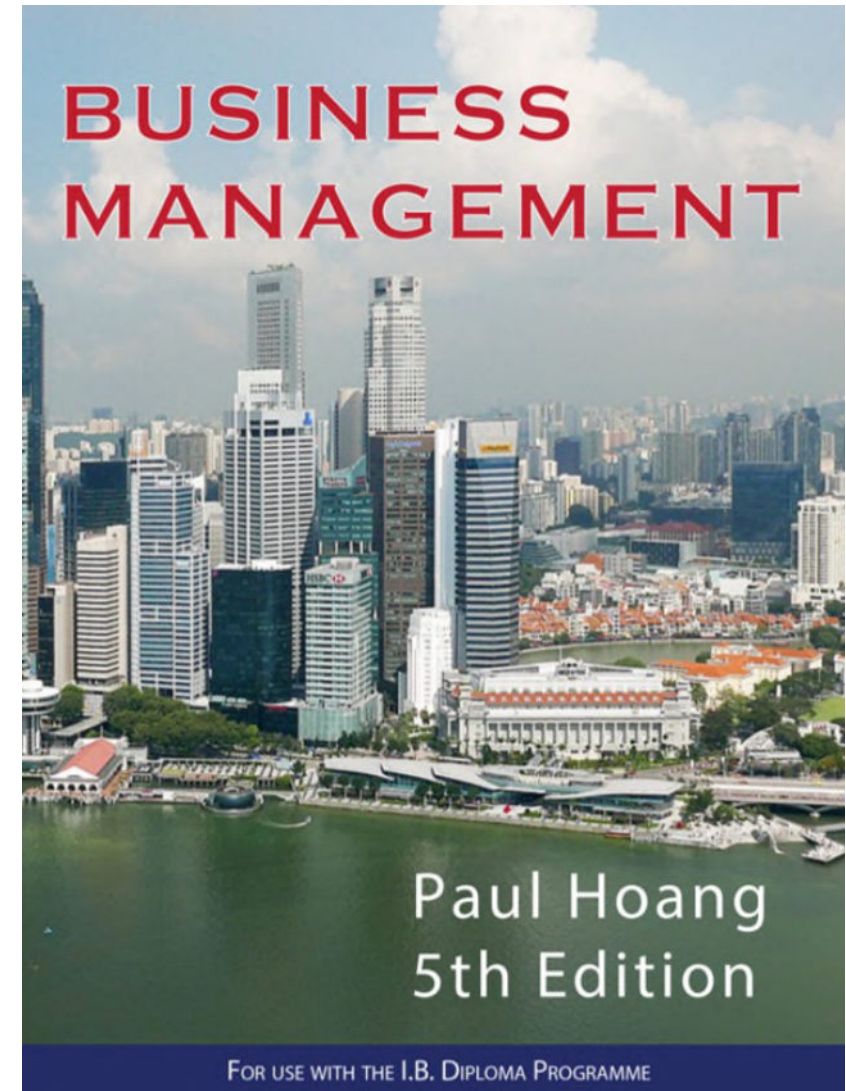


## Expectancy theory explained



# Approaches to learning

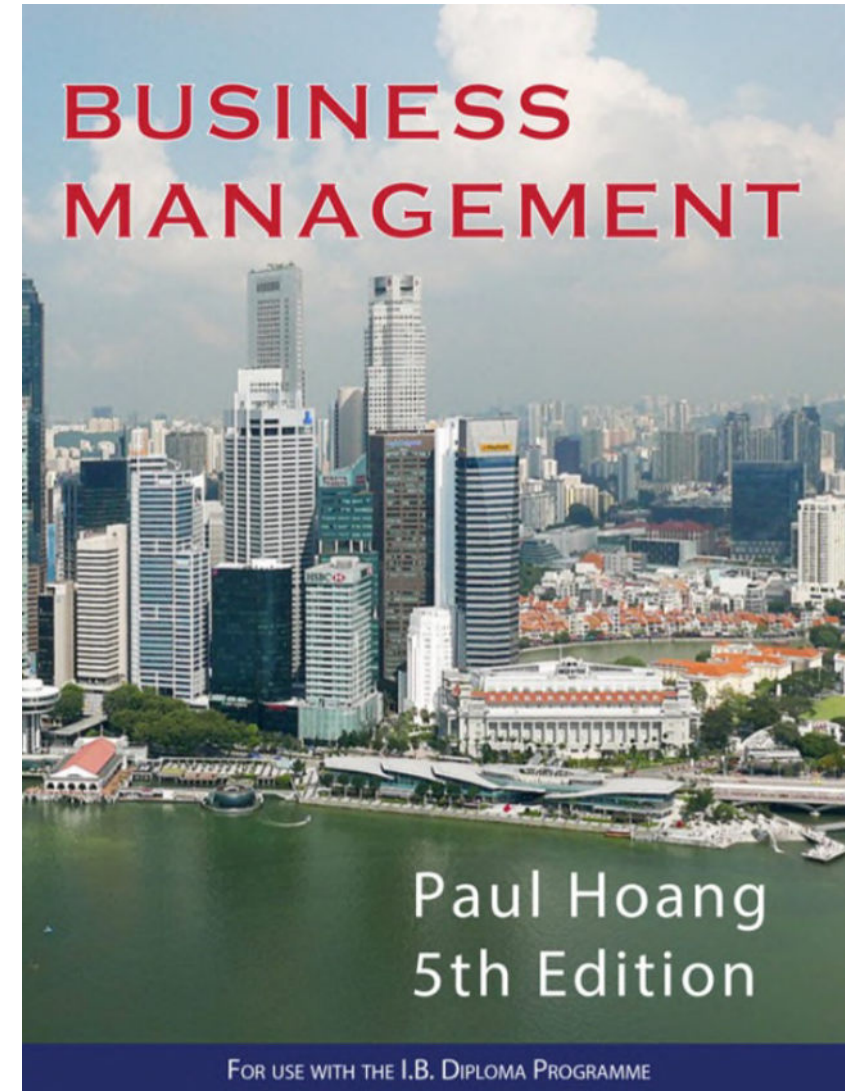
- Hoang textbook
- Activity 10.1 *Thinking skills*
  - Page 150
- Activity 10.2 *Communication and Thinking skills*
  - Page 153





## Over to you

- Hoang textbook
- Question 10.3 *Andy Hay Management School*
  - Page 154
- Answer all parts



## Labour turnover (HL only)



## Calculating labour turnover

$$\text{Labour turnover} = \frac{\text{Number of staff leaving}}{\text{Total number of staff}} \times 100$$

- Labour turnover measures the percentage of the workforce that leaves the organization in a given time period (usually one year).
- A low labour turnover percentage is desirable as it suggests:
  - Workforce planning has been effective
  - Employees are content and motivated to work

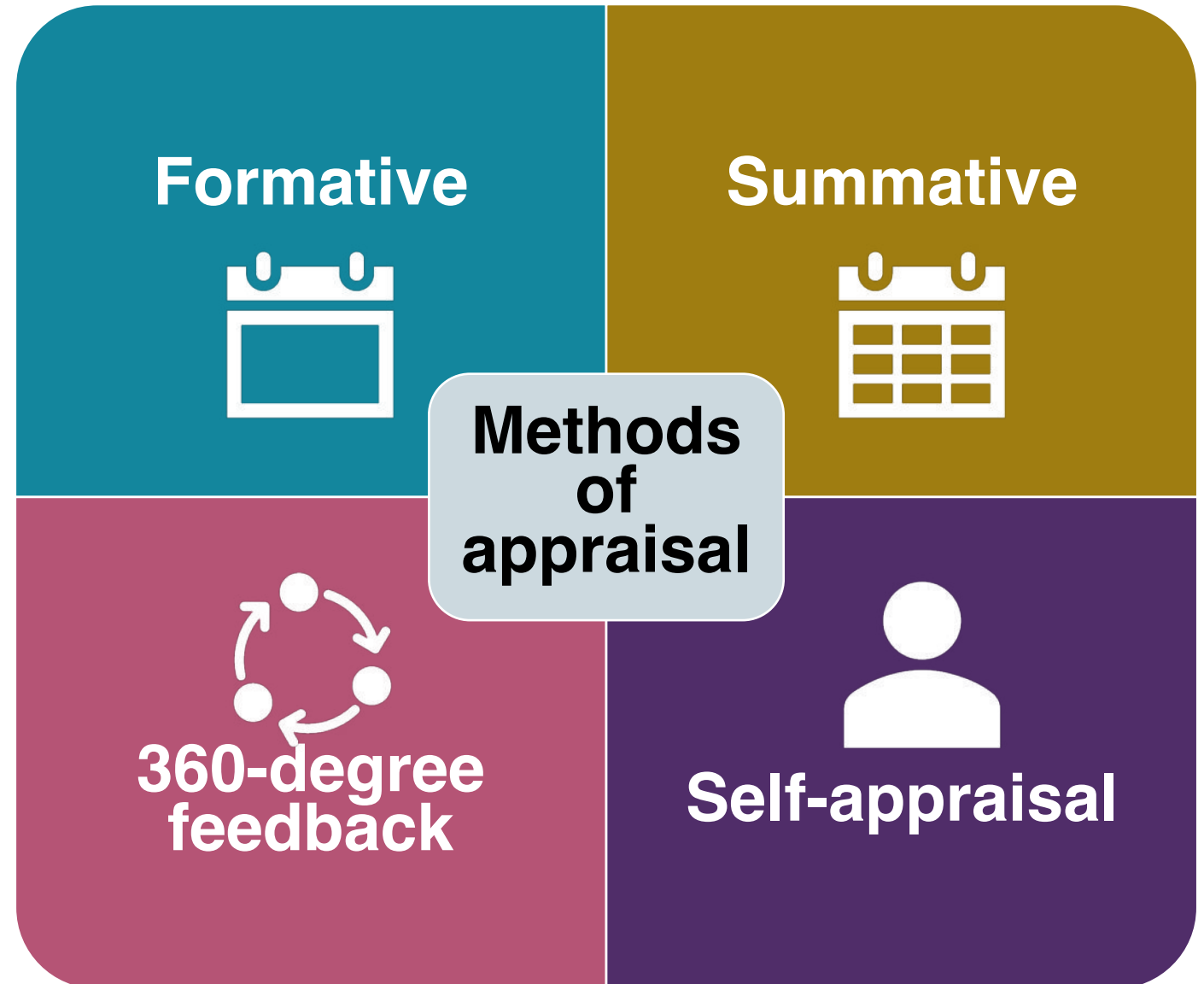
## The following types of appraisal (HL only):

- Formative
- Summative
- 360-degree feedback
- Self-appraisal

# Performance management using appraisals

- An appraisal is the formal assessment of an employee's performance in fulfilling a job based on the tasks and responsibilities set out in the job description.

## BUSINESS MANAGEMENT



## Methods of appraisal

### Formative appraisal

- This is a planned and ongoing process in which appraisal evidence is used by employees to inform them about what to do to improve their work practices.

### Summative appraisal

- This is a written description of an employee's performance at work, summarising personal performance and achievements during the year.

### 360-degree feedback

- This involves collecting evidence about the employee's job performance from peers, subordinates, managers or others with direct contact with the employee.

### Self-appraisal

- This involves employees appraising themselves based on predetermined criteria.

## Advantages and disadvantages of appraisals



### Advantages

- Leads to professional development with goal setting
- Allows for objective praise of staff
- Provides constructive feedback
- Useful for managers getting valuable feedback from employees
- Training and development needs can be planned from aggregate findings of appraisals
- Allows for objective analysis of how much to reward employees in terms of pay.

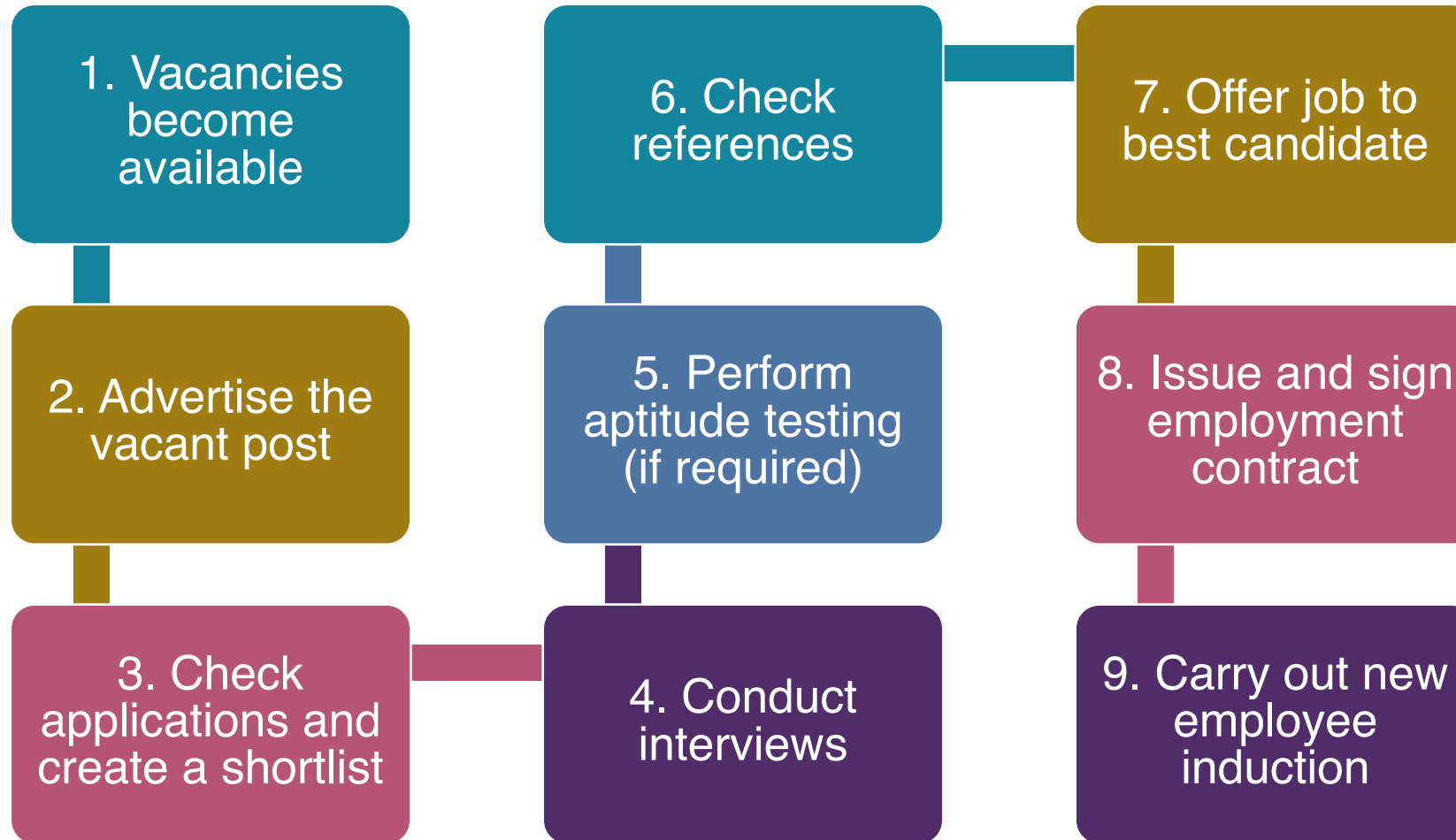


### Disadvantages

- Time consuming and costly
- Follow-up on feedback requires funding and monitoring
- Can be subjective due to perceptions and work relationships interfering with process
- Staff may get offended by feedback process, especially in areas of weakness
- Appraisers may lack skills, experience and confidence in carrying out appraisals effectively.
- Employees can experience unnecessary anxiety if appraisals are linked to pay.

## Methods of recruitment (HL only)

## The recruitment and selection process





# Recruitment process

- When a job becomes available and the firm has decided on the details of the vacant position, the job needs to be advertised.

## Where job vacancies are advertised:

Newspapers

Specialist trade publications

Company websites and social media platforms

Online recruitment websites

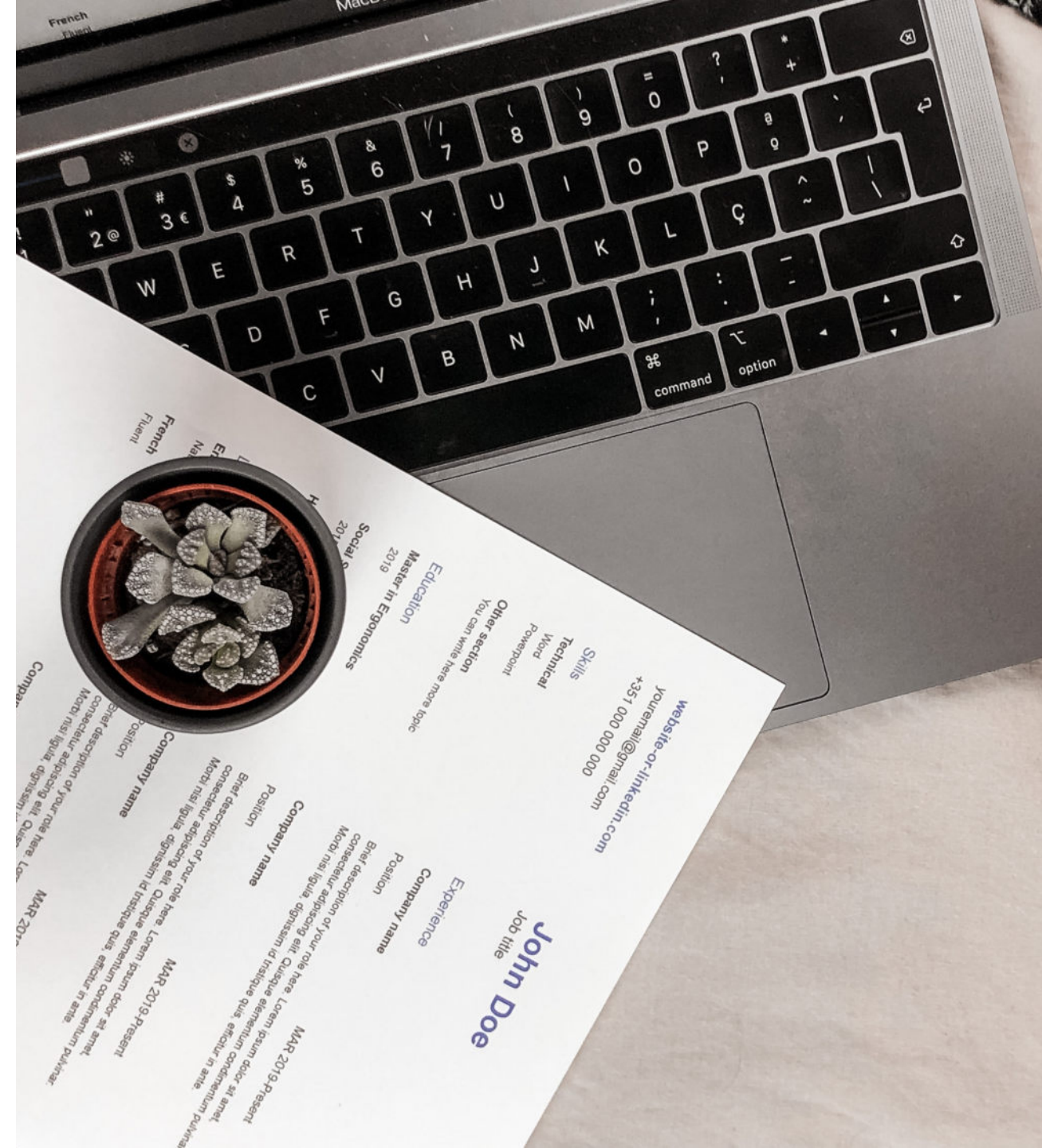
Employment agencies

Job centres

University career fairs

# Selection process

- Applications usually comprise of:
  - Application form
  - Curriculum vitae
  - Cover letter
- Interviews are conducted of a shortlist of suitable candidates.
- Testing may be required in the form of:
  - Psychometric tests
  - Aptitude tests
  - Intelligence tests
  - Trade tests
- References are used as a final safety check to ensure the candidate is suitable for the position.

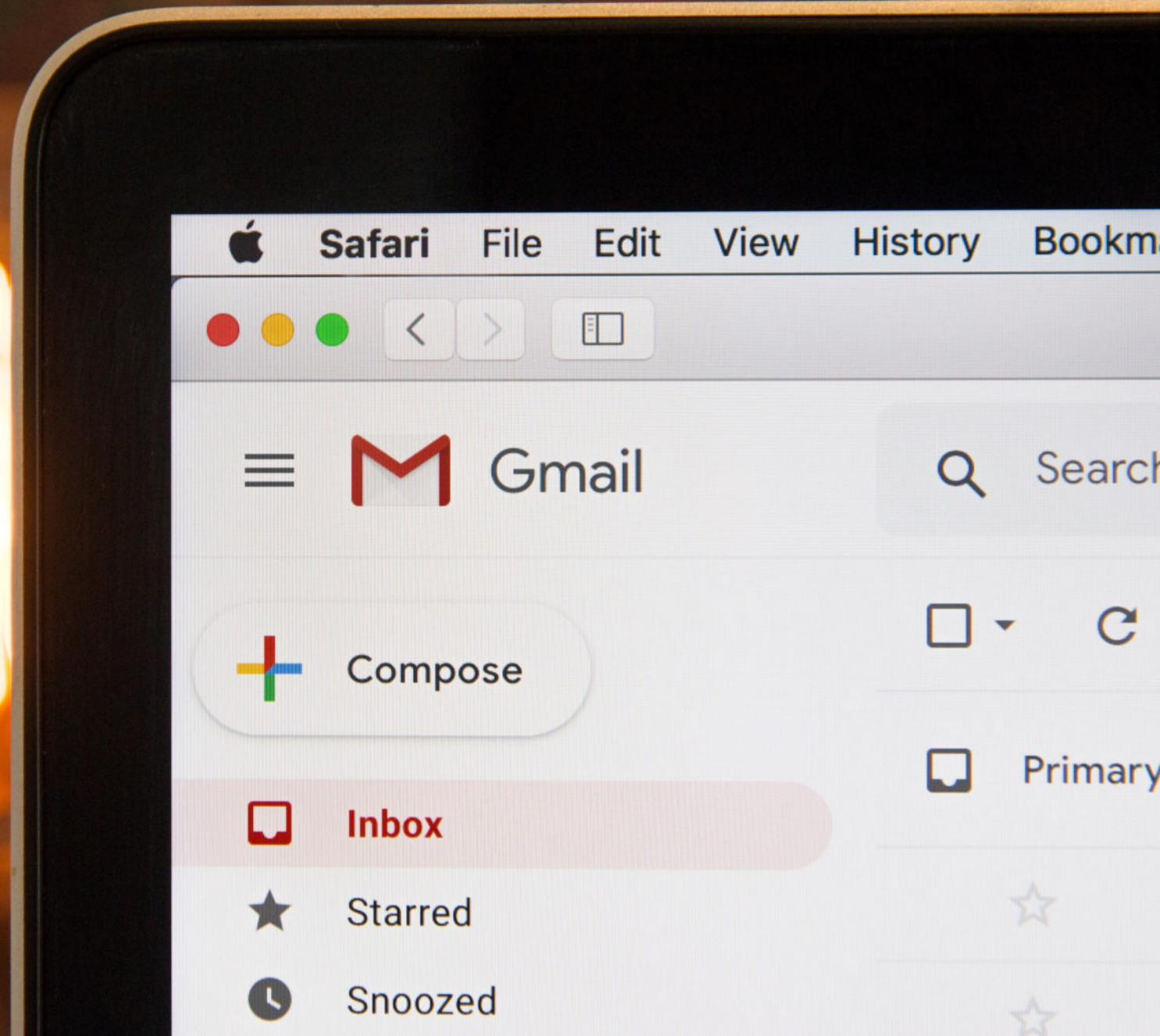


## Internal and external recruitment (HL only)



## Internal recruitment

- This involves hiring people who already work for the business to fill a vacant post.
- Internal posts are usually advertised on staff noticeboards, in newsletters or via staff emails.



## Advantages and disadvantages of internal recruitment



### Advantages

- Cost effective
- No need for induction training
- Reduced risk
- Motivational



### Disadvantages

- Fewer applicants
- 'Dead wood' from employees that have worked in the firm for a long time with outdated working practices
- Time consuming
- Internal politics

## External recruitment

- This is the process of hiring people from outside the business.
- Methods used to recruit externally include:
  - Newspaper advertising
  - Specialist trade publications
  - Employment agencies
  - Job centres
  - Headhunting

A photograph of a white rectangular sign with the words 'HELP' and 'WANTED' in large, bold, black capital letters. The sign is taped to a dark, out-of-focus background with several pieces of clear adhesive tape. The word 'WANTED' is underlined with a thick black line.

**HELP**  
**WANTED**

## Advantages and disadvantages of external recruitment



### Advantages

- 'New blood' from people hired to bring in new ideas and creative ways of thinking
- Wider range of experiences
- Larger pool of applicants



### Disadvantages

- Greater degree of uncertainty
- Time consuming
- Expensive



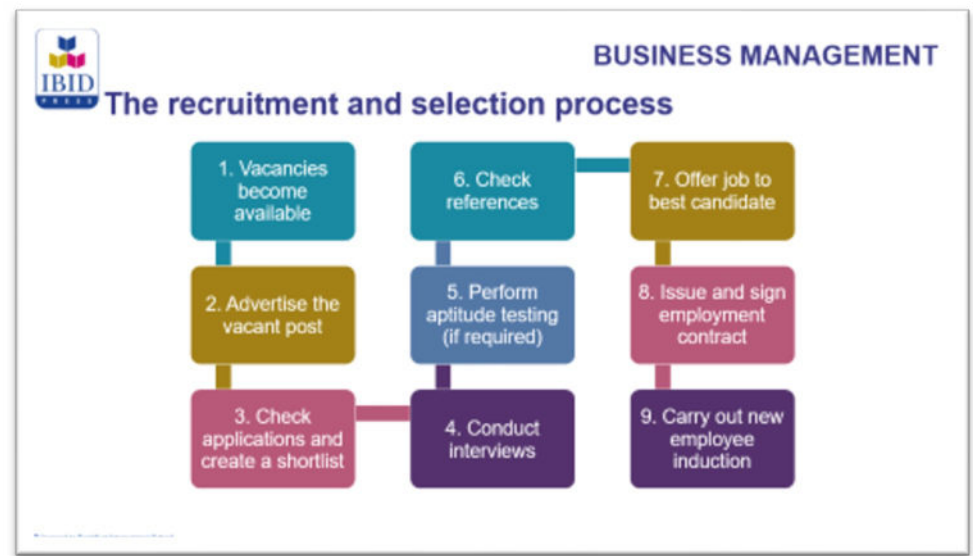
# Theory of knowledge

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How can we possibly know the true meaning of motivation theory if the theorists (such as Taylor, Maslow or Herzberg) are no longer alive?



Project: Social media marketing campaign for new skincare line (in months)				
1	2	3	4	5
A	Research and recruit suitable social media influencers			
	B	Negotiate contract terms with influencers		
C		Develop social media content calendar		
Implementation		D		



# BM Toolkit: Gantt charts in recruitment and selection (HL only)

1. Interview a firm of your choice about how long they take for each stage of the recruitment and selection process.
  - The interviewee can be anyone who is familiar with the organization's recruitment and selection process.
2. Construct a Gantt chart for the firm's recruitment and selection process.



## Over to you

- Hoang textbook
- *Review Questions*
  - Questions 7 to 14
  - Page 178

