

Part Two

Motivation

Many people believe that they are motivated by earning money, but this is not entirely true, because other factors like variety of workplace and the need to be appreciated for the work they do also needs to be put into practice.

The need to be appreciated for the work they do may be reflected in the prestige attached to their job, and while the need for a variety in the workplace may be satisfied by an interesting job.

A factor, which effects motivation, is that every individual has different needs. For example an employee may prefer to work on his or her own than in a friendly team. In order to have good motivation employees needs have to be found. This is shown in how lack of motivation equals reduced effort and lack of commitment.

An example of how employee's needs could be satisfied is through involving them in discussions so that they feel recognized and wanted. A business could also set up discussions with management about goals and working practices which would make employees feel their option counts and also that their contribution is valuable. In the long term this may result in the employee being willing to work longer hours or take responsibility.

Maslows theory

In 1954 Abraham Maslow identified five classes of needs these included physiological needs, safety needs, love and belonging, esteem needs and self-actualisation. The needs, which Maslow identified at the bottom of the pyramid, are based on basic needs concerned with survival, and these must be satisfied before a person can go to the next level. For example some people may be more concerned with basic needs such as food, than anything else. Although taking into account that once each need has been satisfied the ones below become less important, exception to self-actualization at the top, Maslow argued that although everybody is capable, very few actually reach this level. On the loose sheet labeled Figure 1 shows a diagram of Maslow's theory.

In my opinion I think this theory is weak. For example if my position was to provide food and water for my child, I would still expect respect in the workplace to keep my esteem

level high. An example is John is low down in Maslow's hierarchy and will accept a poorer work environment and lack of respect because he needs his job to fulfill basic needs such as food, water, shelter, and security. Unlike his work colleague Steve who is financially secure without any commitments such as a wife and child. In theory his is on the esteem level and wants respect from others as he already has friends, family, shelter, security, and food and water. Contrasting from John he will not accept lack of respect from colleagues and a poor working environment because his job is not essential to him. In conclusion I feel that the Maslow theory has strong points but is weakened due to my experience in the workplace. I believe no matter what level you are on respect is still needed to enable you to feel wanted and for you to work efficiently.

Herzberg's theory

Another theory was introduced by the man Frederick Herzberg in 1959. Herzberg argues that Hygiene and motivators are equal, but that good hygiene will only lead to average performance without motivation factors. Creating a positive attitude or motivation to work added with the hygiene factor will create the perfect work place. To motivate the employee management must improve the content of the actual work they ask them to do. Building into tasks set a greater level of responsibility, and the opportunity to learn new skills which will make work more interesting, and improve the quality of the work experience for the individual.

Herzberg's Two-factor Theory

Hygiene Factors	Motivators
Salary, Job Security, Working Conditions, Level and Quality of Supervision, Company Policy and Administration, Interpersonal Relations	Nature of Work, Sense of Achievement, Recognition, Responsibility, Personal Growth and Advancement

Herzberg argues that the absence of good hygiene factors including money, will lead to dissatisfaction and potentially block any attempt to motivate the worker. Herzberg prefers us to think of money as a force which will move an individual to perform a task, but not generate any internal desire to do the task well. In fact to get an individual to perform the task again, he argues, we will need to offer more money.

Critics point out that a single factor may be a satisfier for one person, but cause job dissatisfaction for another. For example increased responsibility may be welcomed by some, whilst dreaded by others. My opinion is that Herzberg has drawn our attention to the importance of job design to bring job improvement, emphasized in the phrase 'Quality of Working Life'.

Herzberg's popular phrase: 'Quality of Working Life'.

Figure 2 on the loose sheet shows a diagram of Herzberg's theory.

McGregors theory

McGregor's theories look at the different ways managers have to manage different types of people. There are two theories: theory X and theory Y.

Theory X

Workers are only motivated by one thing - money!
They are selfish, lazy and hate work.
They need to be closely controlled and directed.

Theory Y

Workers are motivated by many different factors apart from money.
They enjoy their work.
They will happily take on responsibility and make decisions for the business.

Figure 3 shows a diagram based on McGregor's theory.

This theory is very basic but has a good relation with the manager's opinions at present. In my experience I feel that when in a job that is very simple to do for example a factory operative, very few intellectual jobs are done but they are constantly doing manual labor usually resulting in managers around Theory X. Another point is that I feel there are more theory Y managers when a business has a big culture-gap and the owner is running an older business, possibly the manager is older and cannot relate to the motivation theory's. I have some experience of this as when I worked at the old Grimsby fish docks most managers fitted in to the Theory X managers. This may be because they have smaller

businesses and the working environments aren't ideal. Now I work in a modern factory where motivation techniques are essential, the manager fits into Theory Y. He is also young and outgoing and understands motivation techniques.

Example of a business using theory's.

An example of these ideas being used in business today is the Volvo plant in Uddevalla which opened in 1989. It was designed to allow workers to work in teams of 8-10. Each team built a complete car and made decisions about production. It was found that the absenteeism rates at the Uddevalla averaged 8 per cent, compared to 25 per cent in their Gothenburg plant, which used a production line system. This shows that more people want to come to work because they enjoy their tasks.

What People Need To Be Motivated

In order for people to know how to motivate themselves towards their target they have to decide on these 3 things:

1. Decide on the result you want to achieve
2. Take action towards that result
3. Measure what the action is producing and change your approach if needed.

At this present time I go to work just in order to earn money to buy goods, but this will change in the future when I leave home. This is mostly due to my mum providing food, clothing and other essential survival items. I do get job satisfaction from meeting production targets which leads to a weekly bonus. Another factor which helps me become motivated to work is having a good boss, who allows flexibility. This is vitally needed because of the time it now takes to get to work after college. So theories are being put into practice where I work because the management is not solely interested in me working, cares about the lifestyle I live and understands the situation I am in at present.

In relation to R.F.P Ltd

The owner of R.F.P Ltd believes his problems and successes correspond well to the Herzberg theory. He decides to attempt to follow this theory to keep track of his business. He knows that Herzberg is only a theory and is difficult to put into practice. He has however taken as many points as possible in his company and tried to relate to the theory in this short document produced by R.F.P ltd.

Document on Mr. Chester's theory believes and how he has put them into practice.

Mr. Chester, the owner of *R.F.P Ltd* has told the management that they must praise their staff for efficient work instead of just punishing for slow work. If a problem occurs and efficiency decreases, the catalyst to the problem must be found in order to fix it. In most cases, slow work has either come from economic sides of work mainly wages. Currently a rise is out off the question so the business must try and counter balance this problem with other motivational techniques. All other aspects of the hygiene factor, the staff are happy with. To counter-balance with the problems with wages, detail should be in motivation techniques such as delegation of jobs, access to information, goal setting, work simplification, performance appraisal, awards, further education, and promotions. When such a vital aspect such as wages is to be a problem it is hard to motivate staff without introducing a bonus or rise. An idea by one of the managers was to buy an item that will simplify a job. This idea was a new conveyer belt to decrease workload for a certain team in the factory. This made work easy, more efficient and the working environment has been made better.

Another idea was worker of the month award which would include a bonus in their wage packet. This is a very successful motivation technique as staff already feels that they are underpaid but they also know they will be rewarded for efficient and reliable work. Mr. Chester knows that wages will always be an issue but he knows he cannot afford a pay rise.

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Produced for James Seaton by R.F.P Ltd. 2004

This document is a copy of an original and I have agreed not to disclose information to other companies and for B-Tec Business National Diploma assignments only. This is mutual contract.

In conclusion to my documents provided by the company R.F.P Ltd I believe considering that the business is very labor intensive, R.F.P Ltd are trying to reduce the culture gap in today's fish industry by taking theory's and putting them into every day practice. Taking into account that it is very difficult to put theory's into practice, R.F.P have taken some thought into trying to stop employees being de-motivated by the difficult wage crisis the fish industry is under.

Due to the task ask for factory operatives, the wages are relatively low because of the difficulty of tasks. This is not the way current employees see the matter and believe because of the intensive physical work endured, they should be paid a higher wage.

In my opinion I think that the theories are very difficult to abide by because of the industry the company is in. I believe there is a limit to how much motivation can be used to counter-balance problems in the hygiene factor.

In analysis I think that the motivational practices are ample for this type of businesses due to the very difficult market they are in and the community where they operate. I think this because in the past Grimsby used to be the main food town of Britain and where paid a high wage. Because Grimsby could not keep up with the fast moving economy in other areas of the world, they are no longer as important to the food industry as they used to be which has now resulted in wage decreases.