


Title: Motivation

 **Annotation:** A high motivation level is one of the key factors that has a positive impact on employees' productivity and the quality of their work. This material provides various motivation theories and teaches how to keep motivation level high in a company or when working towards reaching one's own goals.

Key Competence:

Ability to describe, analyse and use different motivation theories.

Expected Output:

Students are familiar with techniques that help to improve motivation.

Keywords: motivation, management, leadership, personal growth

Objectives of the course:

-To get acquainted with motivation theories;

-To learn how motivation can be improved.

 **Duration:** 40 m  **Tasks 1 and 2**

Theoretical part – explanation of the content:

There are several different motivation theories that can be introduced to learners (see articles in “Useful links” section); further two of them are described in greater detail.

These motivation theories can be used to start a discussion about the importance of different factors of work on employees' motivation.

- **Motivation-Hygiene Theory**

An American psychologist Frederick Herzberg (1923 – 2000) developed a Motivation-Hygiene Theory where certain factors of the workplace were divided in two parts: Motivational factors and Hygiene factors. Motivation factors (also called ‘factors for satisfaction’ are those characteristics that motivate a worker to work well and make him/her feel more satisfied with work. On the other hand, hygiene factors, if they are missing at the workplace, create dissatisfaction. However, if they are present, they rarely work as extra motivation. See the table below¹:

¹ Source: <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>

FACTORS FOR SATISFACTION	FACTORS FOR DISSATISFACTION
Achievement	Company policies
Recognition	Supervision
The work itself	Relationship with supervisor and peers
Responsibility	Work conditions
Advancement	Salary
Growth	Status
	Security

- McClelland's Motivation Theory

An employee is motivated by three needs (motivators): a need for achievement, a need for affiliation, and a need for power². McClelland stresses that even though all three motivators will be present in each person, there will always be one dominant motivating factor.

Tasks:

1. Learners are given time (e.g. 2 min) to remember each one time when they felt very motivated to accomplish a task. It can be linked to either work or studies, or their personal experiences. They are asked to think about these questions:

-What was the task?

-What factors, in their opinion, made them more motivated?

- Did the motivation level have an impact on the end result?

Students share their stories either with the whole classroom or in smaller groups (depending on the number of students in the classroom).

2. Learners in groups of 3-4 people create a description of their perfect workplace (in their field) where they, in their opinion, would have the highest level of motivation. They should clearly state at least five important characteristics.

² Read more at <https://www.mindtools.com/pages/article/human-motivation-theory.htm>

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Useful links:

- '5 Psychological Theories of Motivation to Increase Productivity', 2014
<https://contactzilla.com/blog/5-psychological-theories-motivation-increase-productivity/>
- TED talk: Dan Pink "The Puzzle of Motivation"
https://www.ted.com/talks/dan_pink_on_motivation

References:

- <https://www.mindtools.com/pages/article/herzberg-motivators-hygiene-factors.htm>
- <https://www.mindtools.com/pages/article/human-motivation-theory.htm>