SHRM Compensation and Benefits

Module 4: Employee Motivation



Module 4: Employee Motivation



Time:  2 minutes

Running time: 2 minutes

**Objective**: Introduce the topic of Employee Motivation

**Description**:  Introduction to the topic and why it is important to Employee Motivation

**Instructional Method**: Lecture/ice breaker

**Script:**

How do we motivate our employees? Is it base pay? Incentives? Benefits? Opportunity for advancement? Flexible workplace? Work-life balance? Working remotely? The answer is: Yes. It is all of these things and much more. Understanding what makes your employees “tick” is crucial to the attraction and retention. What motivates one person won’t necessarily motivate another, but there are some basic rules of human motivation that we can apply to the workplace to help us better understand what motivates us.

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Time:  2 minutes

Running time: 4 minutes

**Objective**: Introduce the learning objectives.

**Description**: Show the objectives.  Answer any questions.

**Instructional Method**: Lecture

**Script**:

Here are the objectives for this module:

* Define terms related to employee motivation
* Investigate various motivation theories.
* Discuss how various forms of compensation are influenced by employee motivation
* Identify organizations that successfully motivate employees and describe how this is accomplished.
* Evaluate the compensation forms that will successfully motivate them personally, based on individual preferences and incentives.

**Facilitator Notes:**

Use the objectives topics to create evaluation for the review.

Graphical user interface, text, application, chat or text message

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Time:  6 minutes

Running time: 10 minutes

**Objective**: Define key terms for compensation and benefits

**Description**: Match Key terms to the correct definition.

**Instructional Method**: Game

**Script**:

Let’s play a game to define some key terms used in the compensation and benefits profession.

**Exercise**:  Key terms

1. The instructor will state the definition of each term.
2. Have students choose which term fits the definition.
3. Click to “light up” the correct answer.

Virtual

1. Use chat or annotate/stamp.
2. Read the definition and have students choose the term.

**Define Terms:**

* **Motivation-** The combination of intrinsic and extrinsic factors that encourage or discourage actions.
* **Intrinsic Motivation**- finding motivation in the joy and satisfaction of performing that act simply for the sake of performing the act, with no obvious external rewards.
* **Extrinsic Motivation**- finding motivation in performing an act as a result of the rewards received and/or punishment avoided by performing the act.

Chart, funnel chart

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Time:  5 minutes

Running time: 15 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**:

The psychological theory presented by Abram Maslow in 1943 that maintains that humans are motivated by needs. He classified five levels of needs. These are Physiological needs, Safety needs, Love and belonging needs, Esteem needs, and Self-actualization needs. He presented the needs in a pyramid structure and hypothesized that people cannot move to the next higher level until their needs at the more basic levels are met.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**   
[https://www.simplypsychology.org/maslow.html#:~:text=There%20are%20five%20levels%20in,esteem%2C%20and%20self%2Dactualization](https://www.simplypsychology.org/maslow.html).

Maslow’s Hierarchy of Needs can be applied in the workplace when compensation and rewards are focused on an employee’s unmet needs. Therefore, compensation levels must be sufficient to meet basic physiological and safety needs. In order to motivate employees with higher-order needs, employers must provide opportunities for advancement, recognition, and autonomy in the workplace. The better the employer is able to meet these needs, the more motivated the employees will be to remain with the organization and perform successfully.

Video: 2:47 minutes [Maslow’s Hierarchy of Needs](https://www.youtube.com/watch?v=O-4ithG_07Q)

Diagram

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Time:  5 minutes

Running time: 20 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**:  People will be motivated to work harder if they feel that their extra efforts are noticed and appreciated.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**

* Expectancy Theory **“**A motivation theory that proposes that individuals will select an alternative based on how this choice relates to outcomes such as rewards. The choice made is based on the strength or value of the outcome and on the perceived probability that this choice will lead to the desired outcome” (Milkovich, 2020, p.319).
* Published by Victor Vroom in 1964, this theory hypothesized that there are three components to motivation:

1. Expectancy- the belief that an individual’s effort will result in achieving the desired outcomes.
2. Instrumentality- the belief that a reward will be gained as a result of the additional effort.
3. Valence- the value an individual places on the reward they receive as a result of their efforts. Valence can be anything of value to an employee ranging from compensation to individual goals, needs, and even preferences.

* Video 4:21 minutes [*The Expectancy Theory of Motivation*](https://www.youtube.com/watch?v=pCFq2ibunvY)
* [*https://sanzubusinesstraining.com/vrooms-expectancy-theory/*](https://sanzubusinesstraining.com/vrooms-expectancy-theory/)



Time:  5 minutes

Running time: 25 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**:  B.F. Skinner was an American psychologist who studied human motivation (among other things). He theorized that an employee will repeat behaviors that led to positive outcomes and avoid behaviors that lead to negative outcomes. This is a simple concept that has been used over and over to teach not only humans to behave appropriately, but even animals seem to be motivated by this concept. If the reward is desirable (carrot), or the punishment is undesirable (stick), the individual will be motivated to the desirable behaviors.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**

* Video 4:08 minutes [*Behavior Modification*](https://www.youtube.com/watch?v=Y-vpuSQ7oDs)

Diagram

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Time:  5 minutes

Running time: 30 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**:

Published in 1959, Herzberg’s two factor theory hypothesized that employee satisfaction can be measured by identifying two dimensions: hygiene issues (dissatisfiers) and motivators (satisfied). He and his co-authors theorized that the hygiene factors (salary, working conditions, physical workspace, collegial relationships, supervisor relationships, supervisor quality, and policies and rules) must be satisfied before the motivators (performance & achievement, recognition, job status, opportunity for advancement, personal growth, and the work itself) will actually motivate employees to full engagement.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**

Optional video: 4:26 minutes        [*The Two Factor Theory*](https://www.youtube.com/watch?v=kX1AtLazt6k)

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Time:  5 minutes

Running time: 35 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**:

Another motivation theorist Dr. David McClelland suggested that rather than the two-factor theory identified by Herzberg, there are actually three needs that people need to have fulfilled in order to be motivated. They are power, affiliation, or achievement. He believed that people can be motivated by any, all, or a combination of these three factors.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**

**Motivation – Acquired Needs Theory (Three Needs Theory)**

Need for Achievement (nACH): Personal responsibility, Feedback, Moderate risk

* + Typical behaviors:
    - High: Must win at any cost, must be on top, and receive credit.
    - Low: Fears failure, avoids responsibility.

Need for Power (nPOW): Influence, Competitive

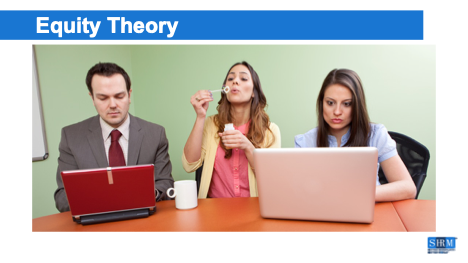
* + Typical behaviors:
    - High: Demands blind loyalty and harmony, does not tolerate disagreement.
    - Low: Remains aloof, maintains social distance
    - Need for Affiliation (nAFF): Acceptance and friendship,

                                Cooperative

* Typical behaviors:
  + High: Desires control of everyone and everything, exaggerates own position and resources.
  + Low: Dependent/subordinate, minimizes own position and resources.

                                     Source: David McClelland, 1961, The Achieving Society.

* Video 1:47 minutes [Acquired Needs Theory](https://www.youtube.com/watch?v=qBWpa1YDLrA)



Time:  5 minutes

Running time: 40 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**:

This theory of motivation, developed by John Stacey Adems in 1963, introduces the concepts that people are motivated based on perceived outcomes between the effort they put out and the rewards they achieve versus the perceived effort others put out and the rewards they receive. These individuals will become less motivated if they perceive that they are working harder than others but receiving the same reward. For example, an employee who regularly works late to ensure the reports are completed and ready for the morning meeting when they are in charge of the meeting receives the same bonus as the employee who never shows up prepared for the meeting when it is their turn to lead.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**

* Video 3:28 minutes [*The Equity Theory of Motivation*](https://www.youtube.com/watch?v=WRuE2oz-MC8)



Time:  5 minutes

Running time: 45 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**: This theory states that behaviors are influenced by the consequences of those behaviors, so that behaviors that have positive consequences will be repeated, and behaviors that have negative consequences will be discontinued.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**

* This motivation theory can be seen in the work of Ivan Pavlov (behavioral conditioning) and B.F. Skinner (operant conditioning).
* Video 4:21 minutes [Reinforcement Theory](https://www.youtube.com/watch?v=z5dhf1zoN24)



Time:  5 minutes

Running time: 50 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

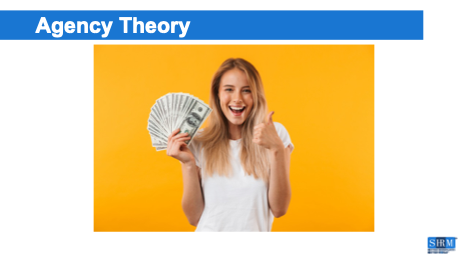
**Script**:

This theory states that employees will work harder and perform better if they have a set of specific and challenging goals and if performance feedback is consistent and appropriate.

**Ask:** How does this theory relate to employee motivation in the workplace?

**Facilitator Notes:**

* Goal Setting theory was proposed by Edwin Locke in the 1960’s.   
  Video 1:38 minutes [Goal Setting Theory](https://www.youtube.com/watch?v=15FXwQGFQhM)



Time:  5 minutes

Running time: 55 minutes

**Objective**: Investigate Key motivational theory.

**Description**: Describe the motivational theory and ask how it relates to employee motivation.

**Instructional Method**: Lecture - large group discussion

**Script**:

Agency theory predicts that employees are motivated by compensation. Because people like stability, they typically prefer fixed income rather than variable income. However, employees can be motivated by pay-for-performance systems where their job performance directly impacts their compensation.

**Ask:** How does this theory relate to employee motivation in the workplace?

Diagram

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Time: 10 minutes

Running time: 65 minutes

**Objective**: Review theories.

**Description**: Review theories using video or quizzes.

**Instructional Method**: Review Lecture and video or quizzes

**Script**:   

With all these various motivational theories, how can employer know which one is going to motivate their workforce? The important thing is to remember that different things motivate different people at different times. An organization can choose a variety of methods, or a combination of methods to motivate employees, but trying to motivate an employee without having any ideas of what actually does motivate them seems a little like throwing darts.

**Facilitator Notes:**

* The main point to take away from this module is that it is important to offer a variety of motivational tools to employees. Employee motivation isn’t only about money, but if there isn’t enough money provided in the basic compensation package, then an employer will need to find other ways to attract, motivate, and retain employees.
* Video 3:10 minutes to review [Theories of Motivation](https://www.youtube.com/watch?v=azs9Wv7sorU)
* Free online sites that offer quizzes to help identify what motivates you.

[Test: What motivates you at work?](https://www.psychologies.co.uk/test/test-what-motivates-you-at-work/) 11 questions

[Quiz: What Motivates you at work?](https://www.leadershipiq.com/blogs/leadershipiq/what-motivates-you)

Graphical user interface, text, application, email

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Time: 15 minutes

Running time: 80 minutes

**Objective**: Students will review the material by answering the questions on the slide.

**Description**: Students will review the material by answering the questions on the slide.

**Instructional Method**: Pair and share discussions, exercises, homework

**Script:** Answer the questions on the slide and we will discuss.

**Discussion Prompts:**

1. As a result of the COVID-19 pandemic, we saw a mass exodus from the workplace. Also known as “The Great Resignation”, thousands of employees have quit their jobs to pursue other work, no work at all, or some combination of working from home and outside employment. Employees are frequently unwilling to return to the workplace because they prefer the work/life balance they enjoy working from home. How can employers use this desire to work from home to motivate job performance?
2. What are some non-compensation ways that employees can be motivated in the workplace?

**Facilitator Notes:**

* Read and analyze the article [4 Companies That Have Nailed Their Employee Recognition Strategy,](https://www.spiceworks.com/hr/engagement-retention/articles/employee-recognition-strategy-examples/) by Chiradeep BasuMallick (2021). Each of these organizations have unique approaches to employee motivation and recognition. Which is most appealing to you and why?

**HR Skills Exercises:**  
Your employees are reporting feeling unappreciated and undervalued across the organization. You, as the HR Director, have been tasked with finding out how the organization can better motivate the employees without changing compensation levels at this time, which are externally competitive. What steps would you take to identify what motivates your employees? How would you get the unmotivated employees to tell you why they are unhappy? Create an outline of your plan to present to the CEO.

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Time:  10 minutes

Running time: 90 minutes

**Objective**: Review main points in this module.

**Description**:  Be sure that students have a fun way to remember the material.

**Instructional Method**: Game – Review

**Script**:

Let’s see how much we remember about this module.

**Facilitator Notes:**

Review Exercise:  Create a fun game to review the material.  Remember to use the objectives to measure learning:

* Define terms related to employee motivation
* Investigate various motivation theories.
* Discuss how various forms of compensation are influenced by employee motivation
* Identify organizations that successfully motivate employees and describe how this is accomplished.
* Evaluate the compensation forms that will successfully motivate them personally, based on individual preferences and incentives.
* Have each student submit a question on a piece of paper, crumple it up and toss it in a bucket (clean wastebasket), Instructor will then read them and give points to each team with the correct answer.
* Any game show – Family Feud, Jeopardy, $10,000 pyramid, Password, Tic Tac Toe
* Extra credit quizzes

*Virtual*

There are many ways to review material virtually or in person.  Students can use their phones or computers to navigate to various online review websites.

A few are:

* Kahoot
* Quizlet