***Chapter 4 Examination preparation solutions***

1. Comparing the motivational theories

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| **Theory** | **Similarities** | **Differences** |
| Maslow | * All theories suggest that human behaviour is motivated by ‘desire’ – to fulfil a need, or achieve a goal.
* Humans are driven to focus their effort towards attainment of the thing that they desire. Humans will work more productively to achieve something that they desire.
* Human resource managers can use the motivational theories to help direct the effort of their employees in the workplace.
* Human resource managers can harness the motivational power of desire by identifying what their employees want and helping to facilitate their attainment of the desire.
 | * Maslow suggested that human behaviour is motivated by five needs, which he arranged in a hierarchy of importance. He suggested that every human is motivated by the attainment of basic physiological needs first.

Once a human has satisfied their physiological needs, he/she is motivated to attain the next requirement in the hierarchy – safety needs. Once each need is satisfied, it no longer acts to motivate behaviour.* Locke and Latham suggest that setting goals focuses work effort and productivity. In order to maximise the motivational potential of goals, the employee should be involved in setting the goals. Goals should be SMART, feedback should be provided at regular intervals and goals should be adjusted according to the feedback provided.
* Lawrence and Nohria identified four motivational needs which drive behaviour: the drive to acquire, bond, comprehend (learn), and finally defend. According to Lawrence and Nohria, the relative strength of each desire differs between individuals and over time. Unlike the hierarchy in Maslow’s theory, Lawrence and Nohria’s four drives are independent of each other. More than one drive can exert motivational influence over a person at once.
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| Locke and Latham |
| Lawrence and Nohria |

1. Using Maslow’s hierarchy of needs in the workplace.

The second level of Maslow’s hierarchy of needs refers to ‘safety needs’ – the desire to achieve protection from physical and emotional harm. A human resource manager could address this need by providing employees with job security. Job security refers to certainty of employment, and is often achieved by providing employees with a permanent full-time or part-time contract, which protects the employee from sudden unexpected dismissal. When an employee has job security, they feel safe and secure because they know that they have access to a certain level of income.

The fourth level of Maslow’s hierarchy of needs refers to ‘self-esteem needs’ – the desire to achieve status and recognition for one’s efforts and achievements. A human resource manager could address this need by providing employees bonuses for achieving or exceeding set targets. The achievement of a bonus is a ‘badge of honour’ that suggests the employee is an outstanding performer compared to others in the workplace. It gives the employee a sense of achievement and importance amongst his or her colleagues.