

Motivation - Evidence Review

Theories of Motivation

Motivation theory rests on the work of Maslow and Herzberg.

- Maslow's theory consists of a five-level pyramid made up of physiologic or basic survival; physical and mental safety; sense of belonging; accomplishment, creativity and growth; and self-actualisation.
- Herzberg suggests that there are two groups of factors: hygiene (which satisfy) and motivation.
- Latham (Latham & Pinder, 2005) reviewed the literature published between 1993 and 2003 and concluded that goal-setting, social cognitive and organisational justice theories were the three most important approaches to work motivation to appear in the last 30 years.
- Gagné (*The Oxford handbook of work engagement, motivation, and self-determination theory*, 2014) discusses the idea of self-motivation theory - the idea that motivation that is based on meaning and interest is superior to motivation that is based on pressure and rewards and that work environments that make workers feel competent, autonomous, and related to others foster the right type of motivation, goals and work values.

Factors affecting people's motivation

- Desire for recognition (Brainerd, 1992)
- Good interpersonal relations (Rantz, Scott, & Porter, 1996)
- A sense of autonomy ("MOTIVATION: Winning back world-weary workers," 2005)
- Job security ("MOTIVATION: Winning back world-weary workers," 2005)
- A breakdown in the relationship between an employee and their manager ("MOTIVATION: Winning back world-weary workers," 2005)
- An unclear, or unfair, relationship between performance and reward ("MOTIVATION: Winning back world-weary workers," 2005)
- Non-work influences (Kossek & Misra, 2008)
- Extraversion (Liesiené & Endriulaitiené, 2008)
- Conscientiousness (Liesiené & Endriulaitiené, 2008)
- Openness to experience (Liesiené & Endriulaitiené, 2008)
- Poor health (Kooij, de Lange, Jansen, & Dijkers, 2008)
- Career plateaus (Kooij, de Lange, Jansen, & Dijkers, 2008)
- Basic emotional drives to acquire, bond, comprehend and defend (Nohria, Groysberg, & Lee, 2008)
- Company policies and administration (Ocampo, 2010)
- Technical supervision (Ocampo, 2010)
- Remuneration (Ocampo, 2010)
- Working conditions (Ocampo, 2010)
- Achievement (Ocampo, 2010)
- Characteristics of the work (Ocampo, 2010)
- Responsibility (Ocampo, 2010)

- Advancement (Ocampo, 2010)
- Task identity (Bajwa et al., 2010)
- Task significance (Bajwa et al., 2010)
- Feedback (Bajwa et al., 2010)
- Public-service motivation (Behaj, 2012)
- Skill variety (Sultan, 2012)
- Intrinsic motivation predicts quality of performance while extrinsic motivation predicts quantity of performance (Cerasoli, Nicklin, & Ford, 2014)
- The ability to regulate one's emotions (Donoso, Demerouti, Hernández, Moreno-Jiménez, & Cobo, 2015)
- Charismatic leadership (Gutierrez-Shackelford, 2016)
- Feedback compatibility (Gutierrez-Shackelford, 2016)
- Compassion (Martinez, 2016)
- Social respect (Zarei, Najafi, Rajaei, & Shamseddini, 2016)
- Organisational identification (Perreira, Innis, & Berta, 2016)
- Training (Perreira, Innis, & Berta, 2016)
- Meaningfulness of work (Perreira, Innis, & Berta, 2016)
- Feeling able to do the job (Çetin & Askun, 2018)
- Spirituality (Tae-Won, Youn, Won-Moo, & Kim, 2018)

Ways of Improving Motivation

- Enhancing a nurturing work environment (Rodway, 1991)
- Allowing people to work in a collaborative and interdependent manner (Rodway, 1991)
- Discouraging negativism (Rodway, 1991)
- A leadership style high in consideration and structure (Reyna, 1992)
- A laissez-faire leadership style (Walker, 2015)
- A servant-leader leadership style (Robinson, 2016)
- Written performance evaluations which show staff what is expected of them and are accurate, specific and objective (Murray, 1994)
- Well-communicated, clear-cut visions and goals (Creech, 1995)
- Involvement in decision making (Relf, 1995)
- Giving workers autonomy (Brooks, 2009)
- Communicate in an open, honest, appropriate and timely fashion (Shannon, 2017)
- Respect and value people (Shannon, 2017)
- Provide adequate budgets, staff and materiel (Shannon, 2017)

The Psychological Contract

Purvis (Purvis & Cropley, 2003) studied the psychological contracts of 223 NHS nurses finding that 'contract profiles,' were: self-development and achievement; belonging and development; competence and collegiality; and autonomy and development. Corder (Corder & Ronnie, 2018) also studied the psychological contract finding that "the psychological contract of nurses was balanced in nature, contained predominantly relational elements and was characterised by

the need for manager support, leadership and autonomy. Motivation was a by-product of fulfilment and was enhanced by a combination of tangible and intangible rewards.”

Generational Differences

Leavitt (Leavitt, 2014) studied generational differences in motivation between Generations X and Y and Baby Boomers. She found that intrinsic process motivation was highest for Generation Y as was instrumental motivation. Baby Boomers were significantly higher in goal internalisation. Lichtenthaler (Lichtenthaler & Fischbach, 2016) studied what motivated people to work beyond retirement age. Lichtenthaler found that promotion-focused job-crafting – increasing social and structural job resources and challenging job demands – was positively related to employees’ sense of coherence. Prevention-focused job crafting – decreasing hindering job demands – was negatively related to employees’ sense of coherence. Sense of coherence was found to predict employees’ burnout, which in turn predicted employees’ motivation to continue working beyond retirement age. Feissel (Feißel, Swart, & March, 2018) interviewed 4,109 older employees and found that work ability had the strongest effect on work motivation and health.

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