

# Employee Motivation, Workforce Trends, and Labor Relations

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## Motivating Employees



Engagement

Morale

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## What Is Motivation?



Needs

Actions

Outcomes

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# Workforce Motivation

Monetary Rewards

Fair Treatment

Satisfying Work

Work-Life Balance



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# Theories of Motivation

- Frederick W. Taylor
- Maslow's Hierarchy of Needs
- Herzberg's Two-Factor Theory
- Theory X, Theory Y, and Theory Z
- Equity Theory
- Expectancy Theory

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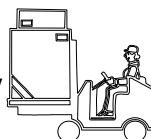
# Frederick W. Taylor

Scientific Management

Monetary Rewards



Personal Productivity



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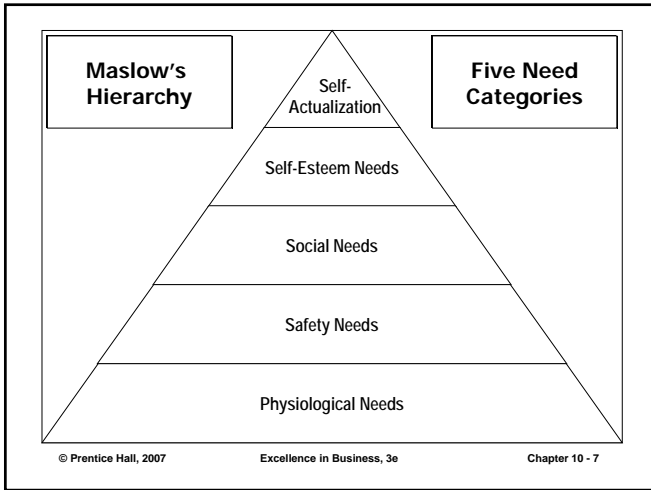
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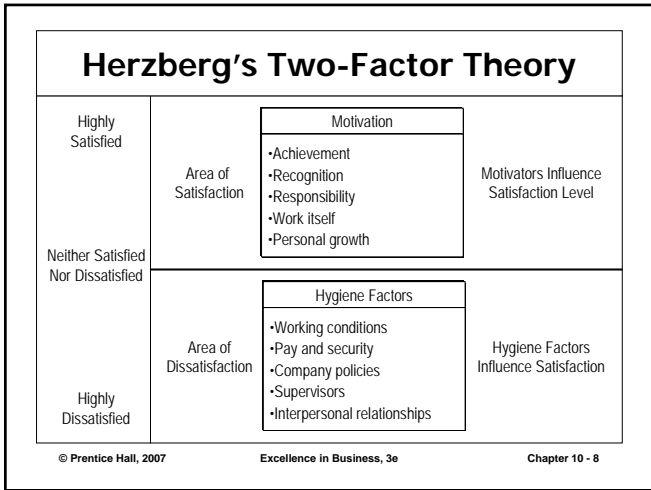
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### McGregor's Assumptions

| Theory X Employees       | Theory Y Employees        |
|--------------------------|---------------------------|
| ✓ Dislike work           | ✓ Enjoy work              |
| ✓ Motivated by threats   | ✓ Committed to goals      |
| ✓ Avoid responsibilities | ✓ Accept responsibilities |
| ✓ Value security         | ✓ Have mental potential   |

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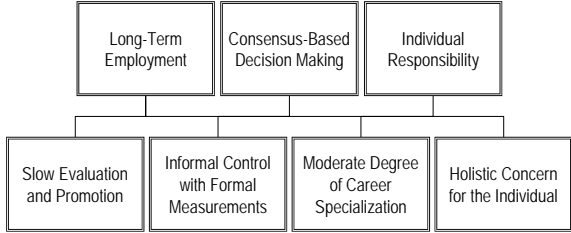
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# Ouchi's Theory Z



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# Equity Theory

| Ratio Comparison*   | Employee's Perception     |
|---|---------------------------|
| $\frac{\text{Outcomes A}}{\text{Inputs A}} < \frac{\text{Outcomes B}}{\text{Inputs B}}$ | Inequity (Under-Rewarded) |
| $\frac{\text{Outcomes A}}{\text{Inputs A}} = \frac{\text{Outcomes B}}{\text{Inputs B}}$ | Equity                    |
| $\frac{\text{Outcomes A}}{\text{Inputs A}} > \frac{\text{Outcomes B}}{\text{Inputs B}}$ | Inequity (Over-Rewarded)  |

\*Where A is the employee, and B is a relevant other or referent.

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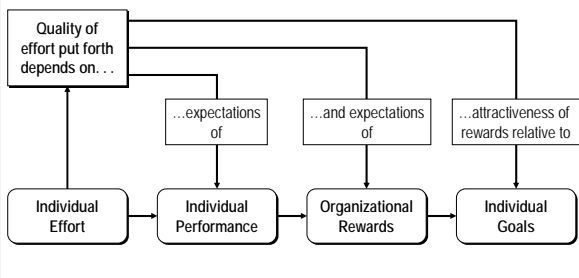
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# Expectancy Theory



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# Workplace Motivation Strategies

**Setting Goals**

**Reinforcing Behavior**

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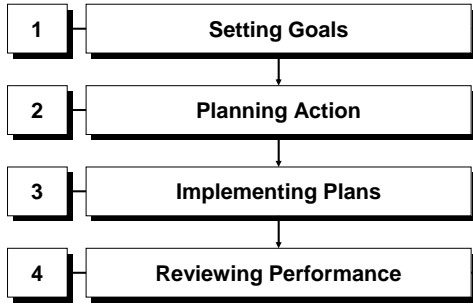
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# Management by Objectives



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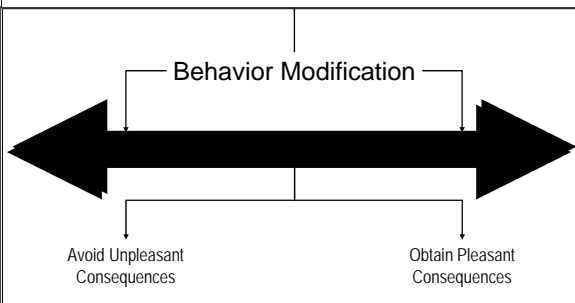
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# Reinforcement Theory



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## Keeping Pace With Today's Work Force

**Staffing Challenges**

**Demographic Challenges**

**Alternative Work Arrangements**

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## Staffing Challenges



**Workforce Alignment**

**Employee Loyalty**

**Employee Workloads**

**Work-Life Balance**

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## Aligning the Workforce and the Organization

| External Forces        | Internal Forces     | Employees            |
|------------------------|---------------------|----------------------|
| Changing Markets       | Strategy Shifts     | Personal Goals       |
| Competition            | Information Systems | Better Jobs          |
| Advances in Technology | Production Systems  | Temporary Retirement |
| Government Regulations | Product Sales       | Permanent Retirement |

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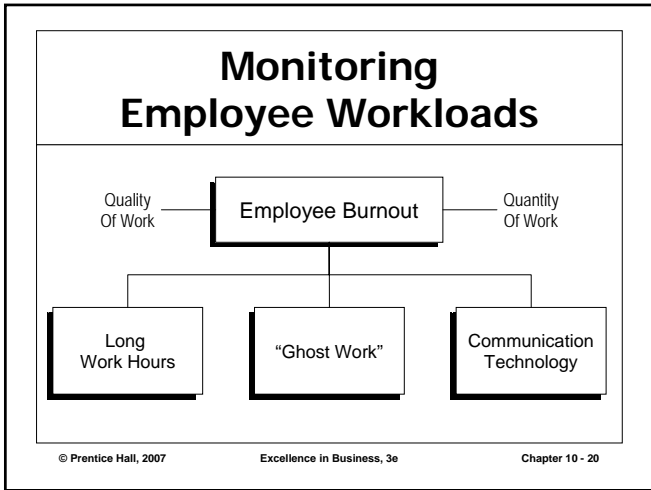
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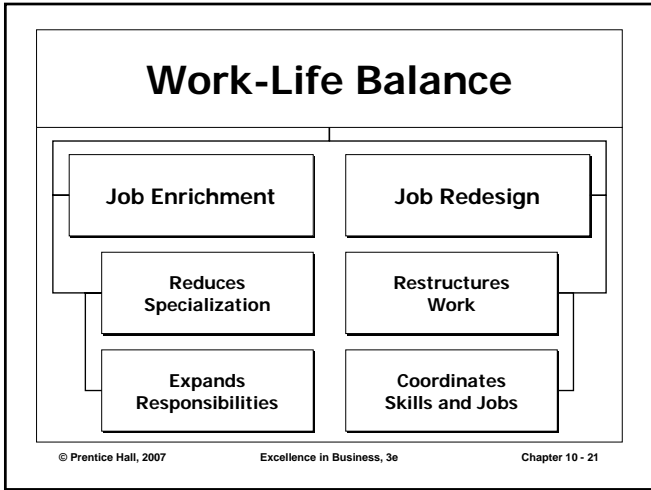
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# Demographic Challenges



## Workforce Diversity

Understanding

Embracing

Maximizing

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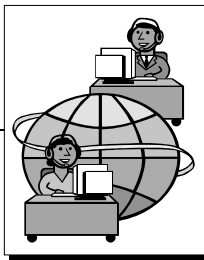
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# Workforce Diversity Issues

Immigration

Age

Religion



Gender

Race

Globalization

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# Diversity Initiatives



Policies

Procedures

Training

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## Alternative Work Arrangements



Flextime



Telecommuting



Job Sharing

Flexible Career Paths



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## Working With Labor Unions



Wages and Benefits

Working Conditions

Job Security

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## Resolving an Impasse

Mediation

Arbitration



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## When Negotiations Break Down

| Labor     | Management     |
|-----------|----------------|
| Strike    | Strikebreakers |
| Boycott   | Lockouts       |
| Publicity | Injunctions    |

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## The Labor Movement Today

Health-Care  
Costs

International  
Competition

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