

# **Chapter 15**

## **Worker Motivation**

## 15 Introduction

There have been many significant contributions to motivation theory and worker motivation<sup>1</sup> from Frederick Taylor to today. In this chapter, we'll discuss the key contributors to worker motivation theory and the significance of their work.

### 15.1 Historical Figures in Motivation Theory<sup>1</sup>

#### 15.1.1 Frederick Taylor (1856-1915)



Frederick Winslow Taylor was an American mechanical engineer and management consultant known as the father of scientific management.

**Significant Contributions:** In 1916, Taylor introduced "The Principles of Scientific Management"<sup>2</sup>, which emphasized efficiency and productivity. He believed that work could be analyzed scientifically, and that managers could develop a "one best way" to perform tasks. His work laid the foundation for modern organizational and work design.

Frederick Winslow Taylor's opinions of workers during his time at the beginning of the 20<sup>th</sup> century were shaped by his belief in scientific management and the need for increased efficiency in industrial operations.

Below are key points that summarize Taylor's views:

1. *Workers' Potential:* Taylor believed that workers had the potential to be more productive than they were. He thought that through scientific analysis and proper training, their productivity could be significantly increased.
2. *Worker Laziness:* Taylor often viewed workers as inherently lazy or inclined to work slowly if not properly managed. He attributed this to what he called "soldiering," where workers deliberately worked at a slower pace to avoid reaching their

maximum productivity, thus protecting their jobs.

3. *Lack of Systematic Training*: Taylor argued that workers lacked systematic training and proper guidance. He believed that without standardized methods, workers were inefficient and inconsistent in their performance.
4. *Need for Supervision*: Taylor held that workers needed close supervision and detailed instructions. He thought that clear, precise instructions from management, based on scientific study, were essential for workers to perform optimally.
5. *Differential Piece-Rate System*: To motivate workers, Taylor advocated for the differential piece-rate system, where workers were paid based on their output. He believed this would incentivize workers to be more productive, as they would earn more by producing more.
6. *Division of Labor*: Taylor's scientific management promoted a strict division of labor, where planning and execution were separated. Managers would plan and design work processes, while workers would execute the tasks according to these plans. He believed this division would lead to greater efficiency.
7. *Standardization*: Taylor emphasized the importance of standardizing tools, tasks, and procedures. He believed that by removing variability in work processes, workers could perform more consistently and efficiently.

**Taylor's significance to worker motivation theory.** Taylor's opinions of workers reflected a belief that through scientific management principles, proper training, and incentive systems, workers' productivity and efficiency could be maximized, benefiting both workers and employers.

### 15.1.2 Douglas McGregor (1906-1964)



Douglas McGregor, born in Detroit, MI in 1906 and later graduated earned his PhD from Harvard University, was an American management professor at Harvard, the MIT Sloan School of Management, and Antioch College and a management theorist. He taught in

the disciplines of psychology and industrial management. McGregor is best known for his Theory X and Theory Y, which are two contrasting theories of human work motivation and management that he proposed in his 1960 book, "The Human Side of Enterprise"<sup>3</sup>. These behavioral theories describe two different attitudes managers might hold towards employees, which in turn influence their management style, based on the level of worker motivation.

Below are key points that summarize McGregor's theories:

## Theory X

Assumptions about Workers:

1. *Inherent Dislike for Work*: Theory X assumes that the average person has an inherent dislike of work and will avoid it if possible.
2. *Need for Coercion and Control*: Because people dislike work, they must be coerced, controlled, directed, or threatened with punishment to get them to put forth adequate effort.
3. *Preference for Direction*: Theory X posits that the average worker prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

Management Implications:

- *Authoritarian Style*: Managers who subscribe to Theory X are likely to adopt a more authoritarian management style. They believe that workers need to be closely supervised and controlled.
- *Tight Control and Supervision*: This management style relies heavily on strict controls, detailed rules, and rigid structures.
- *Extrinsic Motivation*: Managers using Theory X are more likely to use external motivators, such as monetary incentives and punishments, to drive employee performance.

## Theory Y

Assumptions about Workers:

1. *Work as a Natural Activity*: Theory Y assumes that work can be as natural as play or rest if the conditions are favorable.
2. *Self-Motivation*: People will exercise self-direction and self-control in the pursuit

of objectives to which they are committed.

3. *Commitment through Rewards*: Commitment to objectives is a function of the rewards associated with their achievement. The most significant of these rewards are the satisfaction of ego and self-actualization needs.
4. *Capacity for Creativity*: The average person, under proper conditions, not only accepts but also seeks responsibility. Additionally, creativity, ingenuity, and imagination are widely distributed among the population.
5. *Intellectual Potential*: Most people possess a high degree of creativity and problem-solving ability, which is underutilized in most organizations.

#### Management Implications:

- *Participative Management Style*: Managers who adopt Theory Y are likely to implement a more participative management style. They encourage employees to participate in decision-making and take responsibility for their work.
- *Decentralization and Delegation*: This management style supports decentralization and delegation of authority, creating opportunities for employees to take on greater responsibility.
- *Intrinsic Motivation*: Managers using Theory Y focus on intrinsic motivators, such as job satisfaction, personal growth, and the fulfillment of self-actualization needs.
- *Empowerment and Development*: They emphasize empowering employees, fostering a collaborative work environment, and investing in employee development.

**McGregor's significance to worker motivation theory.** McGregor's Theory X and Theory Y highlight the impact of managerial assumptions on employee motivation and behavior. While Theory X represents a more pessimistic view of human nature, much like Taylor's view, leading to a more controlling and authoritative management style, Theory Y offers an optimistic view, promoting a participative and empowering approach to management. By recognizing these contrasting theories, managers can reflect on their own beliefs and practices and strive to create more motivating and productive work environments.

### 15.1.3 Elton Mayo (1880-1949)



Elton Mayo, born in Adelaide, Australia in 1880, was an Australian-born psychologist, industrial researcher, and organizational theorist. Before becoming a professor at the Wharton School of the University of Pennsylvania and Harvard Business School, Mayo studied psychopathology, the scientific study of mental illness or disorders. Widely considered the “father of human relations,” Mayo is best known for his role in the Hawthorne Studies, which were conducted at the Western Electric Hawthorne Works in Cicero, Illinois, between 1924 and 1932, and remains a cornerstone study in organizational behavior and industrial psychology. The analysis of the Hawthorne Studies data led Mayo and his co-workers to emphasize the need to recognize the importance of non-economic (in particular, social) motivations of workers. His “The Social Problems of an Industrial Civilization”<sup>4</sup> was published in 1945.

Below are the key highlights and the importance of the Hawthorne Experiment:

#### Highlights of the Hawthorne Experiment

##### 1. *Initial Purpose:*

- The experiment was initially designed to study the effects of physical conditions (like lighting) on worker productivity.
- Researchers sought to determine whether better lighting (test group) would lead to higher productivity vs. standard lighting (control group), which led to standard output.

##### 2. *Phases of the Experiment:*

- Illumination Studies (1924-1927): These studies examined the impact of different levels of lighting on worker productivity. Surprisingly, productivity increased under both improved and decreased lighting conditions.

- Relay Assembly Test Room Experiments (1927-1932): Focused on a small group of female workers, changes in work conditions (like rest breaks, work hours, and pay incentives) were tested. Productivity improved regardless of the changes, suggesting factors other than physical conditions were at play.
- Bank Wiring Observation Room Study: Observed a group of male workers to understand social dynamics and informal group norms. This study highlighted the importance of social relations and group behavior in the workplace.

### 3. *Key Findings:*

- Hawthorne Effect: Productivity increased when workers were observed and given attention, regardless of the specific changes made. This phenomenon, where individuals modify their behavior in response to being observed, was named the Hawthorne Effect.
- Social Factors: The studies revealed that social factors, such as feeling valued, having a supportive team, and having good interpersonal relationships, played a crucial role in productivity.
- Worker Attitudes: Workers' attitudes towards their work and their relationships with supervisors were found to have a significant impact on their productivity.
- Group Dynamics: Informal social groups within the workplace had a strong influence on worker behavior and productivity. Group norms and peer pressure often determined individual performance more than formal organizational rules.

## Importance of the Hawthorne Experiment

### 1. *Shift in Management Focus:*

- The experiment marked a shift from the traditional scientific management approach, which focused solely on physical and economic factors, to a broader understanding of the importance of social and psychological factors in the workplace.
- It highlighted that workers are not just motivated by money and working conditions, but also by social needs and job satisfaction.

### 2. *Human Relations Movement:*

- The findings of the Hawthorne Experiment laid the foundation for the Human Relations Movement in management, which emphasizes the importance of social relations, employee well-being, and the human side of work.
- This movement advocated for more participative management styles,

greater attention to employee needs, and the development of supportive work environments.

### 3. *Organizational Behavior:*

- The study contributed significantly to the field of organizational behavior by demonstrating that human behavior in organizations is complex and influenced by a variety of factors, including social interactions and group dynamics.
- It encouraged further research into employee motivation, job satisfaction, leadership, and organizational culture.

### 4. *Workplace Innovation:*

- Insights from the Hawthorne Experiment led to the development of new management practices aimed at improving employee morale and productivity. This includes the introduction of employee involvement programs, team-building activities, and more effective communication strategies.

**Mayo's significance to worker motivation theory.** The Hawthorne Experiment was instrumental in changing how organizations understand and manage their workforce. These studies concluded that workers' productivity increased when they felt observed and valued, highlighting the importance of social relations and employee well-being in the workplace. By highlighting the critical role of social and psychological factors, it paved the way for more human-centered approaches to management and laid the groundwork for modern theories of organizational behavior and employee motivation.

#### 15.1.4 Abraham Maslow (1908-1970)



Abraham Maslow was born in Brooklyn, NY in 1908 and later earned his PhD in psychology from the University of Wisconsin in 1934. He taught at the University of Wisconsin, Columbia University, Brooklyn College, and Brandeis University. Maslow was an American psychologist best known for creating Maslow's Hierarchy of Needs Theory. His hierarchy of needs is a motivational theory in psychology comprising a five-tier model



of human needs, often depicted as hierarchical levels within a pyramid. The levels are: (1) physiological needs, (2) safety needs, (3) love and belonging needs, (4) esteem needs, and (5) self-actualization. Maslow's theory suggests that people are motivated to fulfill basic needs before moving on to higher-level needs.

Highlights of Maslow's Hierarchy of Needs are as follows:

*1. Physiological Needs:*

- These are the basic biological requirements for human survival. They include air, food, water, shelter, warmth, sleep, and other bodily functions. These needs are the most fundamental and must be satisfied first. If these needs are not met, the human body cannot function properly and become the major motivating factor.

*2. Safety Needs:*

- Once physiological needs are satisfied, the need for safety and security becomes prominent. These needs include personal and financial security, health and well-being, and safety against accidents and illness. Safety needs are essential for establishing stability and consistency in a chaotic world.

*3. Love and Belongingness Needs:*

- After physiological and safety needs are met, social needs become important. These involve emotional-based relationships such as friendships, romantic attachments, family, and social groups. Humans have a desire to belong and be accepted by others. Fulfilling these needs helps prevent feelings of loneliness and social isolation and, hence, maladjustment.

*4. Esteem Needs:*

- Esteem needs are categorized into two types: (a) esteem for oneself (dignity, achievement, adequacy, mastery, independence) and (b) the desire for reputation or respect from others (status, prestige). Fulfilling these needs leads to feelings of self-confidence and self-worth. Lack of esteem needs fulfillment can result in feelings of inferiority, weakness, and helplessness.

*5. Self-Actualization Needs:*

- This is the highest level in Maslow's hierarchy. Self-actualization refers to the realization of an individual's potential, self-fulfillment, seeking personal growth, and peak experiences. Self-actualized people are those who have reached their full potential and are doing what they are capable of. This need involves creativity, problem-solving, authenticity, and achieving

personal goals.

### Importance of Maslow's Hierarchy of Needs

#### 1. *Holistic Understanding of Human Motivation:*

- Maslow's theory provides a comprehensive framework for understanding human motivation and behavior. It emphasizes that people are motivated by a range of needs beyond just basic survival.

#### 2. *Implications for Management and Workplace:*

- In the framework of management and organizational behavior, Maslow's hierarchy suggests that employers should address various employee needs to motivate them effectively. For example, offering competitive salaries (physiological needs), creating a safe work environment (safety needs), fostering a sense of team and belonging (love and belongingness needs), recognizing achievements (esteem needs), and providing opportunities for personal growth and development (self-actualization needs).

#### 3. *Educational and Personal Development:*

- Educators and personal development professionals use Maslow's Hierarchy of Needs Theory to design programs that help individuals achieve higher levels of growth and fulfillment. Recognizing where a person is on the hierarchy can guide interventions and support strategies.

#### 4. *Psychological Research and Therapy:*

- The hierarchy has influenced psychological research and therapy approaches, encouraging a focus on positive mental health, growth, and the fulfillment of human potential.

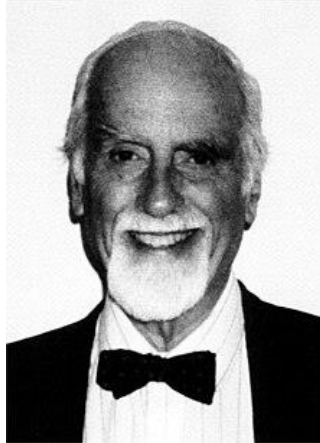
### Criticisms and Extensions of Maslow's Hierarchy of Needs Theory

- *Lack of Empirical Support:* Some critics argue that Maslow's theory lacks empirical support and that people do not always follow the hierarchical order he proposed.
- *Cultural Differences:* The hierarchy may not universally apply across different cultures. What is considered a higher-order need in one culture may be a lower-order need in another.
- *Individual Differences:* People have unique motivations, and their needs may not quite fit into Maslow's hierarchy.

**Maslow's significance to worker motivation theory.** Maslow introduced this theory in his 1943 paper "A Theory of Human Motivation"<sup>5</sup> and further expanded upon it in subsequent work. Despite his criticisms, Maslow's Hierarchy of Needs remains a fundamental theory in psychology and in the workplace, offering valuable insights into

human motivation and behavior.

### 15.1.5 Douglas McClelland (1917-1988)



Douglas McClelland was born in Mount Vernon, NY in 1917 and later earned his B.A. from Wesleyan University, his M.S. from Harvard, and his PhD from Yale University. He taught at Wesleyan University, Connecticut College for Women, and at Bryn Mawr College. McClelland is best known for his development of the Acquired Needs Theory. His theory identifies three primary motivators in individuals: the need for achievement, the need for affiliation, and the need for power. McClelland's work in "Toward a Theory of Motive Acquisition"<sup>6</sup> has been influential in understanding how different needs drive behavior in various contexts, particularly in the workplace.

*Douglas McClelland's Acquired Needs Theory:* McClelland's Acquired Needs Theory suggests that individual motivations are shaped by their experiences. He identified three key needs:

1. *Need for Achievement (nAch)*: The drive to excel and achieve in relation to a set of standards. Individuals with a high need for achievement seek challenging tasks and are motivated by personal responsibility and feedback on their performance.
2. *Need for Affiliation (nAff)*: The desire for friendly and close interpersonal relationships. Individuals with a high need for affiliation seek approval and reassurance from others and are motivated by cooperation and teamwork.
3. *Need for Power (nPow)*: The need to influence or control others. This can be further divided into *socialized power* (seeking to support and help others) and *personalized power* (seeking to control others for personal gain).

#### Criticisms of McClelland's theory

- *Neglect of basic needs.* The primary focus of the Acquired Needs Theory was on power, achievement, and affiliation. This theory failed to discuss the basic needs of humans like food, shelter, sleep, etc.

- *A limited number of motivators.* The Acquired Needs Theory focused on only three motivators: Power, Achievement, and Affiliations. The theory failed to mention the other motivators such as good wages, job security, and growth opportunities that can affect the motivation of employees.

**McClelland's significance to worker motivation theory:** Despite the limitations noted above, McClelland's theory has been particularly useful in understanding the diversity of employee motivations and tailoring managerial approaches to meet these varying needs.

#### 15.1.6 Frederick Herzberg (1923-2000)



Frederick Herzberg was born in Lynn, MA in 1923 and later earned his PhD from the University of Pittsburgh. He was an American psychologist who became one of the most influential names in business management. Herzberg is best known for his Motivator-Hygiene Theory (also known as the Two-Factor Theory or the Dual-Factor Theory) as a framework for understanding job satisfaction and employee motivation. Introduced by Herzberg in his paper, "One More Time: How Do You Motivate Employees?"<sup>7</sup>, originally published in 1968, this theory distinguishes between factors that lead to job satisfaction (motivators) and those that lead to job dissatisfaction (hygiene factors).

Below are the key details and significance of Herzberg's theory:

#### **Motivators (Intrinsic Factors)**

These factors are related to the nature of the work itself and how employees feel about their jobs. They are considered intrinsic because they arise from the internal desires of employees to achieve personal growth and satisfaction.

1. *Achievement:* Recognizing and celebrating employees' accomplishments can boost their motivation and job satisfaction.

2. *Recognition*: Giving employees positive feedback and acknowledgment for their work enhances their sense of value and motivation.
3. *Work Itself*: When employees find their tasks interesting, challenging, and meaningful, they are more likely to be satisfied and motivated.
4. *Responsibility*: Providing employees with greater responsibility and autonomy can enhance their motivation and sense of achievement.
5. *Advancement*: Opportunities for career advancement and growth contribute to higher levels of job satisfaction.
6. *Possibility for Growth*: Offering employees the chance to develop new skills and gain further experience can lead to increased job satisfaction and motivation.

### **Hygiene Factors (Extrinsic Factors)**

These factors are related to the context or environment in which the job is performed. They are considered extrinsic because they originate from outside the job itself.

1. *Company Policies and Administration*: Clear, fair, and consistent policies contribute to job satisfaction by providing a stable work environment.
2. *Supervision*: Supportive and competent supervision is crucial for preventing job dissatisfaction.
3. *Interpersonal Relations*: Positive relationships with colleagues, supervisors, and subordinates help prevent dissatisfaction.
4. *Working Conditions*: Safe, comfortable, and pleasant working conditions contribute to employee satisfaction.
5. *Salary*: Competitive and fair compensation is necessary to prevent dissatisfaction but does not necessarily increase satisfaction.
6. *Job Security*: Assurance of continued employment helps in reducing job dissatisfaction.
7. *Status*: The perceived status of a job or position can impact how satisfied employees feel.
8. *Personal Life*: Balancing work demands with personal life needs is important to prevent dissatisfaction.

### **Significance of Herzberg's Motivator-Hygiene Theory**

1. *Distinction Between Satisfaction and Dissatisfaction*:
  - Herzberg's theory highlights that job satisfaction and dissatisfaction are not simply opposite ends of a single continuum. Instead, they are influenced by different sets of factors.
  - Motivators lead to job satisfaction and are related to the nature of the work

itself.

- Hygiene (or extrinsic) factors, when lacking, lead to job dissatisfaction but do not necessarily improve job satisfaction when present.

2. *Implications for Management:*

- To enhance job satisfaction and motivation, managers should focus on improving motivators. This includes providing opportunities for achievement, recognition, and personal growth.
- To prevent job dissatisfaction, managers should ensure that hygiene factors such as company policies, supervision, working conditions, and salary are adequately addressed.
- By understanding and addressing both sets of factors, managers can create a more motivated and satisfied workforce.

3. *Impact on Job Design:*

- Herzberg's theory has influenced the design of jobs and roles within organizations. Jobs that offer variety, autonomy, and opportunities for personal growth are more likely to satisfy and motivate employees.
- Job enrichment, which involves enhancing a job by adding more meaningful tasks and duties, is a direct application of Herzberg's theory.

4. *Employee Engagement and Retention:*

- Organizations that focus on both motivators and hygiene factors are more likely to have engaged, motivated, and loyal employees.
- Satisfied employees are less likely to leave the organization, leading to lower turnover rates and better retention of talent.

5. *Relevance to Organizational Development:*

- Herzberg's theory is used in organizational development to design interventions that improve employee satisfaction and motivation.
- It emphasizes the importance of creating a positive work environment and providing opportunities for employees to find intrinsic satisfaction in their work.

## Criticisms of Herzberg's Theory

1. *Methodological Issues:*

- Herzberg's original research used the critical incident technique, which consists of a set of procedures for collecting direct observations of human behavior in such a way as to facilitate their potential usefulness in solving practical problems and developing broad psychological principles<sup>8</sup> and has been criticized for potential bias and subjectivity in how employees report their experiences.

2. *Generalizability:*

- Some researchers argue that Herzberg's findings may not be universally applicable across all types of jobs, industries, and cultural contexts.
3. *Overemphasis on Intrinsic Factors:*
- Critics argue that Herzberg's theory may overemphasize the role of intrinsic motivators and underplay the importance of extrinsic rewards in certain contexts.

**Herzberg's significance to worker motivation theory.** Despite his criticisms, Herzberg's Motivator-Hygiene Theory remains a foundational concept in understanding job satisfaction and motivation. It provides valuable insights into how organizations can create environments that foster both employee satisfaction and high levels of performance.

### 15.1.7 Edwin Locke (1938-present)



Edwin Locke is Dean's Professor (Emeritus) of Leadership and Motivation at the R.H. Smith School of Business at the University of Maryland. He received his B.A. from Harvard in 1960 and his PhD in Industrial Psychology from Cornell University in 1964. Locke is renowned for his pioneering work in goal-setting theory in "Goal Setting: A Motivational Technique That Works"<sup>9</sup>, which argues that specific and challenging goals, along with appropriate feedback, lead to higher performance. Locke's research has emphasized the importance of clear goals in motivating employees and has provided a framework for setting effective objectives in organizational settings.

Locke's Goal-Setting Theory emphasizes the importance of setting clear, specific, and challenging goals to enhance performance. Key principles of the theory include:

1. *Clarity:* Goals should be clear and specific, avoiding vagueness that can lead to confusion.
2. *Challenge:* Goals should be challenging yet attainable to motivate effort and persistence.

3. *Commitment*: Individuals should be committed to the goals they set, often enhanced by involving them in the goal-setting process.
4. *Feedback*: Regular feedback on progress helps individuals stay on track and make necessary adjustments.
5. *Task Complexity*: For complex tasks, goals should be broken down into manageable steps to avoid overwhelming individuals.

**Locke's significance to worker motivation theory:** Locke's theory has had a profound impact on organizational practices, highlighting the role of goal setting in driving employee motivation and performance.

#### 15.1.8 Steven Kerr ( - present)



Steven Kerr earned his PhD in Management and Psychology from City University of New York. He is a former Dean and director of the Ph.D. program at the University of Southern California Business School and taught at the Ohio State University. Kerr is a consultant best known for his work on reward systems and organizational behavior and has worked as an executive at General Electric, Goldman Sachs, and the Jack Welch Management Institute. Kerr is well-known for his universally acclaimed paper "On the Folly of Rewarding A, While Hoping for B,"<sup>10</sup> which highlights the misalignment between rewards and desired behaviors in organizations. He emphasized the importance of aligning reward systems with organizational goals to ensure proper motivation and performance.

#### Key Points and Highlights of "On the Folly of Rewarding A, While Hoping for B"

1. *Misalignment of Rewards and Desired Outcomes*:
  - Kerr points out that organizations frequently reward behaviors that are easy to measure or immediately observable, rather than those that contribute to long-term goals or overall success.
  - For example, a company might reward salespeople based on the number of units sold, hoping to increase revenue. However, this can lead to



aggressive sales tactics, poor customer service, and ultimately, customer dissatisfaction.

2. *His examples of Misaligned Rewards:*

- Education: Schools and universities might reward teachers and professors for publishing research papers (quantity) rather than the quality of their teaching. This can lead to a neglect of teaching responsibilities.
- Business: Companies might reward short-term financial performance (quarterly profits) while hoping for long-term sustainable growth. This can encourage risk-taking and short-termism at the expense of strategic planning.
- Healthcare: Hospitals might reward physicians for the number of procedures performed rather than patient outcomes, leading to unnecessary tests and treatments.
- Military: Military units might be rewarded for body counts or territorial gains rather than for achieving strategic objectives, leading to ineffective or even counterproductive actions.

3. *Unintended Consequences:*

- Kerr highlights that misaligned reward systems can lead to a range of negative outcomes, including unethical behavior, reduced morale, and a decline in overall performance.
- Employees might focus on the rewarded behavior to the exclusion of other important activities, leading to imbalanced and potentially harmful practices.

## Significance and Impact

1. *Awareness and Reflection:*

- Kerr's article raises awareness about the critical importance of aligning rewards with desired outcomes. It encourages managers and organizational leaders to reflect on their reward systems and identify potential misalignments.
- By understanding the pitfalls of misaligned rewards, organizations can take steps to design more effective and holistic reward systems.

2. *Designing Better Reward Systems:*

- The article provides a framework for organizations to evaluate and redesign their reward systems to ensure they promote the behaviors and outcomes that are truly desired.
- Effective reward systems should consider both short-term and long-term goals, qualitative and quantitative measures, and intrinsic and extrinsic motivators.

3. *Encouraging Ethical Behavior:*

- Properly aligned reward systems can help promote ethical behavior by ensuring that rewards are tied to ethical conduct and overall organizational values.
  - This helps create a culture of integrity and accountability, reducing the risk of unethical practices and scandals.
4. Broad Application:
- The principles discussed in Kerr's article are applicable across various sectors, including business, education, healthcare, and government. Any organization can benefit from assessing and aligning its reward systems with its strategic goals.
5. Long-Term Organizational Success:
- Organizations that align their rewards with desired behaviors and outcomes are more likely to achieve long-term success. Such alignment helps build a motivated, engaged, and high-performing workforce that is focused on the right objectives.

**Kerr's significance to worker motivation theory.** Kerr's "On the Folly of Rewarding A, While Hoping for B" is a crucial contribution to the field of management and organizational behavior. The main argument of the article is that organizations often inadvertently reward behaviors that they do not actually desire, while hoping for different outcomes. This misalignment between rewards and desired behaviors can lead to unintended consequences and undermine organizational goals. By understanding and addressing the misalignment between rewards and desired outcomes, organizations can create more effective, ethical, and sustainable practices that drive long-term performance and growth.

## 15.2 Summary

These individuals have made significant contributions to understanding what motivates people in the workplace, influencing management practices, and organizational behavior theories.

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