

Teacher guide

Herzberg and motivation - Kellogg's

Where does the lesson fit?

This session would fit in a Human Resources or People Management module. It could be used following a general introduction to motivation when different theorists are being explored in more detail.



Suggested resources & activities related to motivation and Kellogg's

- Full Kellogg's case study
- Herzberg and Motivation PowerPoint
- Mayo and Motivation lesson resources and Maslow and Motivation lesson resources
- Kellogg's crossword
- Kellogg's word search

Suggested timings for the session

5 mins Starter e.g. crossword

5 mins Use the Herzberg and Motivation PowerPoint to discuss the topic

5 mins Read the case study

10 mins Questions

20 mins Task – interview

15 mins What have you learned?

Answers to questions

- What is motivation?
 Motivation involves attracting a person to do something because he or she wants to do it. Motivation can cause people to achieve things they wouldn't normally achieve.
- 2. Describe Herzberg's Two-Factor Theory of motivation. According to Herzberg:
 - Hygiene factors cannot motivate, but they have the ability to cause dissatisfaction if they are not right. Hygiene factors include pay, working environment, company policy and leadership style.



BUSINESS CASE STUDIES

- Motivators are factors that can motivate and cause satisfaction in the workplace, however, if they are absent they can cause dissatisfaction. Examples of motivators include responsibility, recognition, interesting work, a sense of achievement and opportunities for advancement and development.
- 3. Explain how Kellogg's ensures Herzberg's 'motivators' are provided for its employees.

Examples include:

- Provision of opportunities to move forward in the business
- Giving workers extra responsibilities
- Recognition of individuals who have worked above and beyond Kellogg's values
- Giving awards to workers e.g. cash prizes, vouchers and holiday entitlements.
- 4. Analyse the importance of having a motivated workforce A motivated workforce is likely to:
 - Be more productive
 - Be happier and more satisfied
 - Produce work of a higher quality
 - Be absent less often
 - Have a lower labour turnover
 - Contribute to the development of the business.

What have you learned?

Expected learning is likely to include:

- Definition of motivation
- Herzberg's Two-Factor Theory of Motivation hygiene factors and motivators
- Examples of how workers can be motivated according to Herzberg
- The importance of having a motivated workforce loyal, more productive, more enthusiastic, lower absenteeism and labour turnover, contribute to development of the business.