

What is Employee Motivation?

Worksheet

Motivation stems from both intrinsic factors (autonomy, achievement, purpose) and extrinsic factors (pay, status). Modern organizations succeed by addressing lower needs (security, belonging) and fostering higher needs (growth, meaning).

Questions

1. Which is an example of a hygiene factor in Herzberg's theory?
 - A) Autonomy in work
 - B) Meaningful project
 - C) Competitive salary
 - D) Achievement of a goal
2. An employee has job security but lacks a sense of belonging. Where is the gap in Maslow's hierarchy?
 - A) Physical needs
 - B) Safety needs
 - C) Belonging needs
 - D) Esteem needs
3. Which is most likely to sustain long-term motivation?
 - A) One-time bonus
 - B) Autonomy and learning opportunities
 - C) Frequent praise
 - D) Higher job title
4. What does 'self-actualization' mean in a workplace context?
 - A) Earning the highest salary
 - B) Achieving one's full potential and growth
 - C) Getting promoted to manager
 - D) Being the best performer
5. An employee is paid well but feels unmotivated and is considering leaving. Using motivation theory, what's likely missing?
6. Herzberg's two-factor theory: salary is a hygiene factor, not motivator. What does this mean for raises?
7. Why do some companies use 'intrinsic motivation' strategies (autonomy, learning) over bonuses?
8. Define: What is employee motivation?
9. Define: Name Maslow's five levels of needs.
10. Define: What is Herzberg's two-factor theory?

Answer Key

1. C) Competitive salary - Salary prevents dissatisfaction (hygiene) but doesn't motivate. Autonomy and achievement are motivators.
2. C) Belonging needs - Security (safety) is met; missing is connection to team (belonging).
3. B) Autonomy and learning opportunities - Intrinsic factors (autonomy, learning) sustain motivation; extrinsic rewards fade (adaptation).
4. B) Achieving one's full potential and growth - Self-actualization = realizing potential, learning, meaningful work - beyond rank or pay.
5. Pay covers 'physical' need, but motivation is low look higher in Maslow's pyramid. Missing: sense of belonging (isolated team), esteem (no recognition), or growth (no career path). Action: assign a mentor, celebrate wins publicly, show path to promotion.
6. Hygiene factor: raises PREVENT dissatisfaction (remove pain), but don't CREATE motivation. Motivators: meaningful work, autonomy, achievement, recognition. Implication: 5% raise removes a complaint, but won't boost discretionary effort. Add a stretch project instead.
7. Bonuses (extrinsic) have short-term effect and fade (adaptation). Intrinsic (autonomy, purpose, mastery) sustains motivation and lowers turnover. Example: 10% bonus short spike; quarterly learning budget + project choice sustained engagement.
8. The internal and external drivers that make employees want to work well, deliver effort, and stay committed.
9. Physical (pay, tools), Safety (security, fair rules), Belonging (teamwork, inclusion), Esteem (recognition), Self-actualization (growth, purpose).
10. Hygiene factors (pay, working conditions) PREVENT dissatisfaction; motivators (achievement, autonomy, meaning) CREATE satisfaction.

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