

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

1. 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.



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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.