Chapter 7
Motivation

ABSTRACT

This chapter explores a management framework created primarily by Gary P. Latham's Work Motivation: History, Theory, Research, and Practice (2012). Several other important works are examined to enhance the value of the analysis. One benefit of teleworking consistently expressed by teleworkers is increased employee happiness, so the authors explore the reasonable connection to motivation. The chapter examines the history and background in the field to trace the development of workplace motivation theories and offers a framework that provides insights for the analyses in this book. They study motivation before they move on to issues of productivity in the next chapter. The framework presented sheds light on the human elements of motivation and leads to reference points necessary to develop effective trustworthiness and improved performance studied throughout the book. Through a detailed examination of the role of motivation in the management framework presented, leaders will understand that many theorists argue that current theories of motivation focus on different aspects of the process.

BACKGROUND

Leader-member relationships can achieve motivational goals through mutual understanding. This understanding is important to building a cohesive unit that not only understands each other, but that has found a way to manage the tough times. The management framework provided in this chapter allows leaders the flexibility of having a wide range of resources in terms of management

approaches that can be used to motivate workers whether they are onsite or remote. Motivation and leadership development should be team activities that, done well, create great relationships.

A focus on relationships is important in this context because it would be wrong to analyze performance and leader resistance without also taking an in-depth look at employee motivation. This chapter will trace the development of workplace motivation theories by providing history and background in the field. We will trace the development and then offer a comprehensive framework that ties together some important theories of work motivation. This should be helpful to leaders if they understand that many motivation theorists argue that current theories of work motivation focus on different aspects of the motivation process. This work will show they are in fact complementary in many ways. The analysis can be effective for leader and team development.

The framework for this analysis is taken from Gary P. Latham's *Work Motivation: History, Theory, Research, and Practice (2012)*. The framework also includes the works of Conor Vibert, *Theories of Macro Organizational Behavior (2004)*, and John Miner, *Essential Theories of Motivation and Leadership (2005)*, for background, information, and reflection. While these works are important, this chapter's emphasis is based on Latham's work. The reason for the dependence on Latham is the power of his assertions on the past, the present, and the future and how they help today's leader.

Latham's organization fit well with the framework developed herein. It allows the acceptance of the best available leadership and management theory that can be used by leaders, members, and organizations, separately or together, to foster communication and effective use of all the theoretical tools available in this and in the referenced works.

The motivation process is situational, and the task seems always to come down to whose interests have the most weight, and who has the telling "voice" in the decision-making effort (Roberts & O'Reilly III, 1973). Voice is that part of the deliberations that carries the most weight in when the final decisions are made. The theoretical framework herein can help in that effort.

This analysis makes several assumptions. The first assumption is that the work does not omit a theorist whose work is critical to the current effort. The second assumption is that the review is thorough enough to do justice to the theoretical comparisons and linkages in the way they are presented. The next assumption is that others will see the value of Latham's approach with the same enthusiasm and support given in this work. The final assumption is

27 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/motivation/290253

Related Content

Endogenous Ethics in Evolutionary Learning Model Contra Utilitarianism: Endogenous Ethics
Masudul Alam Choudhury (2018). *Ethics and Decision-Making for Sustainable Business Practices (pp. 55-72).*
www.irma-international.org/chapter/endogenous-ethics-in-evolutionary-learning-model-contra-utilitarianism/193478

An eAgriculture-Based Decision Support Framework for Information Dissemination
Leisa J. Armstrong, Dean A. Diepeveenand Khumphicha Tantisantisom (2010). *International Journal of Human Capital and Information Technology Professionals (pp. 1-13).*
www.irma-international.org/article/eagriculture-based-decision-support-framework/48204

The Work-Life Balancing Act: A Study on the Mandatory Work From Home Due to COVID-19 on the IT and Non-IT Industry Sectors
Dhruva Pathak, Vijayakumar Bharathi S.and Padma Mala E. (2021). *International Journal of Human Capital and Information Technology Professionals (pp. 1-20).*
www.irma-international.org/article/the-work-life-balancing-act/279077

Student Projects and Virtual Collaboration in IT Degrees: Incorporating Entrepreneurship into Study Programmes
Markus Helfert, Igor Lyutakand Howard Duncan (2017). *International Journal of Human Capital and Information Technology Professionals (pp. 14-26).*
www.irma-international.org/article/student-projects-and-virtual-collaboration-in-it-degrees-incorporating-entrepreneurship-into-study-programmes/187007

Establishing Trust
Robert Jones, Rob Oyungand Lisa Shade Pace (2005). *Working Virtually: Challenges of Virtual Teams (pp. 26-28).*
www.irma-international.org/chapter/establishing-trust/31463