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## Alderfer's ERG Theory

### Clay Alderfer

Alderfer's views are the results of questionnaire's he gave to over 100 bank employees.

According to Alderfer there are three categories of human needs.



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- (i) Existence (E) :- The basic physiological needs (hunger and thirst) and protection from physical danger.
  
- (ii) Relatedness (R) :- Social and affiliation needs and the need for respect and positive regard from others.
  
- (iii) Growth (G) :- The need to develop and realize one's potential.



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Maslow proposed “satisfaction- progression”, Alderfer came out with “frustration-regression” hypothesis.

If fulfillment of a higher need is blocked an individual’s attention will regress back towards fulfillment of lower level needs.

For example, if relatedness needs are relatively fulfilled but growth-need fulfillment is blocked, an individual’s attention will return to fulfillment of relatedness needs.



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## Herzberg's Two Factor Theory:

Psychologist Frederick Herzberg

Two factor theory, Dual factor theory, Motivation-hygiene theory.

Herzberg conducted study on 200 accountants and engineers.



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The respondents were asked two questions –

- (i) when did you feel particularly good about your job
- (ii) when did you feel exceptionally bad about your job.



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## Hygiene Factors

1. Company Policy and administration.
2. Supervision
3. Working conditions.
4. Salary and Status
5. Interpersonal relationship.
6. Security.

## Motivators

1. Achievement.
2. Recognition.
3. Work Itself.
4. Responsibility.
5. Advancement.
6. Growth.