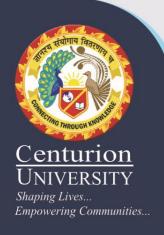


## Alderfer's ERG Theory

Clay Alderfer

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

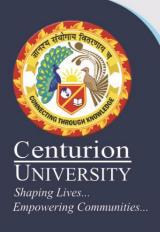
According to Alderfer there are three categories of human needs.



(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.



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.

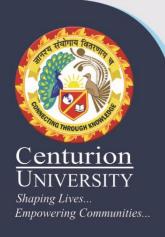


Herzberg's Two Factor Theory:

Psychologist Frederick Herzberg

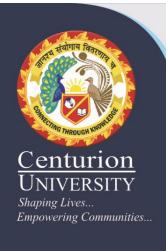
Two factor theory, Dual factor theory, Motivation-hygiene theory.

Herzberg conducted study on 200 accountants and engineers.



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.



Hygiene Factors	Motivators
1. Company Policy and	1. Achievement.
administration.	2. Recognition.
2. Supervision	3. Work Itself.
3. Working conditions.	4. Responsibility.
4. Salary and Status	5. Advancement.
5. Interpersonal relationship.	6. Growth.
6. Security.	