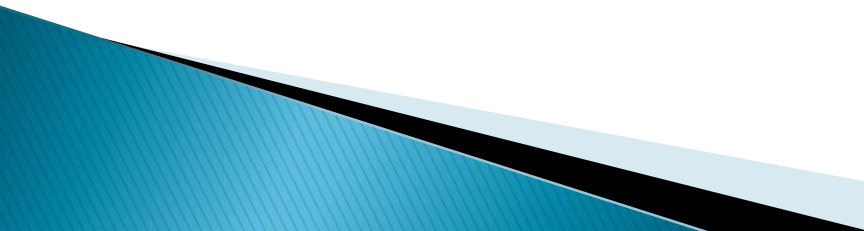


# Motivation-II

Umakanta Nayak

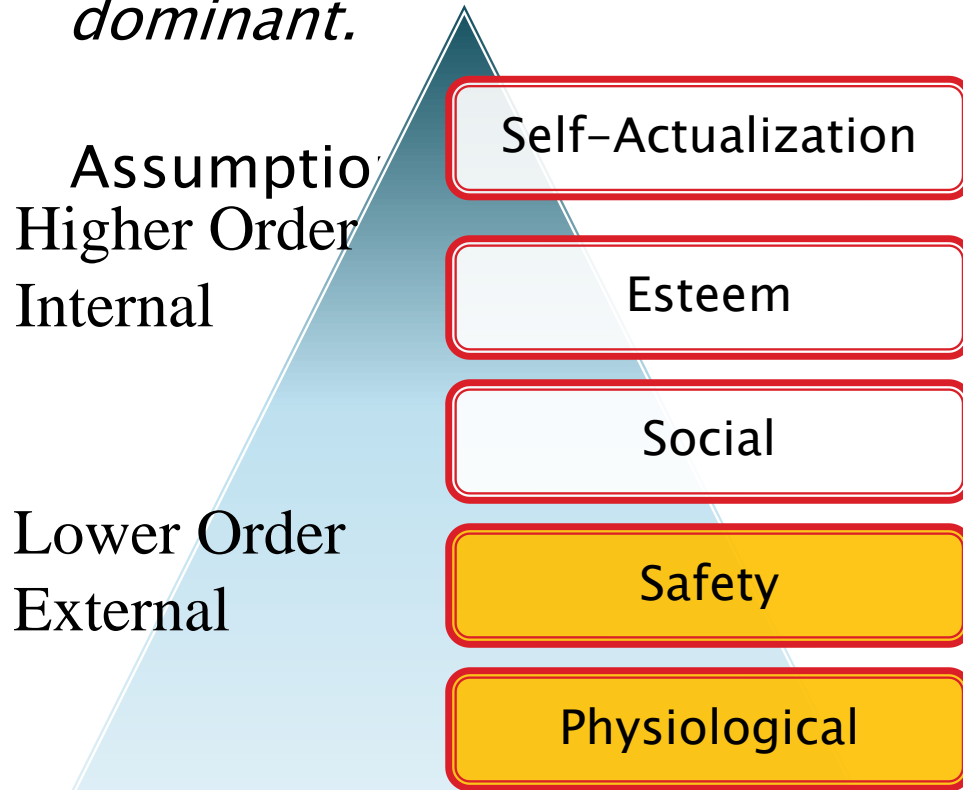
# Theories of Motivation:

- ▶ Maslow's Need Hierarchy Theory
  - ▶ Herzberg's Two Factor Theory
  - ▶ Alderfer's ERG Theory
  - ▶ McGregor's Theory X and Theory Y
  - ▶ Mc Clelland's Theory of Need
  - ▶ Goal Setting Theory
  - ▶ Reinforcement Theory
  - ▶ Equity Theory
  - ▶ Expectancy Theory
- 

# Maslow's Need Hierarchy

## Theory

*There is a hierarchy of five needs. As each need is substantially satisfied, the next need becomes dominant.*



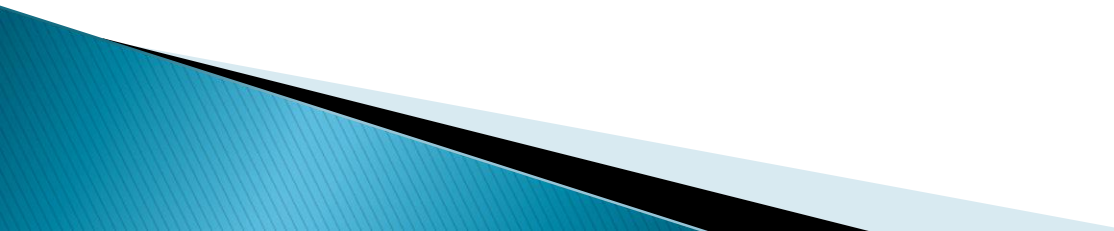
- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied
- Must move in hierarchical order

# Evaluation

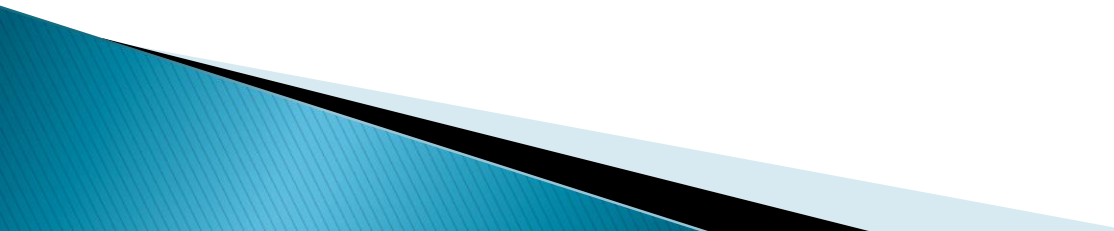
## Appreciations

- ▶ Theory presents for the first time entire array of non-economic worker needs
- ▶ Explanations for non-motivated employees
- ▶ Motivation as a continuous process

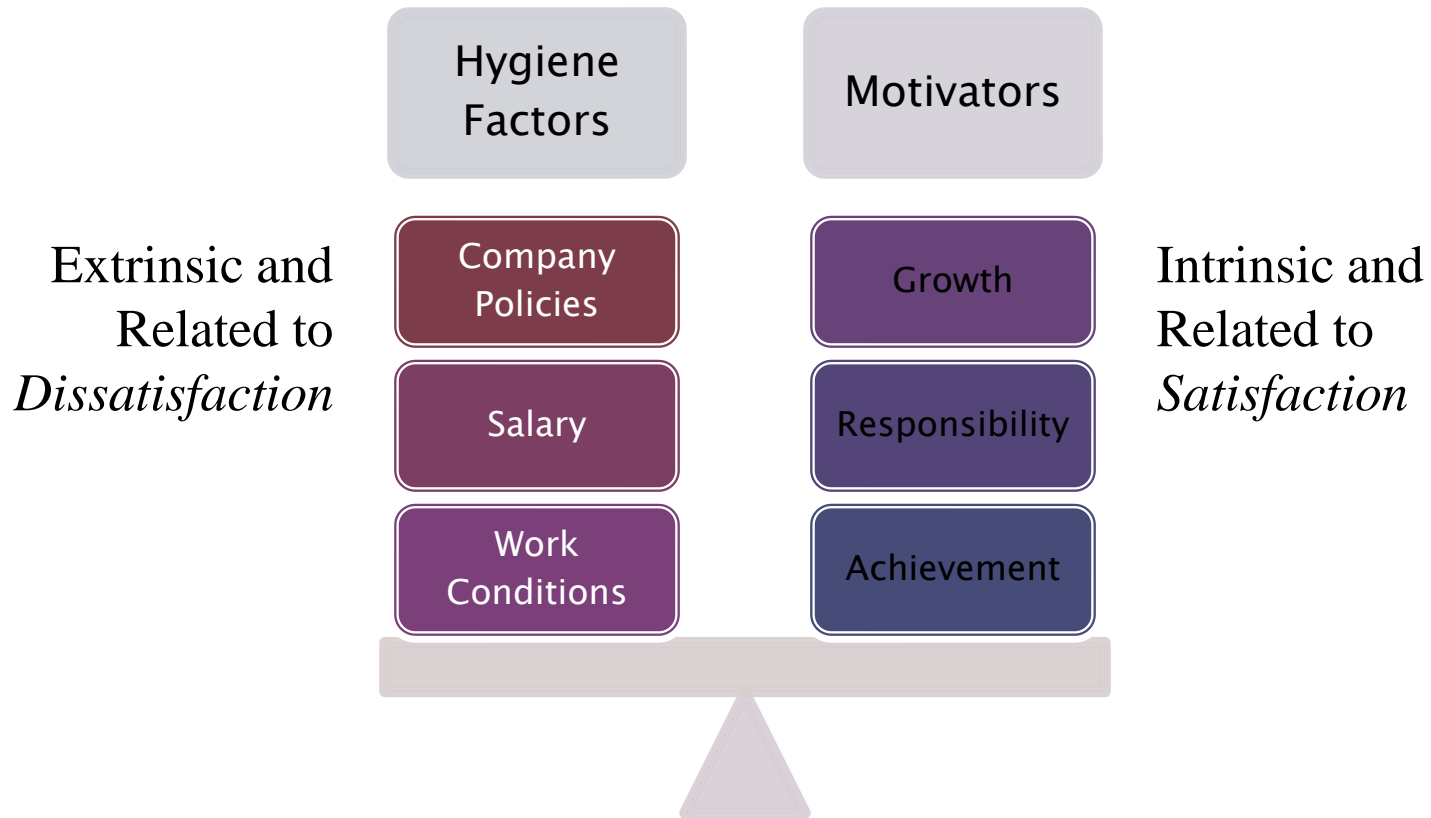
## Criticisms

- ▶ Presence of more than one need in the same situation
  - ▶ Hierarchy
  - ▶ Intensity
- 

# Herzberg's Two Factor Theory:

- ▶ The factors leading to job satisfaction and job dissatisfaction are different.
  - ▶ Improving Hygiene factors lead to reduce job dissatisfaction and motivation factors leads to job satisfaction.
  - ▶ To Herzberg hygiene factors must be met to remove dissatisfaction. If motivators are given, then satisfaction can occur.
- 

# Key Point: Satisfaction and dissatisfaction are not opposites but separate constructs



## *Evaluation*

- ▶ Herzberg is limited by his methodology
  - Participants had self-serving bias
- ▶ Reliability of raters questioned
  - Bias or errors of observation
- ▶ No overall measure of satisfaction was used
- ▶ Herzberg assumed, but didn't research, a strong relationship between satisfaction and productivity

# Alderfer's ERG Theory

Three primary categories of Human needs:

- ▶ Existence: Physiological needs and protection from physical danger
- ▶ Relatedness: Social and affiliation, respect and positive regard
- ▶ Growth Realizing one's potential
- ▶ More than one need may be operative at the same time.
- ▶ If the gratification of a higher level need is stifled, the desire to satisfy a lower level need increases.

For Maslow it is 'satisfaction– progression' but for Alderfer it is 'frustration–regression'.



# McGregor's Theory X and Theory Y

- ▶ Two distinct views of human beings: Theory X (basically negative) and Theory Y (positive).
  - Managers used a set of assumptions based on their view
  - The assumptions molded their behavior toward employees

## Theory X

- Workers have little ambition
- Dislike work
- Avoid responsibility

## Theory Y

- Workers are self-directed
- Enjoy work
- Accept responsibility

# Mc Clelland's theory of needs:

- ▶ The need for achievement (nAch)
  - The drive to excel, to achieve in relation to a set of standards, to strive to succeed
- ▶ The need for power (nPow)
  - The need to make others behave in a way that they would not have behaved otherwise
- ▶ The need for affiliation (nAff)
  - The desire for friendly and close interpersonal relationships

People will have varying levels of these needs, which make this theory difficult to measure.