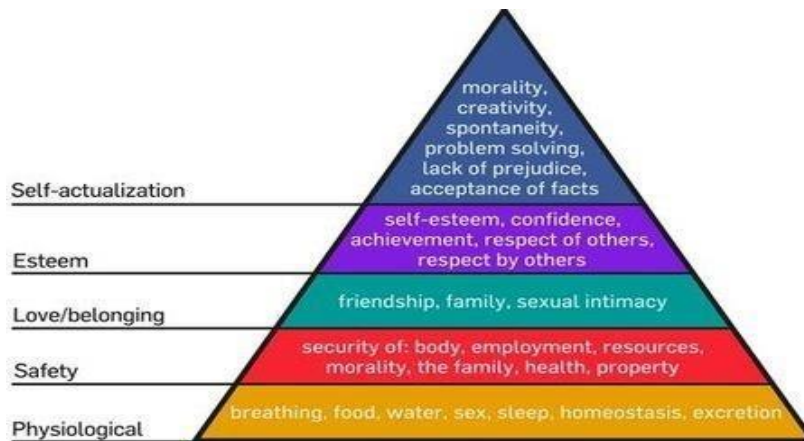


## MOTIVATION THEORIES



### 1. Maslow's hierarchy of needs

Abraham Maslow postulated that a person will be motivated when his needs are fulfilled. The need starts from the lowest level basic needs and keeps moving up as a lower-level need is fulfilled. Below is the hierarchy of needs:

- **Physiological:** Physical survival necessities such as food, water, and shelter.
- **Safety:** Protection from threats, deprivation, and other dangers.
- **Social (belongingness and love):** The need for association, affiliation, friendship, and so on.
- **Self-esteem:** The need for respect and recognition.
- **Self-actualization:** The opportunity for personal development, learning, and fun/creative/challenging work. Self-actualization is the highest-level need to which a human being can aspire.

### 2. McGregor's theory X and theory Y

Douglas McGregor formulated two distinct views of human being based on participation of workers.

The first is basically negative, labelled as Theory X, and the other is basically positive, labelled as Theory Y. Both kinds of people exist.

Based on their nature they need to be managed accordingly.

- **Theory X:** The traditional view of the work force holds that workers are inherently lazy, self-centred, and lacking ambition. Therefore, an appropriate management style is strong, top-down control.
- **Theory Y:** This view postulates that workers are inherently motivated and eager to accept responsibility. An appropriate management style is to focus on creating a productive work environment coupled with positive rewards and reinforcement.

### **3. McClelland's theory of needs**

McClelland affirms that we all have three motivating drivers, and it does not depend on our gender or age. One of these drives will be dominant in our behaviour. The dominant drive depends on our life experiences.

**The three motivators are:**

- **Achievement:** a need to accomplish and demonstrate own competence People with a high need for achievement prefer tasks that provide for personal responsibility and results based on their own efforts. They also prefer quick acknowledgement of their progress.
- **Affiliation:** a need for love, belonging and social acceptance People with a high need for affiliation are motivated by being liked and accepted by others. They tend to participate in social gatherings and may be uncomfortable with conflict.
- **Power:** a need for control own work or the work of others People with a high need for power desire situations in which they exercise power and influence over others. They aspire for positions with status and authority and tend to be more concerned about their level of influence than about effective work performance.

### **4. Alderfer's Existence-Relatedness-Growth (ERG) Model**

These three needs are those of Existence, Relatedness and Growth. The E, R and G is the initials for these needs.

#### **(i) Existence Needs:**

- These needs are roughly comparable to the physiological and safety needs of Maslow's model and are satisfied primarily by material incentives.
- They include all physiological needs of Maslow's model and such safety needs which financial and physical conditions rather than interpersonal relations satisfy.
- These include the needs for sustenance, shelter and physical and psychological safety from threats to people's existence and well-being.

#### **(ii) Relatedness Needs:**

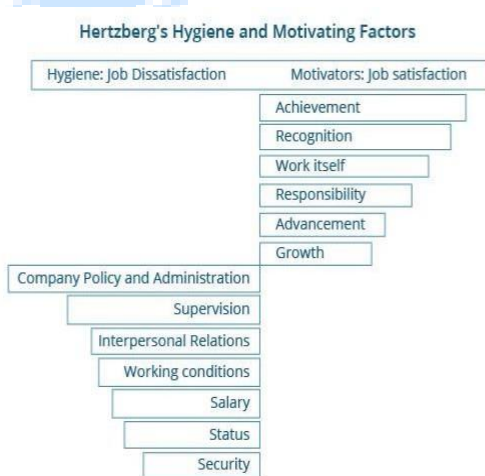
- Relatedness needs roughly correspond to social and esteem needs in Maslow's hierarchy.
- These needs are satisfied by personal relationships and social interaction with others.
- It involves open communication and honest exchange of thoughts and feelings with other organizational members.

**(iii) Growth Needs:**

- These are the needs to develop and grow and reach the full potential that a person is capable of reaching.
- They are similar to Maslow’s self-actualization needs.
- These needs are fulfilled by strong personal involvement in the organizational environment and by accepting new opportunities and challenges.

**5. Herzberg’s two factor theory**

Herzberg classified the needs into two broad categories namely hygiene factors and motivating factors.



- Hygiene factors are needed to make sure that an employee is not dissatisfied.
- Motivation factors are needed for ensuring employee's satisfaction and employee’s motivation for higher performance.
- Mere presence of hygiene factors does not guarantee motivation, and presence of motivation factors in the absence of hygiene factors also does not work.

**6. Vroom’s Expectancy Model:**

- The expectancy model is based upon the belief that motivation is determined by the nature of the reward people expect to get as a result of their job performance.
- The underlying assumption is that a man is a rational being and will try to maximize his perceived value of such rewards.

There are three important elements in the model.

**i. Expectancy:**

- This is a person’s perception of the likelihood that a particular outcome

will result from a particular behaviour or action.

- This likelihood is probabilistic in nature and describes the relationship between an act and its outcome.

**ii. Instrumentality:**

- This factor relates to a person's belief and expectation that his performance will lead to a particular desired reward.
- It is the degree of association of first level outcome of a particular effort to the second level outcome which is the ultimate reward

**iii. Valence:**

- Valence is the value a person assigns to his desired reward. He may not be willing to work hard to improve performance if the reward for such improved performance is not what he desires.
- It is not the actual value of the reward but the perceptual value of the reward in the mind of the worker that is important.

**Motivational Force (M) = Expectancy (E) x Instrumentality (I) x Valence (V).**

**or M = (E x I x V)**

**7. GOAL SETTING THEORY**

- The Goal Setting theory is characterized by two attributes, namely: goal difficulty and goal specificity.
- Goal difficulty is the degree or extent by which the goal becomes challenging and requires effort. On the other hand, in terms of goal specificity, goal content can be vague (“work on this”) or specific. It is recommended that a goal be specific, moderately difficult and one that the employees is motivated to achieve.

**8. ADAM EQUITY THEORY**

- Definition of equity: An individual will consider that he is treated fairly if he perceives the ratio of his inputs to his outcomes to be equivalent to those around him.
- Thus, all else being equal, it would be acceptable for a more senior colleague to receive higher compensation, since the value of his experience (and input) is higher.
- The way people base their experience with satisfaction for their job is to make comparisons with themselves to people they workwith.

## 9. REINFORCEMENT THEORY



- In 1911, psychologist Edward Thorndike formulated the law effect: Behaviour that is followed by positive consequences probably will be repeated.
- This powerful law of behaviour laid the foundation for country investigations into the effects of the positive consequences, called reinforcers that motivate behaviour.
- Organizational behaviour modification attempts to people's actions. Four key consequences of behaviour either encourage or discourage people's behaviour.

### Positive Reinforcement: -

Applying a valued consequence that increases the likelihood that the person will repeat the behaviour that led to it. Examples of positive reinforcers include compliments, letters of commendation, favourable performance evaluations, and pay raises

### Negative Reinforcement: -

- Removing or withholding an undesirable consequence.
- For example, a manager takes an employee (or a school takes a student) off probation because of improved performance.

### Employee Retention

- Employee Retention
  - Employee Retention Strategies

### Punishment: -

- Administering an aversive consequence.
- Examples include criticizing or shouting at an employee, assigning an unappealing task, and sending a worker homewithout pay.