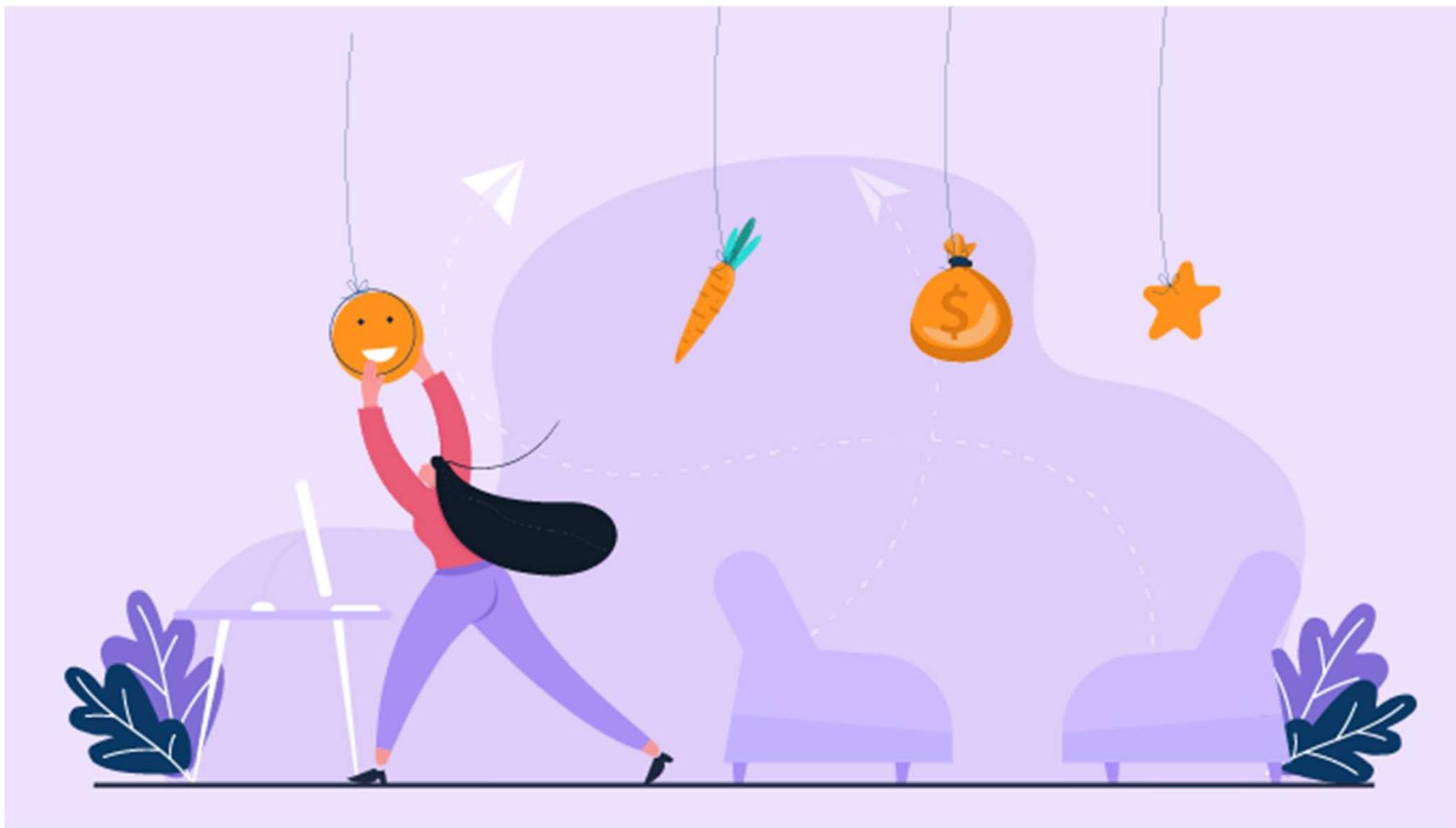


Motivation

Compiled By,
Dr. Shameen Warsi

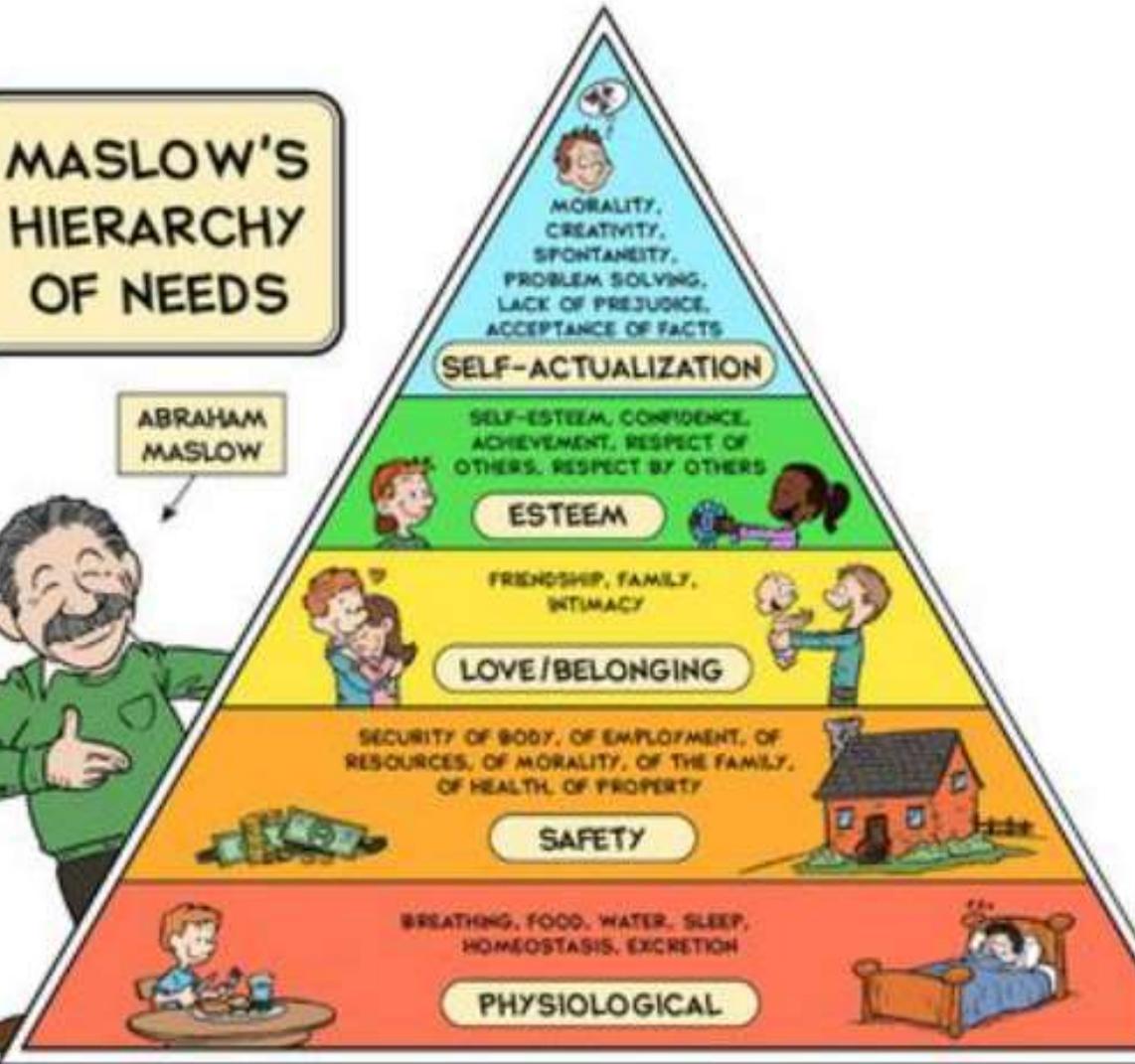


Theories of Motivation

- Maslow's Theory of Hierarchy of Needs.
- Herzberg's Two-factor Theory.
- Alderfer's ERG Theory.
- McGregor's Theory 'X' and Theory 'Y'.
- Vroom's Expectancy Theory.
- Equity Theory of Work Motivation.

MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW



1. **Physiological needs** – food , water , shelter , sleep, etc.
2. **Security/Safety needs** – physical danger or felling of loss of food , job or shelter .
3. **Social needs** – human relations, formal and informal work groups.
4. **Esteem needs** – status symbols, awards , promotions , titles etc.
5. **Self actualization needs** – realization of potentials.

Physiological Needs. UberEats.



Physiological requirements are those that are fundamental and human. As an example, consider eating.

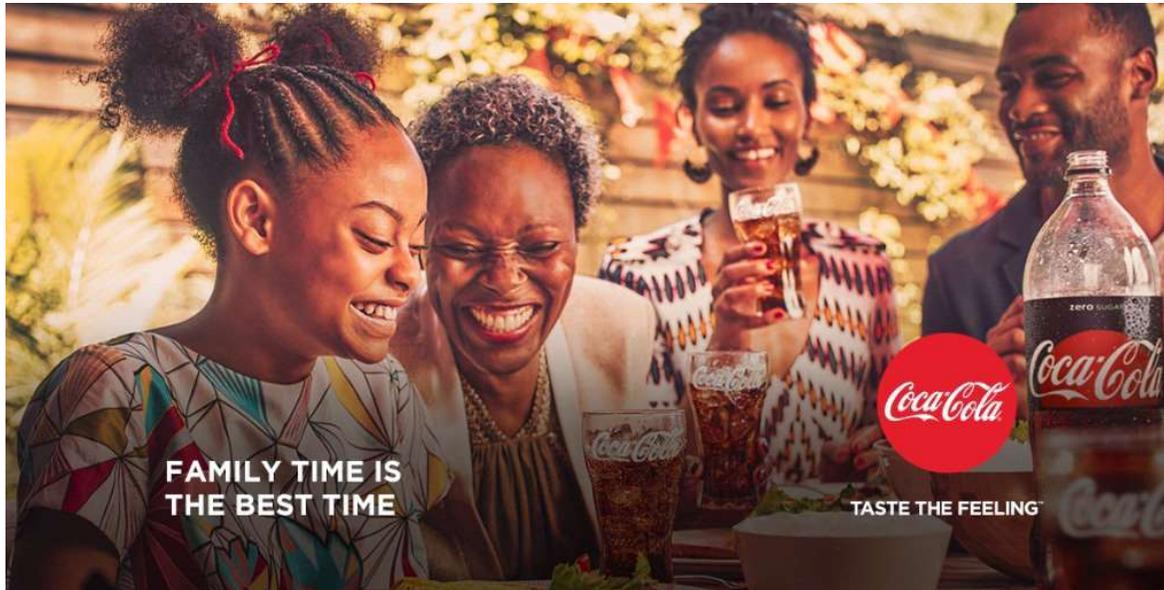
UberEats is able to inspire hunger or give users the sense that their demands would be met through the app. They do so in this marketing photo, in their advertising, and in their app, using photos and text.

Safety. Volvo



Every automobile manufacturer would like to be known as “the safest.” But how effective are they in conveying this message? Let me tell you, Volvo is quite convincing.

Love & Belonging. Coca-Cola.



Coca-Cola. Families, Christmas, communities. Their ads are known to show love and care between people, often with food, and some coke. Nope, not that kind.

Coca-Cola claims to be able to bring people together. And you'll be able to taste the feeling.

Self-Esteem. Dove.



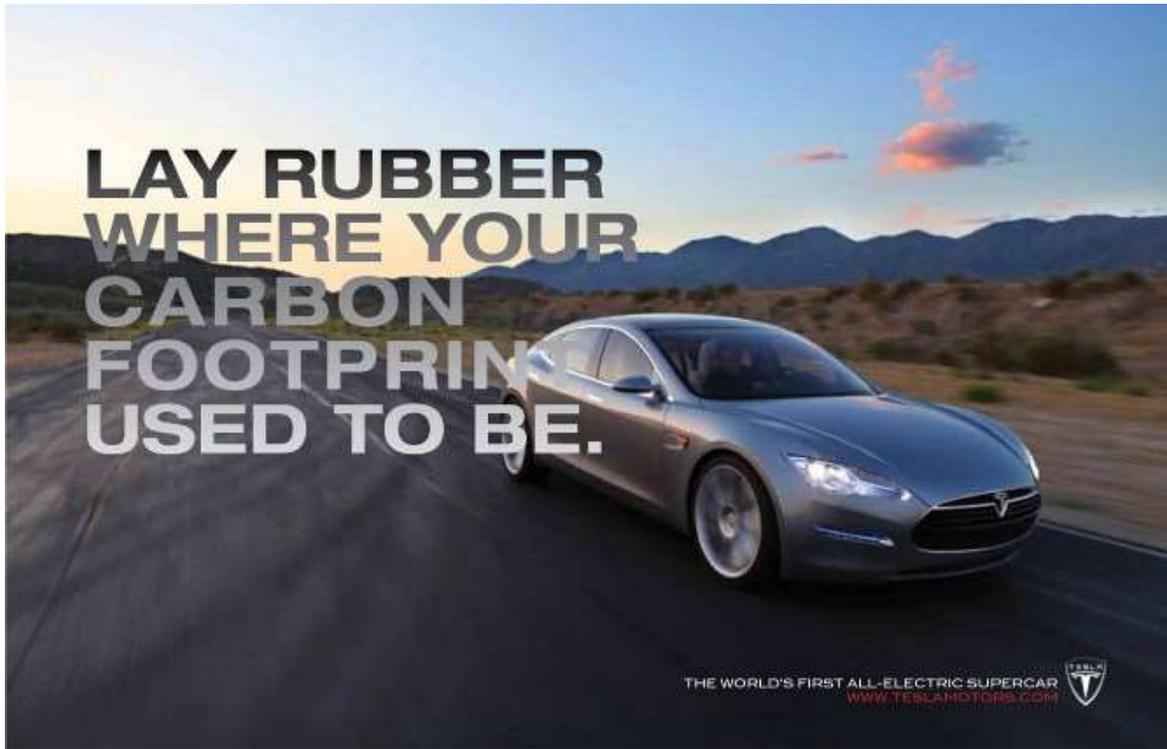
- grey?
- gorgeous?

Why can't more women feel glad to be grey? Join the beauty debate.

campaignforrealbeauty.co.uk  | Dove

This series of Dove commercials aims to make women feel beautiful, no matter how flawed they believe they are. Of course, this will successfully position Dove in the minds of women who do not seek perpetual youth and pristine beauty.

Self-Actualization. Tesla.



Well. Elon must be feeling fairly self-actualized. I'm not sure, I simply have a feeling.

And owning a Tesla (or Tesla stock) has "actualized" many people in recent years. And why shouldn't they? Don't we all want to be super-cool while still being "green"?

Maslow's Theory in Organization

Physiological (Basic) Needs

- Furnish a pleasant and comfortable environment
- Provide for a “comfortable” salary

Security Needs

- Adhere to safety rules and regulations
- Minimize layoffs and downsizing
- Provide well-defined job descriptions
- Minimize negative stroking and threatening behavior
- Provide information about the firm's financial status and projections
- Provide “just” compensation and supportive fringe benefits

Maslow's Theory in Organization

Social Needs

- Encourage the team concept to execute projects
- Systematically use job satisfaction surveys
- Sponsor office business and social meetings
- Provide close personal leadership
- Encourage participation in professional and community groups
- Compensate on the basis of total team performance

Maslow's Theory in Organization

Self-Esteem Needs

- Include employees in goal-setting and decision-making processes
- Provide opportunities to display skills and talents
- Provide recognition symbols—for example, print names on stationery
- Provide opportunities for coaching and development
- Use a positive reinforcement program
- Pay attention to office size, office location, parking spaces, and other perks
- Institute a mentor system
- Compensate as a recognition of growth

Maslow's Theory in Organization

Self-Actualization Needs

- Provide for participation in goal-setting and decision-making processes
- Provide opportunities and support for a career-development plan
- Provide job rotation to broaden experience and exposure
- Offer optimal innovative and risk-taking opportunities
- Encourage direct-access communication with clients, customers, suppliers, and vendors
- Provide challenging internal and external professional development opportunities
- Provide supportive leadership that encourages a high degree of self-control
- Compensate as a reward for exceptional performance.

Critical Analysis of Maslow's Theory

- Five levels are not always present and in the same order.
- People from different cultures are likely to have different need categories and hierarchies.
- Fails to explain the concept of multi motivation.
- No evidence that satisfaction of one need automatically activates next need.

Herzberg's Two Factor Theory



Job Dissatisfaction

Influenced by
Hygiene
Factors

- Working conditions
- Coworker relations
- Policies and rules
- Supervisor quality
- Base wage, salary

Herzberg's Two-Factor Principles

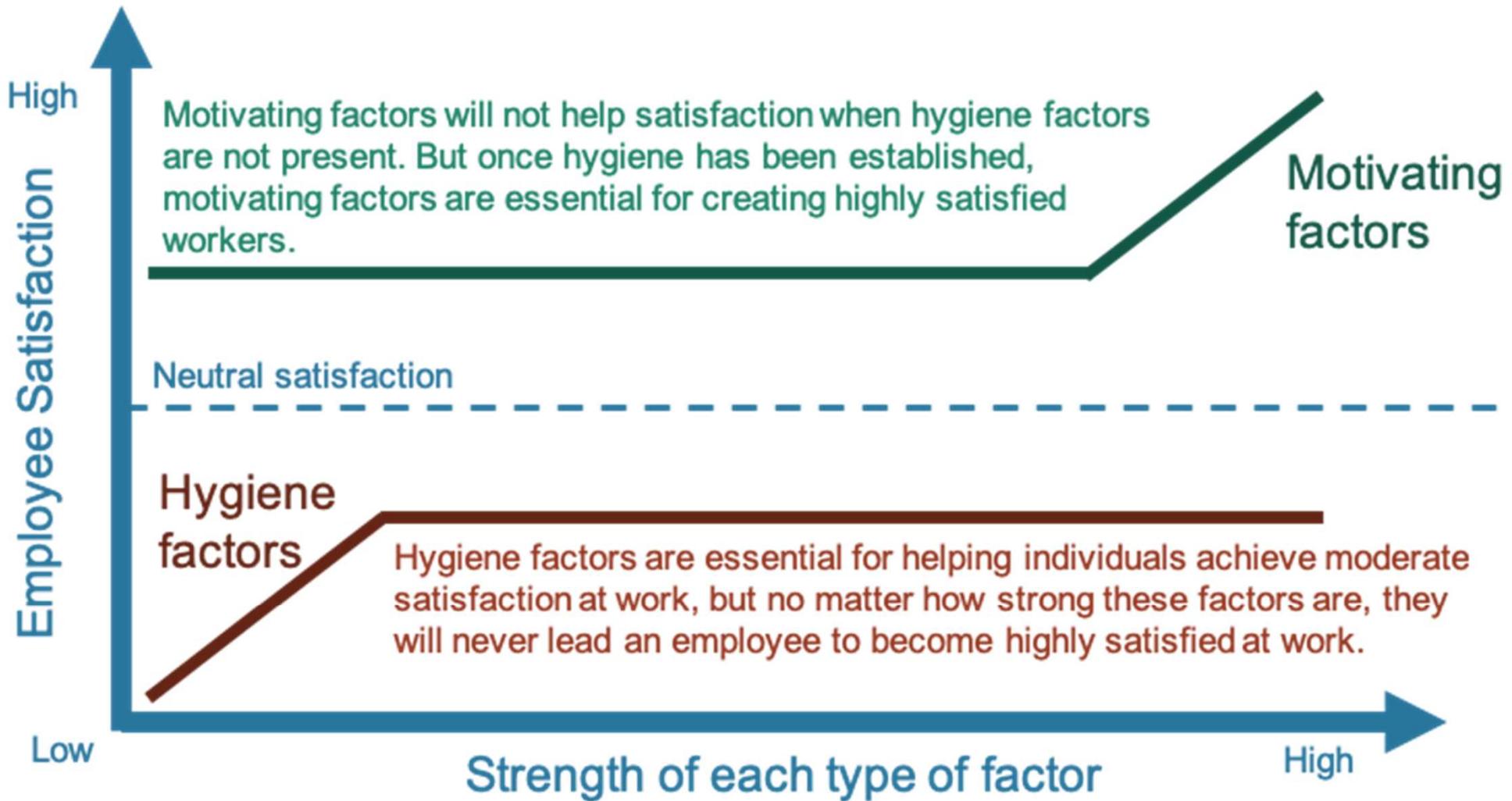
Improving the
motivator factors
increases
job satisfaction

Improving the
hygiene factors
decreases
job dissatisfaction

Job Satisfaction

Influenced by
Motivator
Factors

- Achievement
- Recognition
- Responsibility
- Work itself
- Advancement
- Personal growth



Herzberg's Two-factor Theory

Maintenance factors/ dissatisfiers/ hygiene factors

- Job context
- Extrinsic factor
- Company policy & administration
- Pay, status
- Job Security
- Work conditions
- Relations with supervisors, subordinate
- Peer relations

Motivational factors or satisfiers

- Job content
- Intrinsic factors
- Achievement
- Recognition
- Advancement
- Work itself
- Possibility of growth
- responsibility

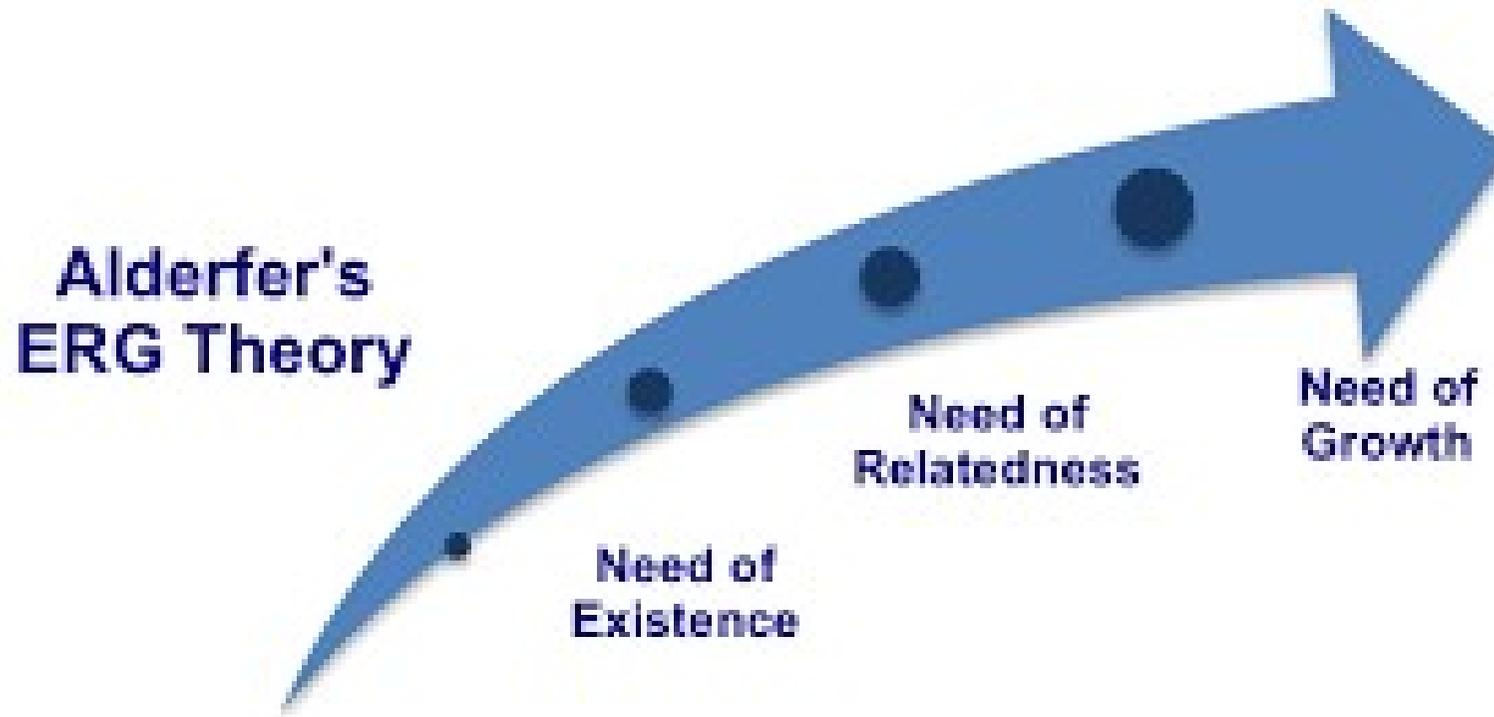
Here's a list of some of the primary hygiene factors (also known as maintenance factors) according to Herzberg:

- **Pay:** Low pay will quickly cause dissatisfaction among employees. Employees should be adequately compensated in order to keep dissatisfaction down.
- **Benefits:** Fringe benefits are expected by most full-time employees and therefore fall into the category of hygiene. An employer should ensure that the benefits they provide are competitive with what other companies are providing in their industry.
- **Job security:** When employees feel like they are secure in their positions, it's much less likely they will feel a sense of dissatisfaction at work. Employers looking to improve workplace hygiene should let employees know they are valued and that their jobs are safe.
- **Work conditions:** Safe and comfortable working conditions are a basic need that employees require from their employers. In order to maintain high hygiene, employers shouldn't cut corners when it comes to the welfare and safety of employees.

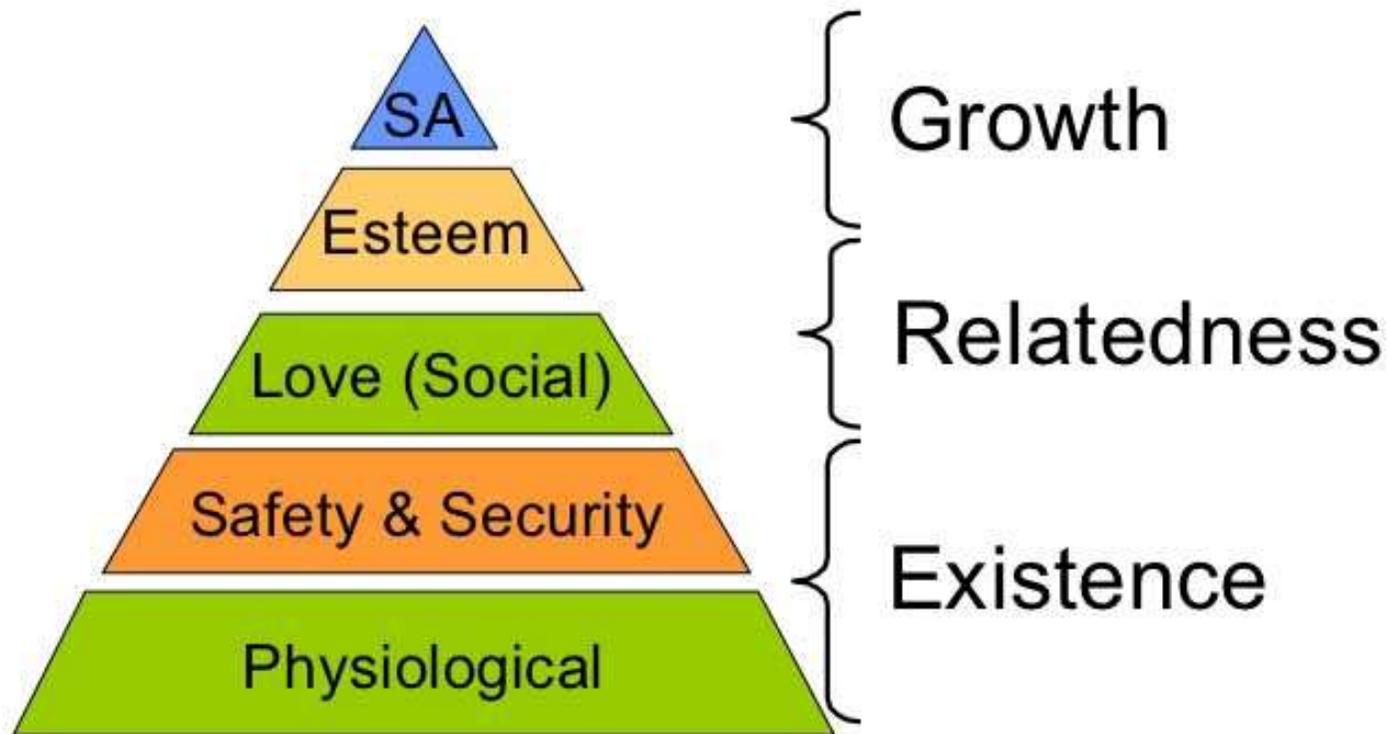
How to Use Herzberg's Two-Factor Theory to Boost Worker Productivity

- Give employees more autonomy
- Provide feedback
- Improve working conditions
- Poll employees.
- Take a macro view of employee welfare.

Alderfer's ERG Theory

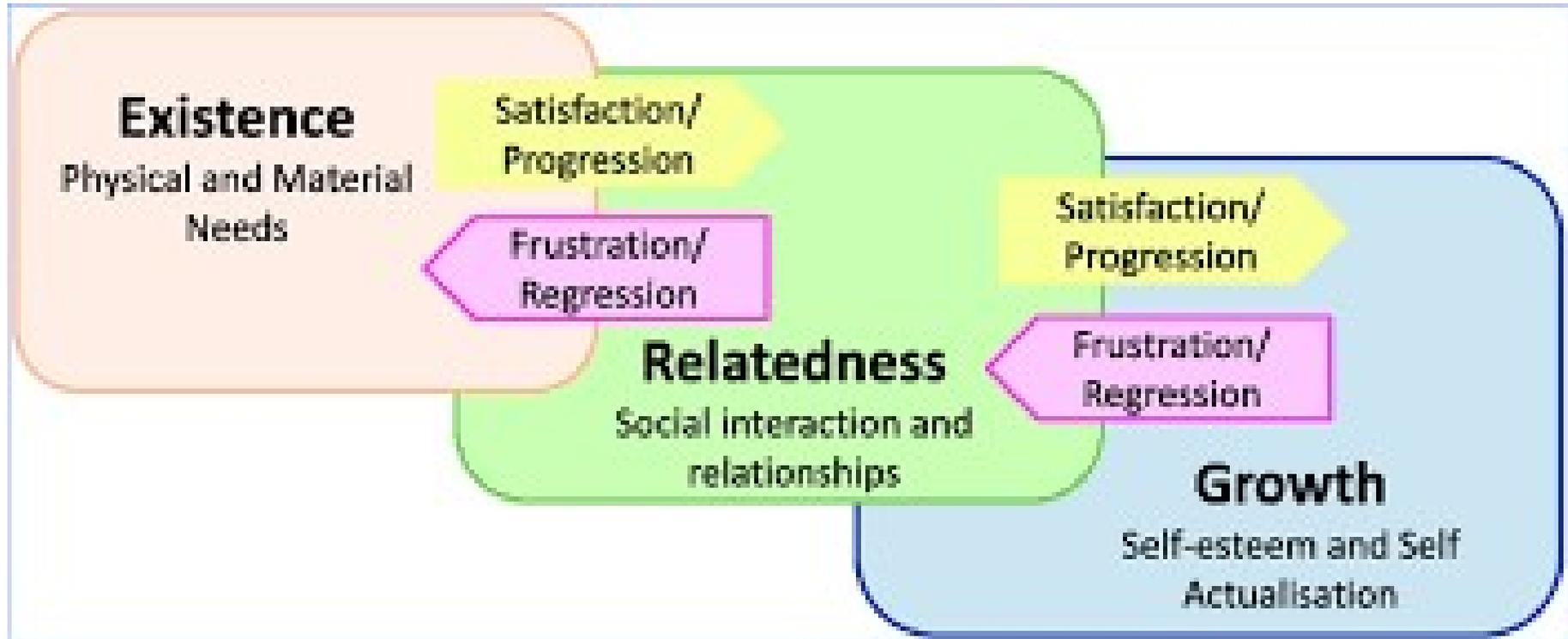


Alderfer's ERG Theory



- Clayton Paul Alderfer is an American psychologist who developed Maslow's hierarchy of needs into a theory of his own.
- **Alderfer's ERG theory** suggests that there are three groups of core needs:
- **Existence (E), Relatedness (R), and Growth (G)**—hence the acronym *ERG*. These groups align with Maslow's levels of physiological needs, social needs, and self-actualization needs, respectively.

- Alderfer proposed that when a certain category of needs isn't being met, people will redouble their efforts to fulfill needs in a lower category. For example, if someone's self-esteem is suffering, he or she will invest more effort in the relatedness category of needs.
- Alderfer's ERG Theory of Motivation states that individuals can be motivated by multiple levels of need at the same time, and that the level which is most important to them can change over time. In other words, an individual's priorities and motivations may be fluid and can move between the existence, relatedness and growth levels of need over time. They can move upwards, and they can move downwards.
- Leaders should not focus on helping the members of their team satisfy one level of need at a time. Instead, they should be aware of the blend of needs that humans can have and help their team members progress in relation to a blend of needs, which will change over time.



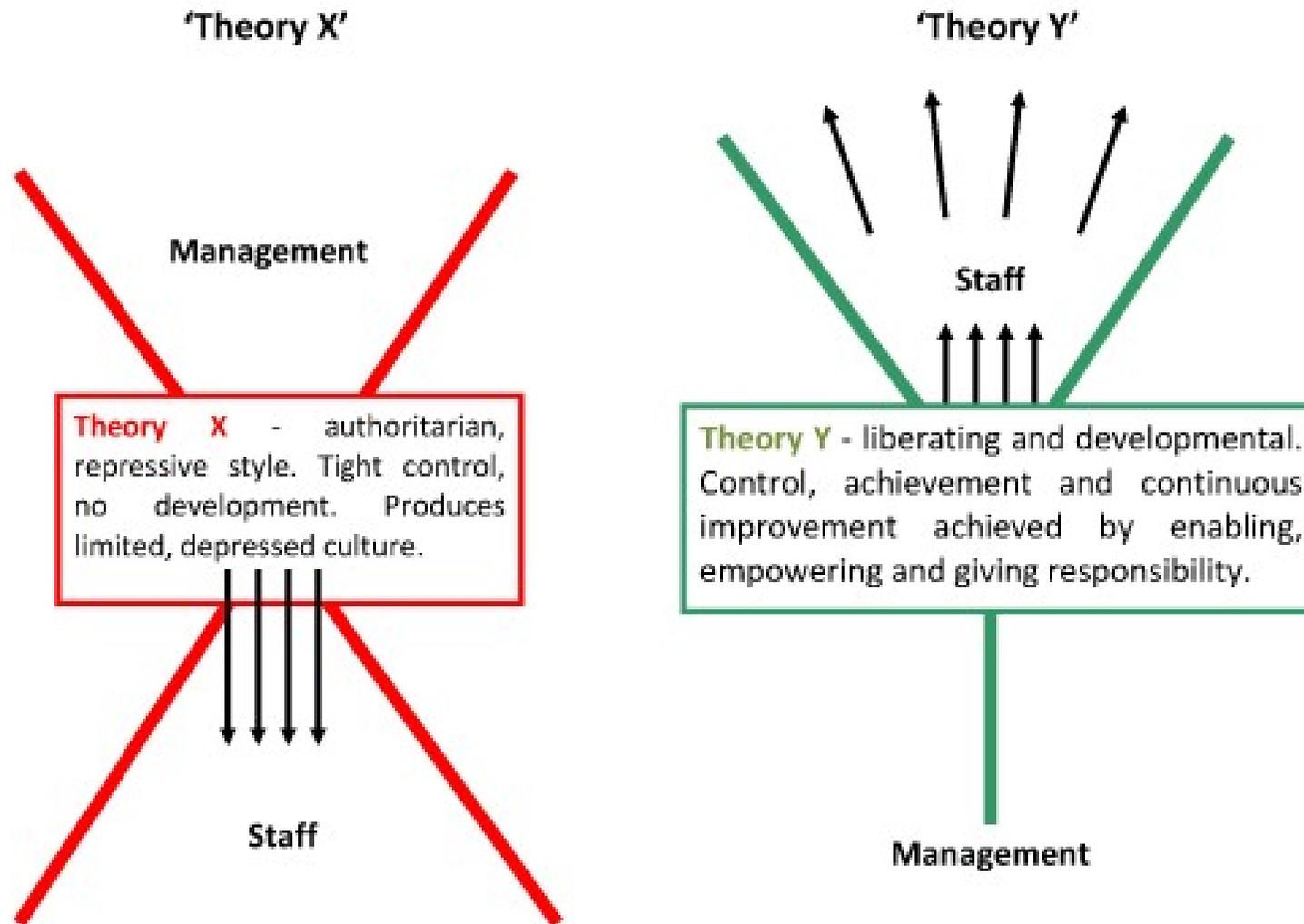
Examples

- If growth opportunities are not provided to employees, they may regress to relatedness needs, and socialize more with co-workers. If you can recognize these conditions early, steps can be taken to satisfy the frustrated needs until the employee is able to pursue growth again.
- According to the theory, if an employee doesn't get enough growth opportunities, they get demotivated and frustrated. So instead of fulfilling those needs, they may regress to a lower satisfied need. This is known as the frustration-regression principle. For instance, an employee whose relatedness needs aren't satisfied will regress to further satisfy their existence needs.

Case Study



McGregor's Theory 'X' and Theory 'Y'



Theory X and Theory Y (Douglas McGregor)

Theory X

The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.



Theory Y

The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.



Understanding Theory X and Theory Y

Theory X and Theory Y were first explained by McGregor in his book, "**The Human Side of Enterprise**," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y).

If you believe that your team members dislike their work and have little motivation, then, according to McGregor, you'll likely use an authoritarian style of management. This approach is very "hands-on" and usually involves micromanaging people's work to ensure that it gets done properly. McGregor called this Theory X.

On the other hand, if you believe that your people take pride in their work and see it as a **challenge**, then you'll more likely adopt a participative management style. Managers who use this approach trust their people to take ownership of their work and do it effectively by themselves. McGregor called this Theory Y.

Vroom's Expectancy Theory

Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain.

Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation.

He uses the variables **Expectancy**, **Instrumentality** and **Valence** to account for this.

Expectancy

Instrumentality

Valence

The employee believes that effort will result in acceptable performance.

The employee believes that acceptable performance will produce the desired reward.

The employee values the reward.

Expectancy

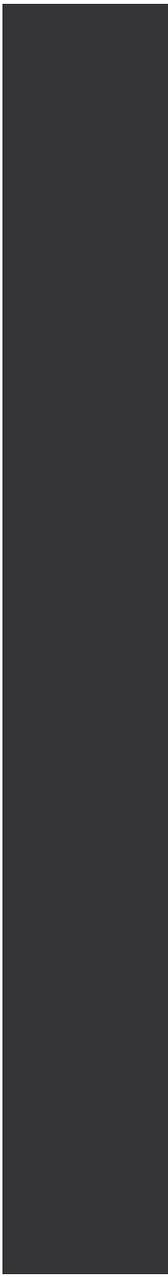
Instrumentality

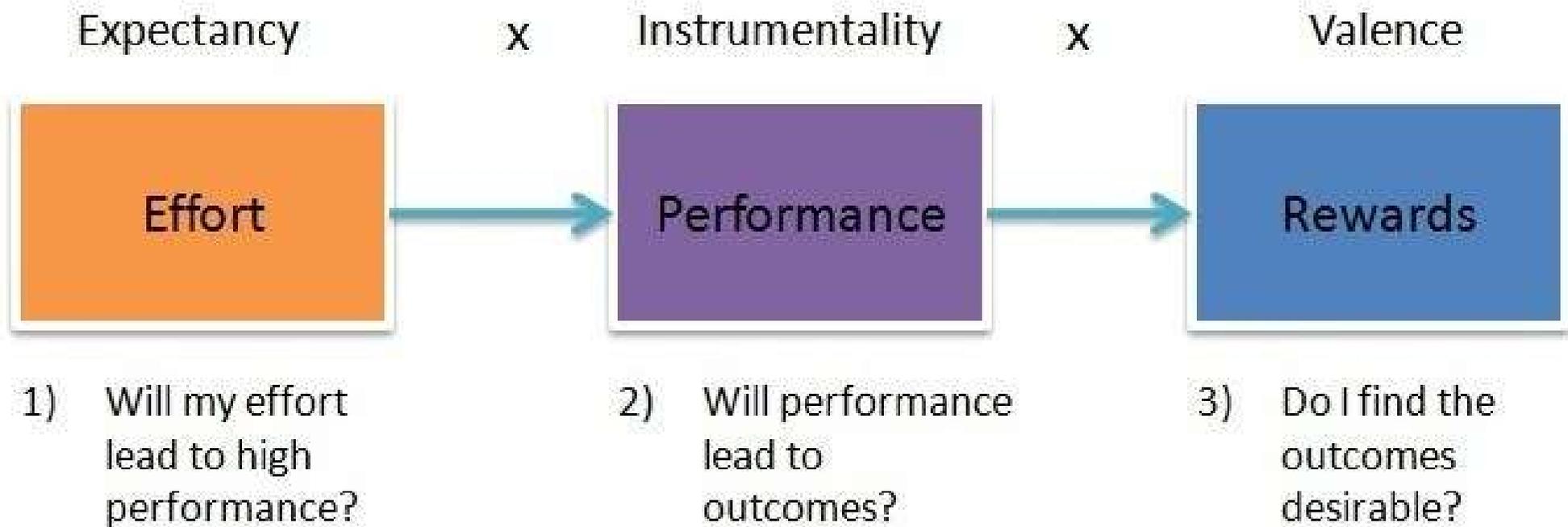
Valence

The employee believes that effort will result in acceptable performance.

The employee believes that acceptable performance will produce the desired reward.

The employee values the reward.





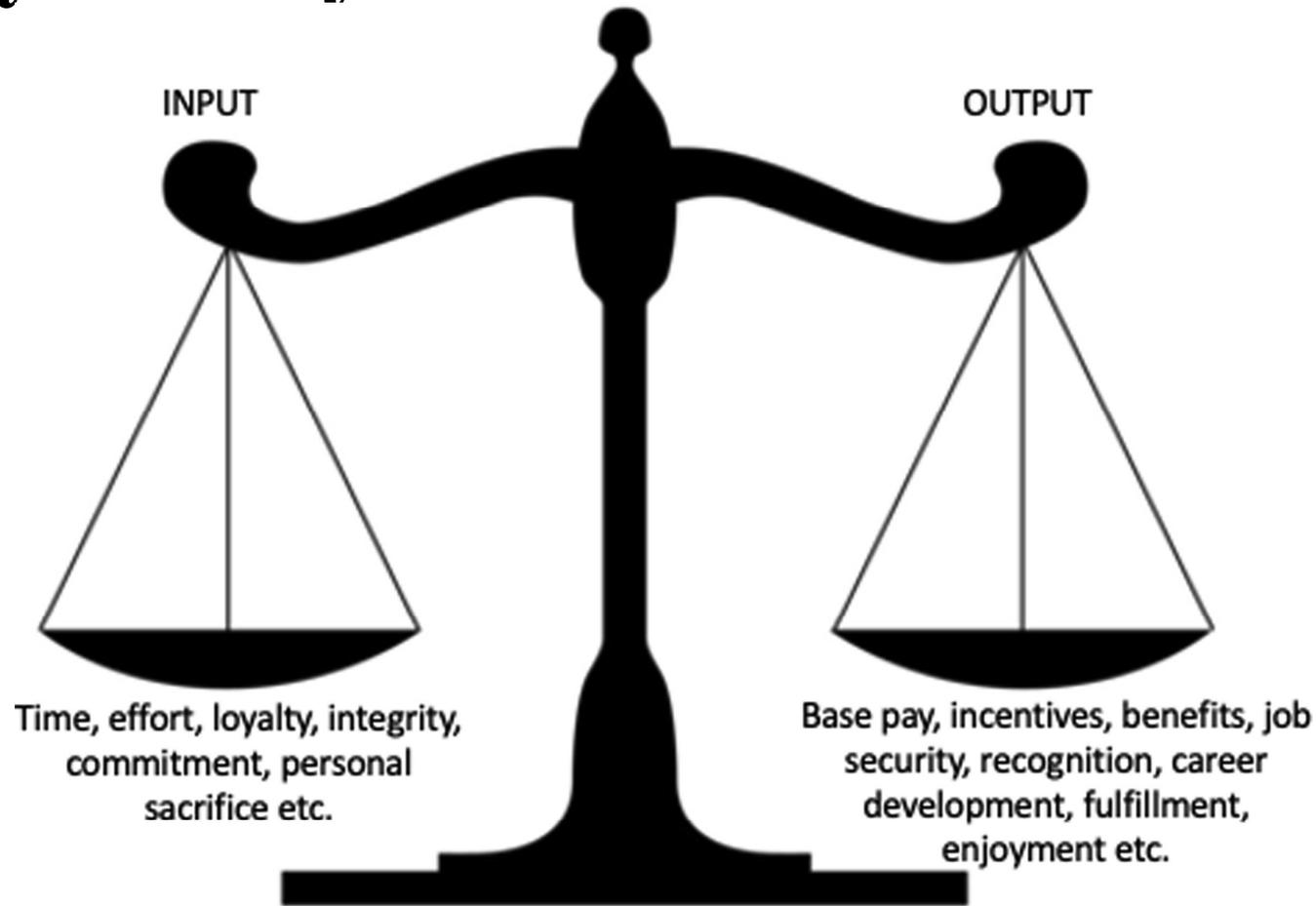
Motivation Formula

- The theory established relationship between effort, performance and rewards. According to expectancy theory, motivation is the result of the sum of the products of valence, instrumentality and expectancy.
- It can be stated in the form of the following mathematical formula.
- $\text{Motivation} = \Sigma(\text{Valence} \times \text{Instrumentality} \times \text{Expectancy})$

Levels of Motivation

Valence	Instrumentality	Expectancy	Motivation
High	High	High	Strong motivation
Low	High	High	Moderate motivation
High	Low	High	Strong avoidance
Low	Low	High	Moderate avoidance
High	High	Low	Moderate motivation
Low	High	Low	Weak avoidance
High	Low	Low	Moderate avoidance
Low	Low	Low	Strong avoidance

Equity Theory of Work Motivation



Demotivation, decreased input, and faculty turnover ensues when there is a feeling of not being fairly-rewarded, based on existing market norms.

Equity Theory of Motivation

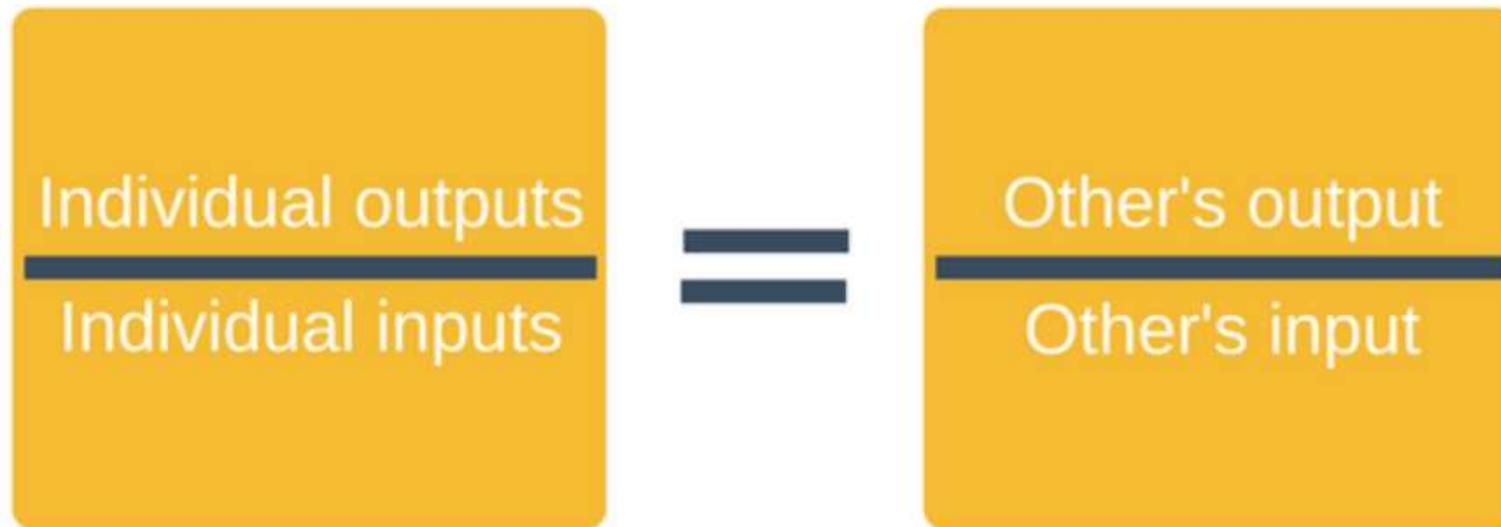
Adam's Equity Theory, also known as the Equity Theory of Motivation, was developed in 1963 by John Stacey Adams, a workplace behavioral psychologist.

Equity Theory is based on the idea that individuals are motivated by fairness.

In simple terms, equity theory states that if an individual identifies an inequity between themselves and a peer, they will adjust the work they do to make the situation fair in their eyes.

As an example of equity theory, if an employee learns that a peer doing exactly the same job as them is earning more money, then they may choose to do less work, thus creating fairness in their eyes.

Equity Theory of Motivation

$$\frac{\text{Individual outputs}}{\text{Individual inputs}} = \frac{\text{Other's output}}{\text{Other's input}}$$
The diagram illustrates the Equity Theory of Motivation. It consists of two yellow rounded rectangular boxes connected by an equals sign. The left box contains the text 'Individual outputs' above a horizontal line, and 'Individual inputs' below the line. The right box contains the text 'Other's output' above a horizontal line, and 'Other's input' below the line. The entire equation is centered on the page.

Referent Groups

A referent group is simply a collection of people a person uses for the purposes of comparison. For Adam's Equity Theory of Motivation, there are four referent groups people compare themselves with:

1. **Self-inside:** the individual's experience within their current organization.
2. **Self-outside:** the individual's experience with other organizations.
3. **Others-inside:** others within the individual's current organization.
4. **Others-outside:** others outside of the individual organization.

For example, if a programmer compares what they earn to other programmers within the same organization then the referent group is the others-inside. If they compare themselves to programmers they know socially then the referent group is others-outside. If they were to compare themselves to what they earned in their previous job then the referent group is self-outside.

- Adam's Equity Theory still holds even when people compare themselves to others doing very different roles and earning very different compensation.
- Take our example of a programmer again. They may compare themselves to the CEO of their company who earns 100 times more than the programmer. How can this seem fair?
- Well, the answer is that they will perceive the inputs to be vastly different. They will see that they have a great work-life balance whereas the CEO is traveling a lot of the time.
- They may perceive that the CEO has vastly more experience, alongside working much longer hours and having to deal with more stress. In this way, fairness is established in the mind of the individual.

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