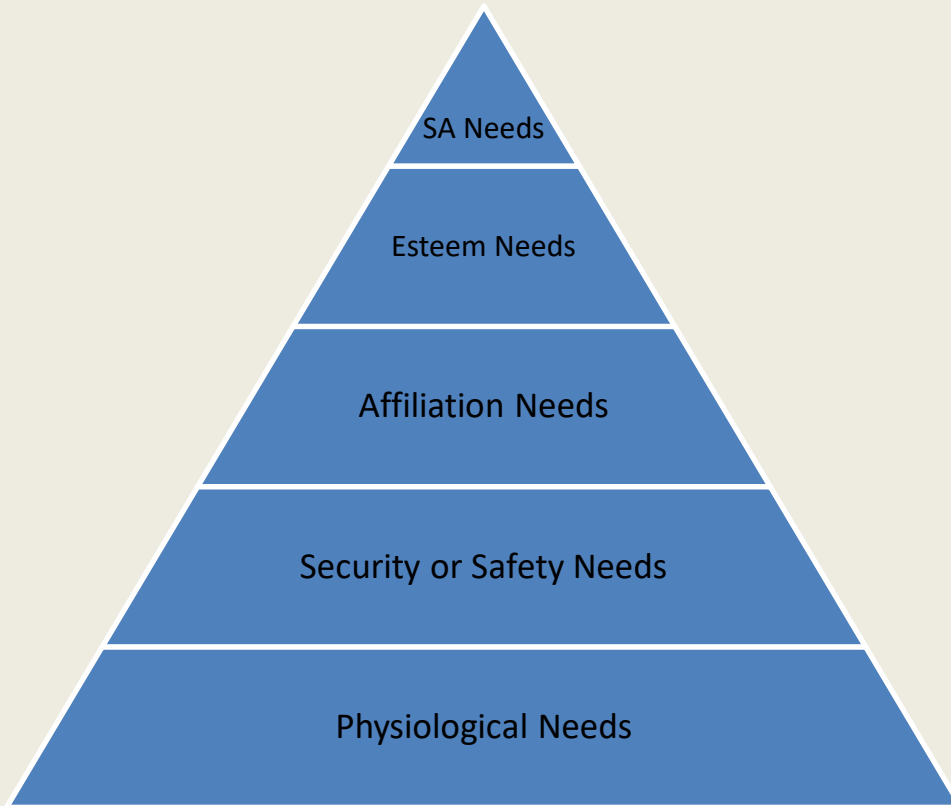


# Motivation

## Lecture 11

# Content Theories of Motivation



Maslow's Need Hierarchy Theory

| Maintenance Factors               | Motivation Factors |
|-----------------------------------|--------------------|
| Status                            | Challenging Work   |
| Interpersonal Relations           | Achievement        |
| Quality of supervision            | Growth in the job  |
| Company policy and administration | Responsibility     |
| Working conditions                | Advancement        |
| Job security                      | Recognition        |
| Salary                            |                    |

Herzberg's Two Factor Theory

# McGregor's Theory X and Theory Y

| Theory X  | Theory Y   |
|---|--|
| Average human beings inherently dislike work                                  | Average human beings learn to accept responsibility. They also seek it.  |
| They will avoid work if they can  | They have imagination, ingenuity and creativity in solving organizational problems                                     |
| They have to be controlled, coerced, directed and threatened to get work done | Their degree of commitment to objectives is proportionate to the size of the rewards associated with their achievement |
| Average human beings prefer being directed – dislike taking responsibility    | They exercise self-direction and self-control  |
| They have no ambition and search for security                                 | They need not be coerced, threatened, controlled or punished   |

# Content Theories of Motivation

- Vroom's Expectancy Theory
  - People will be motivated to do things to reach the goal if they believe in the worth of that goal and if they can see that what they do will help them in achieving it.
  - $\text{Force} = \text{valence} * \text{expectancy}$
  - Force = strength of person's motivation
  - Valence = strength of individual's preference for an outcome
  - Expectancy = probability that a particular action will lead to a desired outcome
- McClelland's Needs Theory
  - Need for Power
  - Need for affiliation
  - Need for achievement