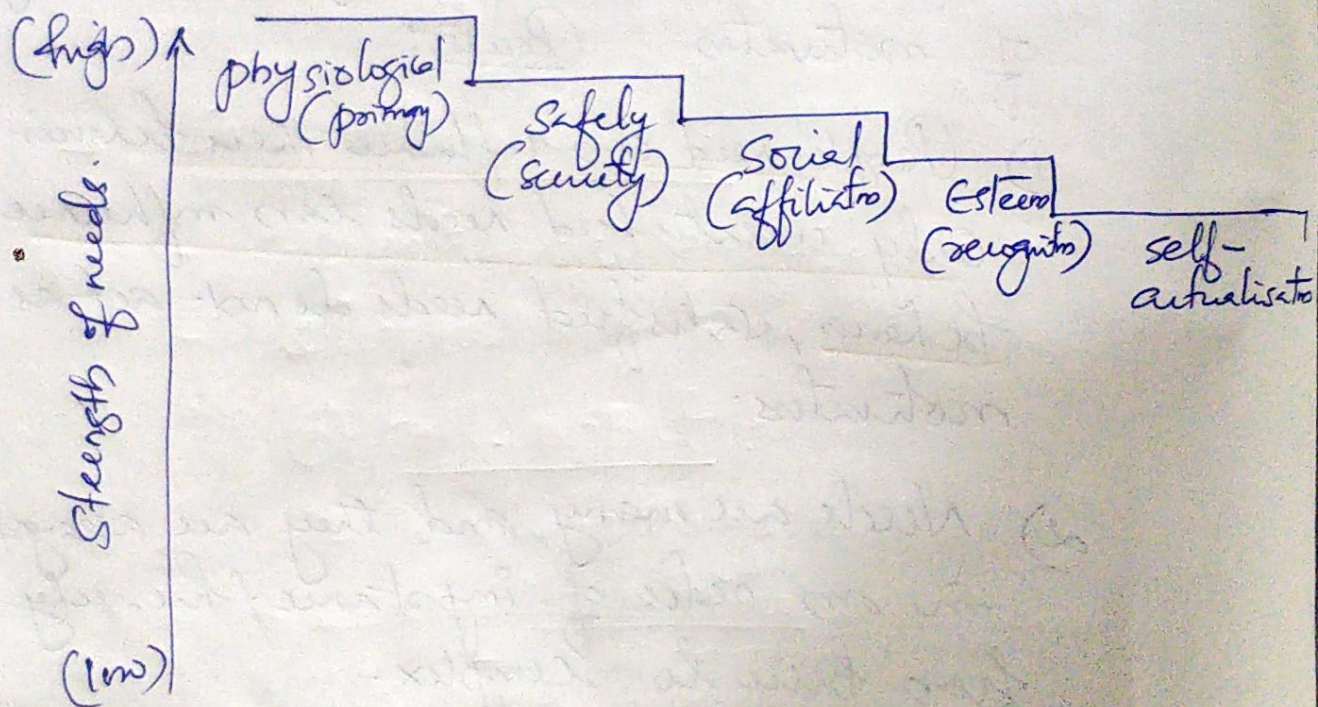


4) Further up the hierarchy the person is able to go ~~on~~ the more civility, humanness and psychological health he will display.

→ Maslow's needs hierarchy divides human needs into 5 levels.

→ Each level rep. a group of needs.



① Physiological needs → basic needs and powerful needs and obvious of all human needs is the need for physical survival.



- Need for food, water, oxygen, sleep, sex, protection from extreme temperature and sensory stimulation
- These are directly concerned with the biological maintenance of the organism and motivated by higher order needs.

## 2) Safety Needs

- Once physiological needs are met, next safety needs becomes motivators.
- The primary motivating force here is to ensure a reasonable degree of continuity, order, structure and predictability in one's env.
- Mostly observed in infants and young children b/c of their helplessness and dependence on adults.
- Secured income, owning one's own home
- job security, salary increase, safe working conditions etc.



## → Social needs :

- also called belonging and love needs
- arise when physiological and safety needs are satisfied.
- An individual motivated on this level longs for affectionate relationship with others, namely for a place in his or her family and groups.

## → Self-esteem needs :

- self esteem or egoistic needs
- classified into 2 subsidiary sets

### ① self-respect :

- includes things that are desire for competence, confidence, personal strength, adequacy, achievement, independence and freedom.

### ② Esteem : → from others

- includes prestige, recognition, acceptance, attention, status, reputation and appreciation.



→ Self actualisation needs:

- If all the earlier 4 level needs are satisfied, the need for self actualisation comes to the fore.
- Maslow characterised self-actualisation as the desire to become everything that one is capable of becoming.
- It is to become the best kind of person that one wants to become to reach the peak of one's potential.

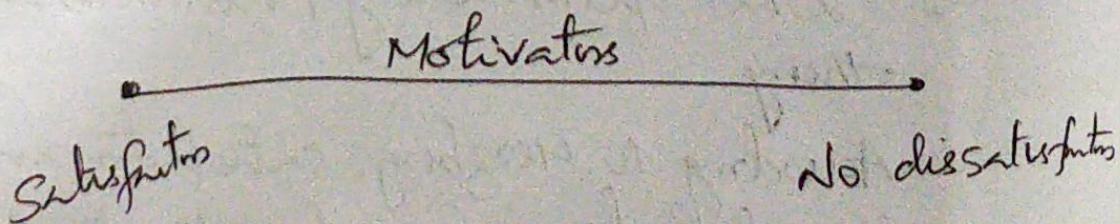
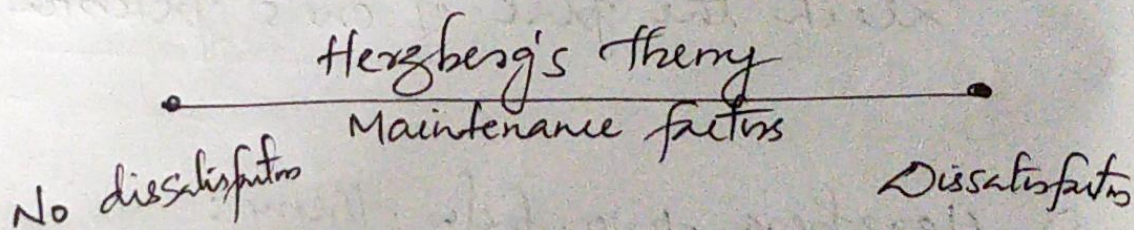
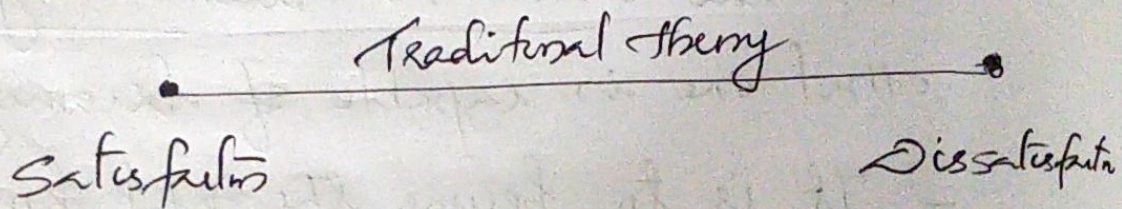
2) Herzberg two-factor theory:

- Dual factor theory / motivation-hygiene theory.
- According to Herzberg, satisfaction and dissatisfaction are not opposite poles of one dimension they are two separate dimensions.
- Satisfaction is affected by motivators and



and dissatisfaction by hygiene factors.

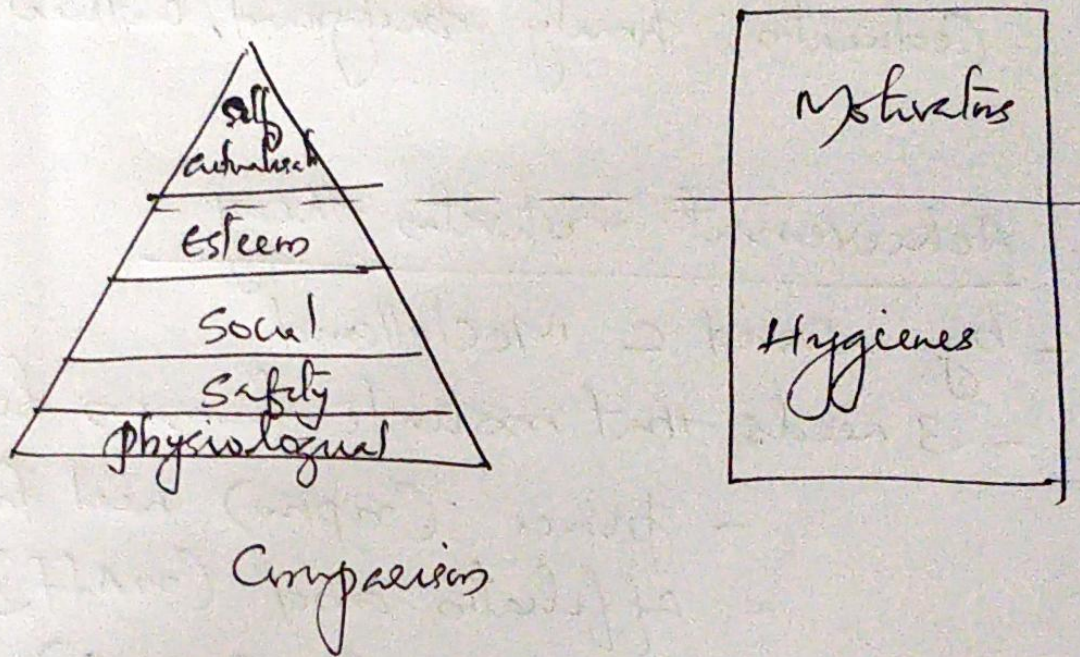
- To achieve motivation, managers should cope with both satisfiers and dissatisfiers.
- Improve hygiene factors - dissatisfaction is removed from the minds of employees



- There is a similarity b/w Maslow's theory and Herzberg's theory is that they assume that specific needs



energetic behavior. There appears to be a great deal of agreement as to the totality of human being needs.



### 3) Alderfer's ERG Theory

- Maslow proposed satisfaction-progression model
- Alderfer came out with frustration-regression hypothesis (2 key components)
- If fulfilment of a higher order needs is blocked - if something prevents the higher order need - an individual attention will regress



back towards fulfilment of needs lower in the hierarchy

- It is more consistent with our knowledge of individual differences among people (education, family background, cultural context)

#### 4) Achievement motivation theory

- by David C. McClelland

- 3 needs that motivate human behavior
  - power (nPow) need for power
  - affiliation and (nAff) <sup>need for affiliation</sup>
  - achievement (nAch) <sup>need for achievement</sup>