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**Paper 03: Organizational Behaviour**  
**Module 16: Motivation- Theoretical framework**



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Items	Description of Module
Subject Name	Human Resource Management
Paper Name	Organizational Behaviour
Module Title	Motivation-theoretical framework
Module Id	16
Pre- Requisites	Basic knowledge of motivation
Objectives	To understand various theories of motivation
Keywords	Motivation, two factor, X and Y, Ouchi, Three Needs, Morale

## Quadrant-I

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### 1. Learning objectives

The objectives of this module are:

- To understand various theories of motivation
- To develop conceptual understanding of morale

### 2. Introduction

Meaning, nature and importance of motivation and Maslow's Need Hierarchy Theory has been discussed in the previous module. This module deals with some other important theories of motivation which include Herzberg's Two Factors Theory, McGregor's Theory X and Theory Y, Ouchi's Theory Z and Three Need Model. Concept of Morale and factors affecting morale has also been discussed in this module.

### 3. Herzberg's Two Factors theory

Frederick Herzberg's two factor theory is based on a study of 200 engineers and accountants in United States. Results of this study revealed that fulfillment or non fulfillment of certain needs may have different impact on the satisfaction level employees. The respondents were asked some questions about their experience on the job.



**Source:**([http://www.johnwiley.net.au/highered/management/istudy/menu/motivation\\_and\\_rewards/content\\_theories\\_of\\_motivation/?page=0007](http://www.johnwiley.net.au/highered/management/istudy/menu/motivation_and_rewards/content_theories_of_motivation/?page=0007))

They were asked about the incidents or circumstances when they felt exceptionally good or exceptionally bad about the job. By analyzing the description given by the respondents, two sets of factors related to job situation were revealed, first being maintenance or hygiene factors and other being motivational factors.

**3.1 Maintenance factors:** Maintenance factors are those which are not responsible for increasing the satisfaction level of the employees but their absence will really have a negative impact on the same. Thus, these factors are important for maintaining a reasonable level of satisfaction. Once an employee is dissatisfied with the job, increase in the maintenance or hygiene factors will not help in increasing his motivation or satisfaction. But if these factors are not maintained, it will further increase the level of dissatisfaction. That is why these factors are also called dissatisfies. Herzberg stated that these factors are related with the work environment. If people are not happy with the working conditions it will surely have a negative impact on their satisfaction level.



**Source:** (<https://clipartfest.com/download/8972441d25674bedb405b81b2a6a8844b15b9317.html>)

**3.2 Motivational factors:** On the other hand, feeling of satisfaction and happiness is related with the other set of factors i.e. motivational factors. These factors are related with the job itself. Presence of motivational factors increase the job satisfaction and happiness among the employees, but their absence will not have any negative impact on the same. Thus, presence and increase in these factors is necessary to improve the satisfaction which will help in increasing the efficiency of the employees. Following table gives a summary of two types of the factors.



**Source:** (<https://www.roberthalf.com/officeteam/blog/why-i-love-my-job>)

Maintenance Factors	Motivating Factors
Policy and Administration Technical Supervision Inter-personal relations with supervisor Interpersonal relations with peers Interpersonal relations with subordinates Salary Job security Personal life Working conditions Status	Achievement Recognition Advancement Growth opportunities Responsibilities Work itself

Managers can really benefit from this theory of motivation. It has an indication that over emphasis on the improvement of working conditions may sometime be a waste if employees are not happy with the job itself. It may be more necessary to enrich the job for increased satisfaction. Giving more responsibilities, making the job worthier, giving due credits to the achievers and performers are great motivator. Thus, on the basis of this theory, employees can be divided in two categories i.e. motivation seekers and maintenance seekers. If an employee is satisfied and happy with the content of the job itself, he may ignore some of the problems related with the work environment. On the other hand an employee satisfied with the factors related to work environment will be less interested in job enrichment. Management can make use of this theory in making motivation plans for the employees.

Factors	Maintenance Factors	Motivating Factors
Presence	No Satisfaction	Satisfaction
Absence	Dissatisfaction	No Satisfaction

#### Role of maintenance and motivational factors

### 3.3 Criticism

Herzberg Two Factors Theory of motivation has been criticized on the following grounds

- **Small sample size:** Sample consisting of only 200 respondents is too small to represent the population for the study. Result of study based on such a small sample cannot be generalized.
- **Defective methodology:** Research method adopted for the study is biased prone itself. Motivation factors are related with the employee himself, whereas, maintenance factors are related with others situations. Normally, respondent will try to give credit of positivity to himself whereas any negativity will be attributed to the others. This may be the reason of satisfiers being associated with the job and dissatisfies with the environment. Thus, responses may be biased.
- **Factors are not definite:** Two types of factors are not clearly differentiated. One particular factor may fall within different categories for different person. For one salary may be a motivational factor whereas for other it may be maintenance factor. Moreover, it is doubtful that one type of factors' influence is in one direction only. Absence of maintenance factors is responsible for decrease in satisfaction, but vice-versa may also be true, at least partially.
- **Overemphasis on satisfaction:** Satisfaction doesn't mean performance. This theory states the impact of various factors on the satisfaction level of the employees but not on their performance level. It is not necessary that increased satisfaction always lead to improved performance.

### 3.4 Comparison of Herzberg's and Maslow's theories

Herzberg model is said to be an extension to the Maslow model because a close comparison between the two reveals that Herzberg's two sets of factors actually divide Maslow's five set of needs into two categories. In Maslow's need hierarchy, bottom three sets of needs (Physiological, safety and social) are actually Herzberg's maintenance factors, whereas, upper two sets of needs (Esteem and self actualization) are the Herzberg's motivating factors. Actually, Herzberg says that if employees have already achieved a reasonable level of economic and social security, for them the ultimate motivators shall be the esteem and self actualization needs. Thus lower needs become maintenance factors because they must be satisfied to maintain a certain level of satisfaction. In economically developed economies, where physiological and safety needs of the employees are satisfied, they are no longer the motivators.

Self Actualisation Esteem Needs	➔	Motivating Factors
Social Needs Safety Needs Physiological Needs	➔	Maintenance Factors
<b>MASLOW MODEL</b>		<b>HERZBERG MODEL</b>

### 4. McGregor's Theory X and Theory Y

Douglas McGregor, a well known psychologist, developed two contrasting theories related to human behavior. He named these theories as 'Theory X' and 'Theory Y'. These theories are based two different sets of assumptions regarding human nature. These two sets of assumptions depict two extremes of human behavior



#### THEORY X AND THEORY Y

**Source:** (<https://www.slideshare.net/CornelFATULESCU/pm-days-sofia-14-november-2014>)

#### 4.1 Theory X

Theory X is based on the traditional approach to the human behavior. The managers hold pessimistic assumptions of an average worker. Following are the assumptions about an average employee in Theory X



- **Dislikes work:** Average employee dislikes work. He will always try to avoid working whenever he gets chance. He is not concerned with the organization.
- **Lazy:** Employees are lazy. To get the work done, management has to apply strict supervision and control mechanism. Sometime threatening and punishment is also required.
- **Lacks ambition:** Employee has little or no ambition. He doesn't want to make any efforts to grow in life or career.
- **Avoid responsibilities:** He doesn't want to assume any responsibility. He always seeks supervision or guidance and direction.
- **Self centered:** Employee gives priority to self interests and is indifferent towards the interests of the organization.

All the assumptions of theory X are negative in nature. In the light of above assumptions, management will tend to be inclined towards autocratic style of leadership. Because average employee is not so ambitious and enthusiastic, management can't expect his voluntary participation. Moreover to make the employees work for the organisation, all sort of motivational techniques are to be assumed, be it rewards for contribution or punishment for non performers. Thus a carrot and stick style of management is permissible. Strict control and supervision is also required.

#### 4.2 Theory Y

Theory Y is totally opposite to Theory X. It is based on optimistic assumptions of human behaviour. This theory presumes that an average human being is not so unreliable and lazy in nature. But it is the management which sometimes fails to secure required level of commitment of employees towards the organization. Employees, if motivated properly, would really work creatively for the organization. Thus, this theory emphasizes on the employee-management cooperation for better results. Theory Y is based on following assumptions about an average employee:

- **Likes work:** Employee doesn't dislike work inherently. Work is natural activity for the employees just like a play. If the circumstances are favourable, employee will like to work.
- **Self Control:** External control or supervision is not required to get the work done from the employees. The employees work with self control for the achievement of targets for which they are committed.
- **Commitment and rewards:** If employees are properly rewarded for their achievements they will be committed to the organization and the work. Their commitment is directly associated with the rewards associated with their achievements.
- **Accepts responsibility:** Avoidance of responsibility and lack of ambition is not inherent. It is the result of experience. If proper conditions are created, employee not only learns to accept responsibility but seeks it.
- **Creativity:** Creativity, imagination and innovation capabilities are not only limited to a few people (management) but distributed amongst a large population.
- **Intellectual potentialities:** People have unlimited intellectual potential. In the modern industrial scenario they are partially utilized

Theory Y emphasises on the importance of management. According to this theory, average employees have great potentials to contribute towards the goals of the organization. It is the duty of the management to create conducive environment for the employees where they can utilize their potentials for the achievements of objectives. This theory also highlights the importance of parity between individual and organizational interests. Employee likes to work, assumes responsibility, is committed and creative and

has capabilities, but it is the duty of the management to keep him motivated to use all these qualities. If management fails to do so, all this positivity may convert into negativities. Thus, this theory discards any requirement of autocratic leadership or strict control mechanism, but employees may be kept motivated by satisfying their needs.

### 4.3 Critical appraisal

Theory X and Theory Y represent two extremes of human behavior. They form an outer limit within which human nature can vary. Major criticism of Theory X and Theory Y is that they have oversimplified the human behavior. It is presumed that people belong to one of the two ends, either this way or the other way. But in reality, none of the theory can be fully applied to any human being. Normally human behavior is a blend of traits depicted by two theories, and the degree of applicability of traits of a particular theory will vary from man to man. Still, this theory forms a basis for the management to design the mechanism of motivation and leadership, depending on the nature of work force with respect to the assumptions of this theory. Theory Y is believed to be applicable more to unskilled labour whereas Theory X is presumed to be applicable more to the skilled employees. But, neither of the theories is applicable at all levels and in all situations. Therefore management should use a combination of Theory X and Theory Y to motivate the employees at various levels of the organization.

### 5. Ouchi's Theory Z

William Ouchi developed Theory Z. It is said to be an integrated theory of motivation. It was developed after making comparison of Japanese and American management practices. Theory Z emphasizes on the importance of quality of life and humanism within the organizations. Organizations, being a complex system consisting of humans, must give importance to the long term well being of the employees for better productivity. Main features of a type Z organization are as follows:

- **Strong organization-employees bond:** Emphasis should be on creating a strong bond between the company and the employees. There are many ways which can be used by the management for this purpose. Employees' commitment and loyalty can be increased by giving them job security. Efforts should be made to understand and satisfy various need of the employees, fear of getting retrenched should be eliminated by incorporating other ways of cost cutting during adverse conditions. Non financial motives along with financial motives should also be used.
- **Collective decision making:** Employees' participation is one of the prime features suggested by Ouchi. Participation in decision making makes the employees feel themselves more worthy and important for the organization. It creates a sense of responsibility and increases the commitment level of employees towards the objectives which have been set with their own involvement. Suggestions and views of the employees should be invited specially for the matter related to them. Incentive plans may also be framed after due consultation with the employees.
- **Cooperation and mutual trust:** Mutual trust between individuals and groups within the organization is an important characteristic of an effective organization. Openness and transparency should be ensured for better inter person and inter group relations. Employees should have faith in decisions of the management. This will help in reducing resistant and facilitating change. Industrial unrest can also be reduced by minimizing conflicts with increased mutual trust.
- **Human resource development:** Management must work for the career advancement and development of its human resources. Full utilization of potential of work force is possible if emphasis is given on proper training, career planning, and growth opportunities.

- **Informal control system:** Formal superior subordinates system of control should be avoided. Informal control where employees' participation is encouraged helps in creating an environment of mutual trust and a sense of loyalty and commitment.

## 6. Three Need Model

The three need model of motivation was developed by David McClelland. According to McClelland, motivation is based on three types of needs namely, need for Achievement, need for Power, and need for Affiliation.

- **Need for Achievement:** Some people are driven by the achievement need more by any other thing. Need for achievement is the drive to grow and excel in one's life. Getting recognition is the prime motive for them. The achievers are the people who like the challenges and don't afraid from taking calculated risk. Situations having moderate risk are more preferred by the achievers. They avoid the situation where the degree of risk is very low. Because, the success in this situation is quite sure and will not be a real test of their capabilities. Similarly, highly risky situation is also avoided because of the fear of failure or the success by chance. They want to do the things better than how others do or better than the way it has been done before. They use their skills and imagination to accomplish the task in the best possible manner. They give more preference to the performance and achieving the target more than to the reward for their achievement. This need for achievement is not present in all individuals.



**Source:** (<https://clipartfest.com/download/31b5a4382ae4557ddf8cb23a894775223a272530.html>)

- **Need for Power:** Power need is the desire to be in command. People with this need want to have the authority over others. They want to be in such a position where they can influence others. They are more concerned with compliance than approval. According to McClelland, power may be divided into two categories, institutional power and personalized power. Institutionalized power is used for the social benefit of large number of people, whereas, personalized power is used only for the personal gain. For the organization, institutional power is considered to be more effective, which managers use for the benefit of the organization, not for one's own benefit





**Source:** (<http://seapointcenter.com/influence-without-authority/>).

- **Need for Affiliation:** Desire to be accepted by others give rise to the need for affiliation. People with affiliation need get more satisfaction when they are socially accepted and relevant. Their preference is approval, not power and recognition. They value other people's needs, feelings, etc. They are keen to build relationship with others. The people with affiliation need like cooperative environment more than the competitive one. They are more effective when working in a team. The leaders with affiliation need may not be effective in getting the thing done, because their desire of getting approval from others may affect the objectivity in their decision making.



**Source:** (<http://clipart-library.com/need-cliparts.html>)

People are driven by all three needs. But the degree of motivation by these needs may be different for different individuals. Individuals with high need for achievements seek recognition, they are task oriented and strives for the accomplishment of goals. People with need for power are dominant in nature and want themselves to be in authoritative position. They stress more on compliance. Affiliation seekers are desirous for approval from others and want to be liked. They value interpersonal relationships.

## 7. Morale

Morale is a mental state of a human being which determines his willingness to participate in the efforts aiming at accomplishment of tasks assigned to him. Level of passion and commitment of a player, enthusiasm of army personnel, and commitment of an employee in organisation, all depends on the morale. A person with lower morale will show symptoms like lack of interests, laziness and pessimism, etc.,

whereas, high morale will be depicted by enthusiasm, loyalty and cooperation etc. **Flippo** described morale as “a mental condition or attitude of individual and groups which determines their willingness to co-operate. Good morale is evidenced by employee enthusiasm, voluntary confirmation with regulations and orders, and a willingness to cooperate with others in the accomplishment of an organization’s objectives.” In the organization, employees’ morale will have a direct bearing on his loyalty, commitment, participation, efficiency, productivity, etc. It has a great bearing on the overall working environment and industrial relations. If the organization is able to keep the morale of employees high, it may avoid many work force related problem like conflicts, resistance, absenteeism, and labour turnover etc.



Source: (<http://www.canstockphoto.com/images-photos/morale.html>)

### 7.1 Factors determining morale

- **Satisfaction level:** Satisfaction has a great bearing on the morale. If organization takes care of various needs of the employees and they are reasonably satisfied with the job related situation, their morale will also be high. Factors like job security, incentives, recognition, etc. increase the level of satisfaction and are instrumental in determining satisfaction level among employees.
- **Expectations:** The perception of the employees towards the reward system and the expected reward itself determines the level of morale. If the employee expects the adequate reward for his commitment his morale will be high, and vice versa.
- **Degree of freedom:** Strict supervision by the management at the work place creates a feeling of pressure among employees. Employees want a certain level of freedom to work without pressure. To keep their morale high, strict supervision should be avoided, if possible.
- **Nature of work:** A bit of challenging and creative work may increase the morale of employees. Routine type of work may bring monotony and boredom among them.
- **Participation:** Participation of employees in decision making creates a sense of importance among them. Their involvement in decision making and goal setting is helpful in keeping their morale high.

## 8. Summary

Frederick Herzberg’s two factor theory, there are two sets of factors related to job situation were revealed, first being maintenance or hygiene factors and other being motivational factors. Maintenance factors are those which are not responsible for increasing the satisfaction level of the employees but their absence will really have a negative impact on the same. These factors are

related with the work environment. On the other hand, feeling of satisfaction and happiness is related with the other set of factors i.e. motivational factors. These factors are related with the job itself. Presence of motivational factors increase the job satisfaction and happiness among the employees, but their absence will not have any negative impact on the same. Managers can really benefit from this theory of motivation. It has an indication that over emphasis on the improvement of working conditions may sometime be a waste if employees are not happy with the job itself. Douglas McGregor's Theory X' and 'Theory Y' are based two different sets of assumptions regarding human nature. Theory X is based on the traditional approach to the human behavior. The managers hold pessimistic assumptions of an average worker. Theory Y is totally opposite to Theory X. It is based on optimistic assumptions of human behaviour. This theory presumes that an average human being is not so unreliable and lazy in nature. Ouchi's Theory Z emphasizes on the importance of quality of life and humanism within the organizations. Organizations, being a complex system consisting of humans, must give importance to the long term well being of the employees for better productivity. The three need model of motivation was developed by David McClelland is based on three types of needs namely, need for Achievement, need for Power, and need for Affiliation.

