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**Motivation Theory Comparison Worksheet**

Upon reading the Virgin Media case study you will see that it is clear that the management of Virgin Media was a proponent of Frederick Taylor, Frederick Herzberg, and Abraham Maslow’s theories of motivation. How would the employee motivation initiatives at Virgin Media been different if the management was instead a proponent of Clayton Alderfer’s ERG Theory? (You should be able to effectively respond to this question in approximately two pages double spaced)

**Answer:**

Virgin Media is one of the most prominent and flourishing industries. It has been marking a success for various years and is trying to implement strategies for the betterment of its customers as well as employees. To do so, Virgin Media has built its strategies upon a mix of various theories namely Frederick Taylor, Frederick Herzberg, and Abraham Maslow’s theories.

**Frederick Taylor Theory:**

Frederick Taylor assumed that workers were motivated by money so he introduced incentives to increase productivity and to motivate employees.

**Frederick Herzberg Theory:**

Herzberg stated that employees have only two sets of needs: hygiene and motivator factors. Hygiene includes salary and working conditions. A less of these may demotivate the employees but an excess won’t over motivate them. Motivators are factors such as recognition, responsibility, achievement and opportunities for progress. According to Herzberg, a combination of the two would have increased motivation and improved performance.

**Abraham Maslow Theory:**

Maslow’s Theory is based on the fact that human needs are divided into 5 categories: physiological, safety, social, esteem, self-actualization. Maslow believed that we need to follow a layered approach, and we cannot jump to the next step until we fulfill the lower needs. Virgin media tried to adopt this theory and set up meetings to understand the performance of the employees and to discuss their next steps to promote progress.

**Clayton Alderfer Theory:**

This theory is a modification of Maslow’s theory. Instead of the five needs that are hierarchically organized, Alderfer proposed that basic human needs may be grouped under three categories, namely, existence, relatedness, and growth. Existence corresponds to Maslow’s physiological and safety needs, relatedness corresponds to social needs, and growth refers to Maslow’s esteem and self-actualization. This theory does not rank needs in any particular order and explicitly recognizes that more than one need may operate at a given time. The implication of this theory is that we need to recognize the multiple needs that may be driving individuals at a given point to understand their behavior and properly motivate them. According to Alderfer, if an individual is to be motivated properly, then all of the three needs are to be addressed at the same time in a combined approach rather than a layered approach.

Virgin Media has seen great success by implementing Taylor, Herzberg, and Maslow’s theory. But one of the loop-hole that is evident is that virgin mobile focuses on motivating the employees in a progressive manner. Whereas if Alderfer’s ERG model is applied than a employee can be motivated at all the aspects simultaneously, which would boost the Virgin Mobile motivation program to the next level. An employee who has reached the esteem stage might need assistance at the lower levels. Focusing on this aspect will help them achieve new heights. Hence in my opinion, a combination of Herzberg and Alderfer theory would work the best as it would cover all the aspects in which an organization can motivate its employees to achieve the best results.