BUS 1370 : Principles of Management

Lesson 08
Motivating People

Department *of* Business Administration

Faculty of Management Studies and Commerce

University of Sri Jayewardenepura

Learning Outcomes

- Define motivation.

- Identify the role of motivation in work Organisations.

- Compare and Contrast the historical perspectives of motivation.

- Describe different theories of motivation.

- Discuss the current issues in motivation.

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What Motivation is?

Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action.

(Samson et al., 2021, p. 509)

Motivation is a process that starts with a physiological or psychological deficiency or need that activates a behaviour or a drive that is aimed at a goal or incentive.

(Luthans, 2011, p. 157)

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Process of Motivation
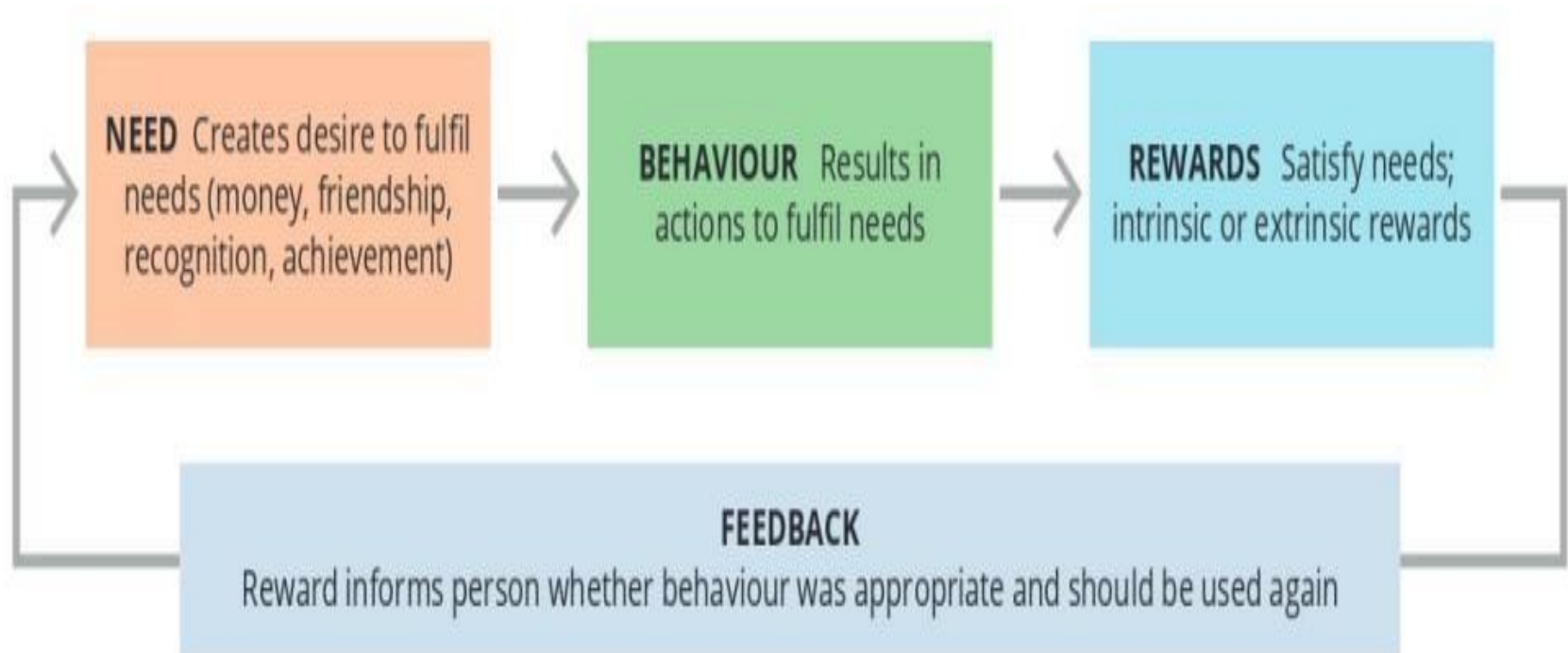
(Samson et al., 2021, p. 509)

Importance of motivating employees in workplace

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The Historical Perspectives of Motivation

1. The Traditional Model

2. Human Relations Model

3. Human Resource Approach

(Griffin, 2010, pp. 474-475)

Theories of Motivation

- **Content Theories**

  Focus on the first part of the motivation process – *needs and need deficiencies*. More specifically, address the question, '***what factors*** in the workplace motivate people?'.
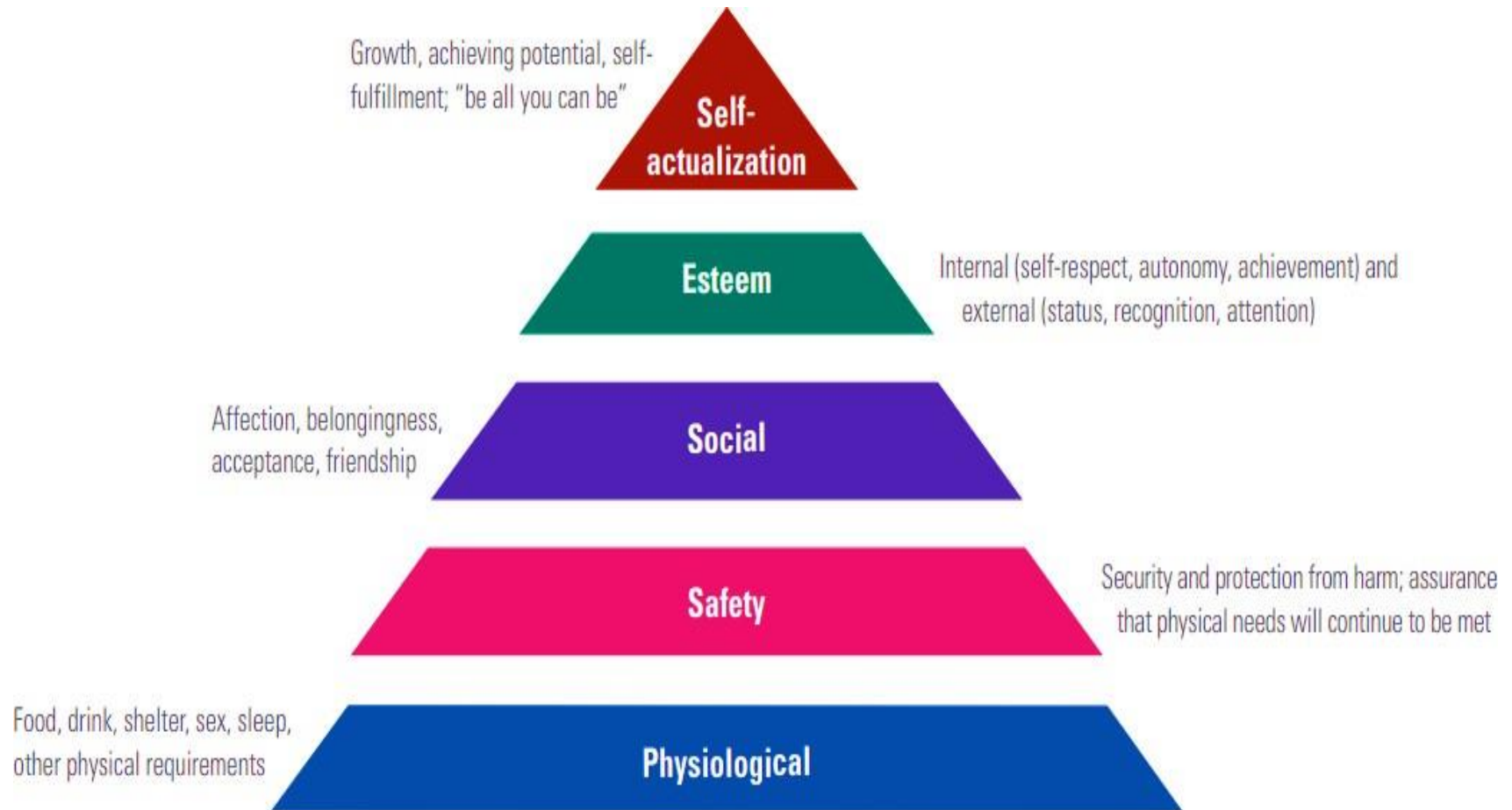
- **Process Theories**

  Focus on the *process* that motivates behavior. And answer '***how*** a person gets motivated'.

  (Samson et al., 2021)

Content Perspective on Motivation

1. Abraham Maslow's Hierarchy of Needs Theory

2. Frederick Herzberg's Two Factor Theory

3. Clayton Alderfer's ERG Theory

4. David McClelland's Acquired Needs Theory

Maslow's Hierarchy of Needs Theory

Growth, achieving potential, self-fulfillment; "be all you can be" — **Self-actualization**

Esteem — Internal (self-respect, autonomy, achievement) and external (status, recognition, attention)

Affection, belongingness, acceptance, friendship — **Social**

Safety — Security and protection from harm; assurance that physical needs will continue to be met

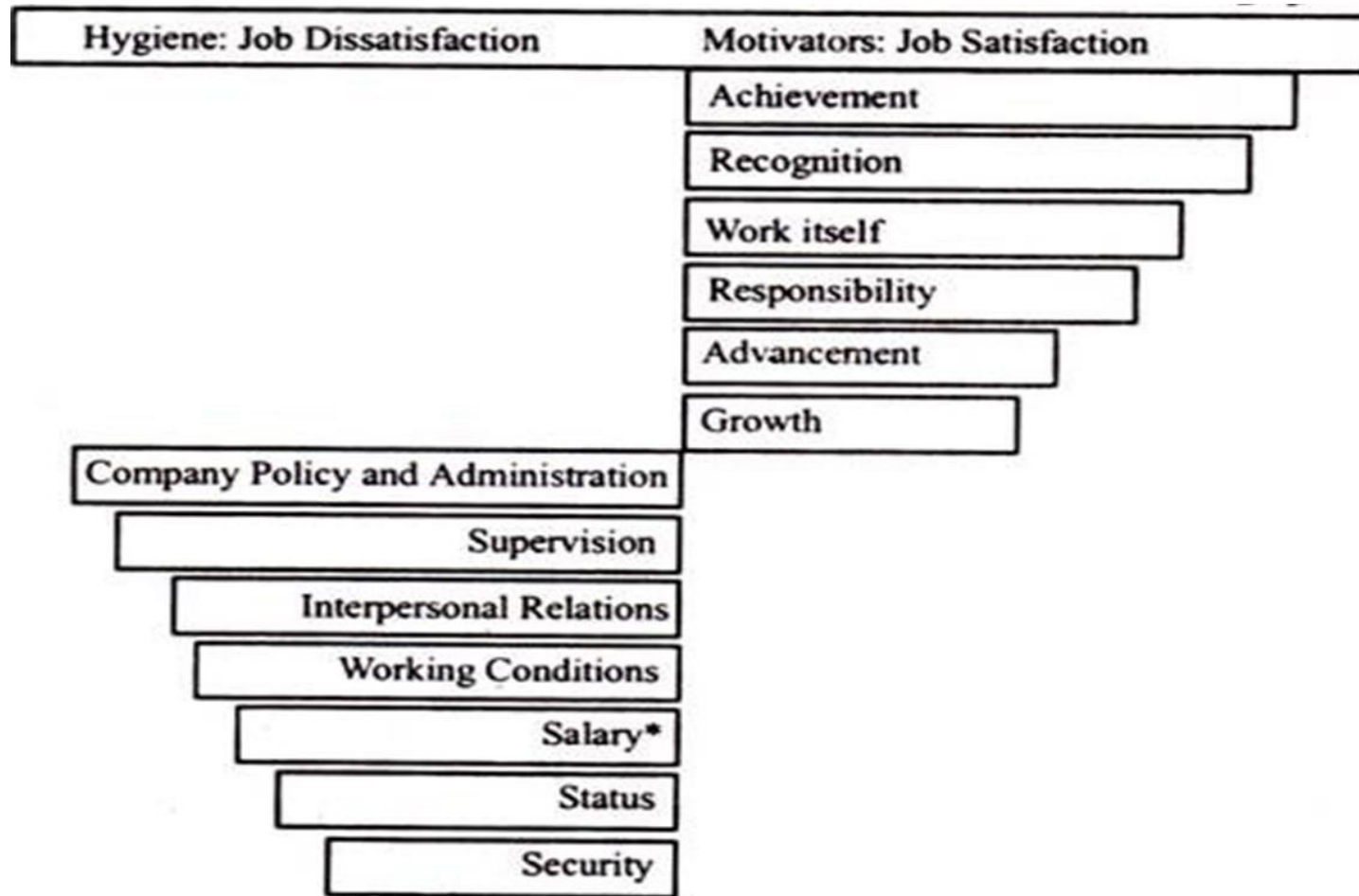Food, drink, shelter, sex, sleep, other physical requirements — **Physiological**

Source: Maslow, Abraham H., Frager, Robert D., Fadiman, James, *Motivation and Personality*, 3rd ed., ©1987. Reprinted and electronically reproduced by permission of Pearson Education, Inc., New York, NY.

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Maslow's Hierarchy of Needs Theory (Contd.)

Fulfilment off the job	Needs hierarchy	Fulfilment on the job
Education, religion, hobbies, personal growth	Self-actualisation needs	Opportunities for training, advancement, growth and creativity
Approval of family, friends, community	Esteem needs	Recognition, high status, increased responsibilities
Family, friends, community groups	Belongingness needs	Work groups, clients, co-workers, supervisors
Freedom from war, pollution, violence	Safety needs	Safe work, fringe benefits, job security
Food, water, oxygen	Physiological needs	Heat, air, base salary

(Samson et al., 2021, p. 514)

Frederick Herzberg's Two Factor Theory

Hygiene: Job Dissatisfaction	Motivators: Job Satisfaction
	Achievement
	Recognition
	Work itself
	Responsibility
	Advancement
	Growth
Company Policy and Administration	
Supervision	
Interpersonal Relations	
Working Conditions	
Salary*	
Status	
Security	

Source: http://www.yourarticlelibrary.com/motivation/motivation-theories-top-8-theories-of-motivation-explained/35377/

Clayton Alderfer's ERG Theory

Alderfer identified following three groups of needs.

- **Existence Needs**

  The needs for physical well-being.

- **Relatedness Needs**

  The needs for satisfactory relationships with others.

- **Growth Needs**

  The needs that focus on the development of human potential and the desire for personal growth and increased competence.

(Daft, 2014, p. 531)

Relationship among Herzberg's Two Factor Theory, Maslow's and Alderfer's Motivational Theories

Herzberg's Two Factor Theory	Maslow's Hierarchy of Needs Theory	Clayton Alderfer's ERG Theory
Motivators	Self-actualization Needs	Growth
	Esteem	
	Social	Relatedness
Hygiene Factors	Safety	Existence
	Physiological Needs	

(Griffin, 2010)

David McClelland's Acquired Needs Theory

- **Need for achievement**
  The desire to accomplish something difficult, attain a high standard of success, master complex tasks and surpass others.

- **Need for affiliation**
  The desire to form close personal relationships, avoid conflicts and establish warm friendships.

- **Need for power**
  The desire to influence or control others, be responsible for others and have authority over others.

(Samson et al., 2021, p. 517)

"Sorry, pal, right metaphor, wrong motivation."

Source: Rubin, 2009

What Current Motivation Issues Do Managers Face?

- Motivating employees when the economy stinks

- Motivating professionals

- Motivating contingent workers

- Motivating a diverse workforce

(Samson et al., 2021, p. 517)

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Questions

and

Discussion