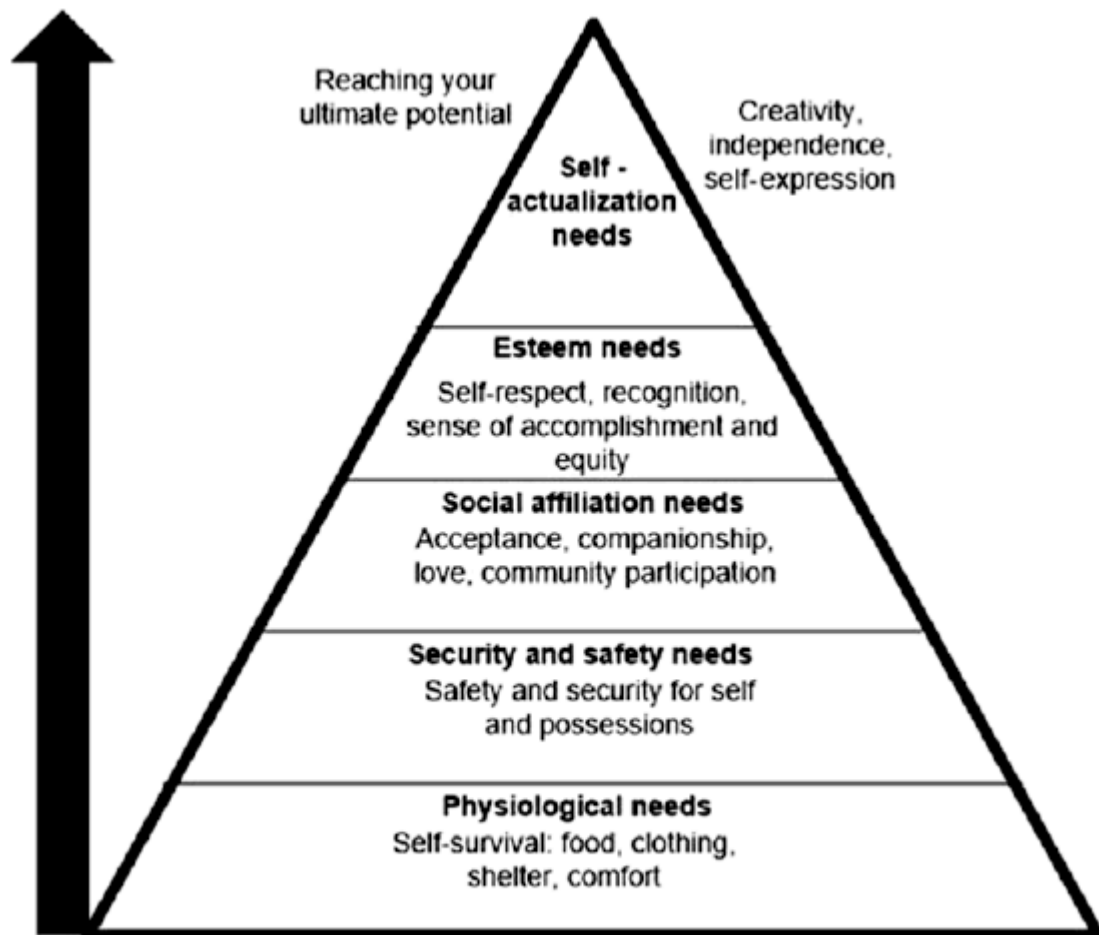


## Theories of Team Motivation

**Maslow's Hierarchy of Needs Theory.** According to this theory, people have layers of needs, as illustrated in Figure 6-4, and until the lower-layer needs are satisfied, they will not move to satisfy the upper-layer needs. For example, if you are unemployed and broke and as a result your very survival is in danger, you don't care about buying health insurance, life insurance, or dating.



**Figure 6-4.** Illustration of Maslow's theory of hierarchy of needs (Based on Motivation and Personality, Abraham Maslow, 1970, Harper and Row)

**Herzberg's Motivation-Hygiene Theory.** This theory classifies the factors needed to motivate people into two categories: hygiene factors and motivating factors. Hygiene factors are necessary for motivation but not sufficient; they do not bring satisfaction, but they prevent dissatisfaction. Some examples are compensation; company policies; level of supervision or ownership of the assigned work; relationship with superiors, subordinates, and peers; and working conditions. Motivating factors are the factors that bring (or increase) job satisfaction. Some examples are challenging work assignment, opportunity for career advancement and accomplishments, opportunity for growth, sense of responsibility, and recognition.

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■ **Caution!** Hygiene factors are related to the work environment, whereas motivating factors (also called motivators) are related to the work itself.

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**McClelland's Achievement Motivation Theory.** According to this theory, the following three needs motivate people:

- **Achievement.** This is the need to perform well, achieve success, and get recognized for it. The key idea here is the drive to excel.
- **Affiliation.** This is the need or desire for good relationships at work. You want to feel connected at work.
- **Power.** This is the desire to move things, to influence people or events. The key term here is *world dominance* or *making a difference*.

**McGregor's X-Y Theory.** According to McGregor, there are the following two types of managers:

- **Theory X Managers.** These managers believe that most people (and hence workers) are self-centered and are only motivated by their physiological and safety needs, and are indifferent to the needs of the organization they work for. They (workers) lack ambition and have very little creativity and problem-solving capacity. As a result, they dislike their work and will try to avoid it. They will also avoid taking responsibility and initiative. There is one word to describe theory X managers: *distrust*. They distrust their employees. These managers, therefore, tend to be authoritarian.

- **Theory Y Managers.** As opposed to theory X managers, theory Y managers trust their employees. They believe that most of the people are high performers in a proper work environment. This is because most of the people are creative and committed to meeting the needs of the organization they work for. They also believe that most people like to take responsibility and initiative and are self-disciplined. Finally, they also believe that most people are motivated by all levels of needs in Maslow's hierarchy of needs. These managers tend to provide more freedom and opportunity for career growth.

**Expectancy Theory.** According to this theory, people are motivated only if they expect a desired outcome or reward. The key idea here is: what is in it for me? The desired outcome here has two components: objectives will be met with this effort, and the performers will be rewarded.

### STUDY CHECKPOINT 6.4

Each comment in the first column of the following table points to a management theory in the second column. Match each comment with the corresponding theory in the second column.

Scenario	Motivation Theory
A. The management is real nice to the employees and there are lots of perks. But I'm more concerned about my career path once I join this company.	1. Maslow's Hierarchy of Needs Theory
B. Engineering manager Bob has a habit that employees don't like. Every time he passes by a cubicle of an employee, he peeps at the computer screen over the shoulders of the employee to see what the employee is really doing on the computer.	2. Herzberg's Motivation-Hygiene Theory
C. Rachel Janowicz quit her project management job with the Gugu Gaga company immediately after winning the California super lotto. She said, "Well, my money problem is solved. Now I will do what I always wanted to do."	3. McClelland's Achievement Motivation Theory
D. I'm not going to attend this seminar. Basically, I'll be listening to their pitches all day long. What are the odds that I'll win the door prize?	4. McGregor's X-Y Theory
E. Kushal did not really like the assignment. But he did it anyway because he did not want to let his manager down.	5. Expectancy Theory

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■ **Caution!** The Expectancy Theory, applied carelessly, can backfire. For example, if the expected reward is unachievable or not worth the effort, people will get de-motivated.

**Answers:**

- A. 2
  - B. 4
  - C. 1
  - D. 5
  - E. 3
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