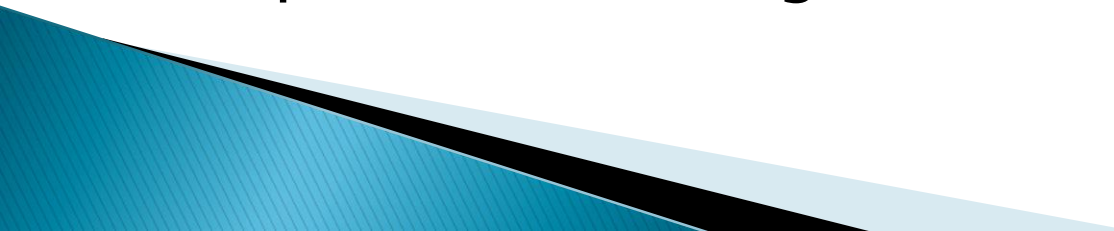



Motivation Theories

Presented
By
M K BANDA

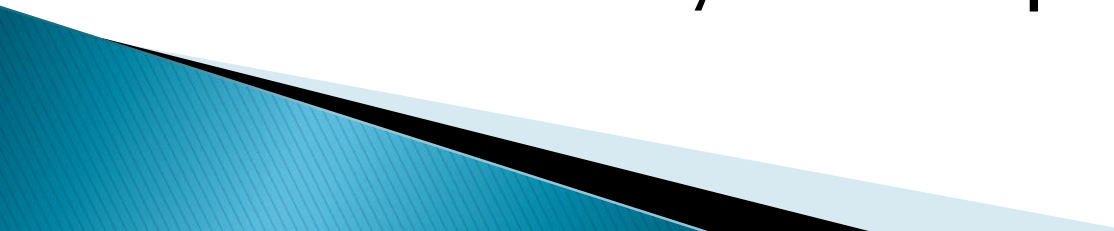
Contents

- ▶ General Definitions
 - ▶ Human Nature
 - ▶ McGregor's Theory X and Theory Y
 - ▶ Argyris's Maturity Theory
 - ▶ Maslow's Hierarchy of Needs
 - ▶ Herzberg's Motivation–Hygiene Theory
 - ▶ McClelland's Theory of Human Motives
 - ▶ Vroom's Expectancy Theory
 - ▶ Skinner's Reinforcement Theory
 - ▶ Techniques to Enhance Motivation
 - ▶ Implications for Mgt Practice
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General Definitions

- ▶ **Motivation** – an internal process of influencing or stimulating a person to take action to accomplish a desired goal
 - ▶ **Theoretical model**: needs/expectations of an individual are activated (motive) to take action/behaviour that will satisfy needs
 - ▶ **Motives** explain why people engage in certain behaviour – they are impulses that within individuals which cause behaviour
 - ▶ **Motivation is a complex process** – a single act may reflect a number of different needs
 - ▶ Mgt traditionally has relied on **the use of rewards to achieve higher performance** – this is manipulation
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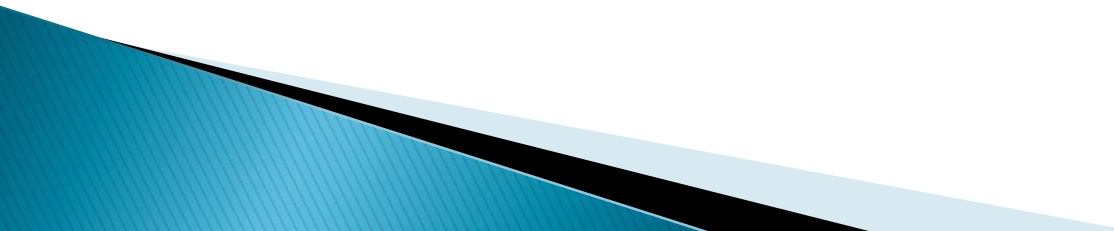
Human Nature

- ▶ **People have a capacity for tender emotions at the same time they also have a tendency for the exact opposite of hate, cruelty etc.**
 - ▶ **If people are tender, loving etc, they may need little external regulation.**
 - ▶ **If people are cruel and hating, they may need to be closely controlled and regimented for the good of the society.**
 - ▶ **People are regimented in orgs for their own and org's good.**
 - ▶ **There are times when people are motivated and times when they are manipulated.**
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1 McGregor's Theories

- ▶ Theories stress importance of understanding rels between motivation and behaviour
- ▶ The rels described as Theory X and Theory Y.
- ▶ Under Theory X, traditional mgt view, suggests that mgt are required to coerce, control or threaten employees to motivate them.
- ▶ Under Theory Y, mgt basically believe people are capable of being responsible and mature to perform effectively.

Theory Y Mgt Practices

- ▶ Theory Y mgt practices advocate for:
 - Abandonment of time clocks
 - Flexible working hours on an individual basis
 - Job enrichment
 - Mgt by objectives
 - Participative decision making
 - ▶ All above are based on belief that abilities are widespread and each person is trusted to behave responsibly.
 - ▶ Mgt is required to structure the org environment to release human potential and provides basis for improved mgt and org performance
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Theory X and Theory Y

- ▶ People dislike work and will avoid it if possible
- ▶ Must be coerced controlled, directed or threatened with punishment to get them to work
- ▶ Lack ambition, avoid responsibility and seek security and economic rewards above all
- ▶ Lack creative ability and resist change, self-centred and not concerned with org goals

Theory X

- ▶ Work is as natural as play
- ▶ Exercise self-direction and self-control in service of objectives to which they are committed
- ▶ Objective commitment is a function of the rewards associated with achievement
- ▶ Average person learns under proper conditions to accept and seek responsibility
- ▶ Capacity to exercise ingenuity and creativity is widely distributed in the employees

Theory Y

2 Argyris's Maturity Theory

- ▶ Theory suggests there is a basic difference between demands of mature personality and org demands
- ▶ If org policies, plans and rules are prescribed in detail, an employee will need to be submissive and passive – suggesting Theory X type of org.
- ▶ Such detailed prescription asks individuals to work in an environment where they are:
 - Provided minimal control over their work
 - Expected to be passive, dependent and subordinate
 - Expected to have a short term perspective
 - Induced to be perfect and value frequent use of shallow abilities
 - Expected to produce under conditions leading to psychological failure

Mature Personality Reaction

- ▶ When a mature personality encounters the above conditions, three reactions are possible:
 - **Escape** – quitting job, being absent from work, or attempting to climb to higher levels where structure is less rigid
 - **Fight** – fight system by exerting pressure on the org by means of informal groups or through formally organise labour unions
 - **Adapt** – by developing an attitude of apathy or indifference. Pay becomes compensation for the penalty of working.
- ▶ Adaptation is the least representative of good mental health

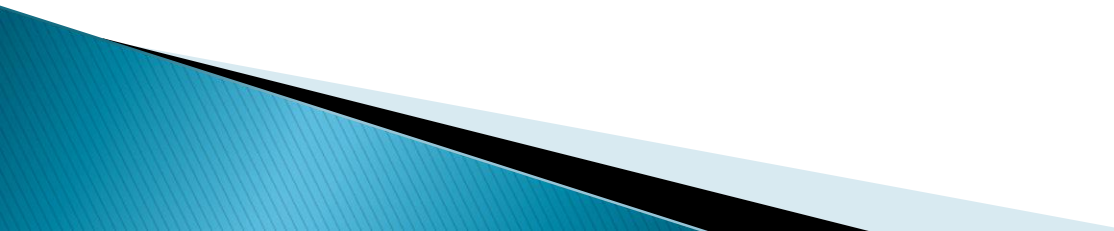
3 Maslow's Hierarchy of Needs

- ▶ According to theory, needs are arranged in a hierarchy from lower level physiological to higher level self-realisation needs:
 - P ◦ **1 Physiological** needs—survival needs: air, water, food, shelter and sex
 - S ◦ **2 Safety** needs—protection against danger, freedom from fear, security
 - S ◦ **3 Social** needs—love, belonging, affiliation and acceptance
 - E ◦ **4 Esteem** needs—achievement and status
 - S ◦ **5 Self-actualisation**—realising one's potential growth using creativity
- ▶ **Physiological needs are the highest priority** because until they are satisfied other higher level needs will not emerge to motivate
- ▶ **Reasonably satisfied needs do not motivate**

4 Herzberg's Motivation Hygiene

- ▶ Theory explains **what leads to satisfaction on the job**
- ▶ Theory proposes two classes of factors and two different continuums
- ▶ One class referred to as hygiene factors ranges from dissatisfaction to no dissatisfaction
- ▶ **Working conditions, pay, status, security etc.** are hygiene factors
- ▶ Hygiene factors:
 - relate to the job environment and are external to the job
 - do not serve to promote job satisfaction.
- ▶ Absence or deficiency of hygiene factors create dissatisfaction
- ▶ An org that meets hygiene needs of its employees eliminates dissatisfaction but will not create job satisfaction

Motivators

- ▶ **Motivators are the second class of factors**
 - ▶ **Motivators range from no job satisfaction to job satisfaction**
 - ▶ **Work itself, recognition, achievement, possibility of growth are motivators**
 - ▶ **Theory suggests clear delineation between satisfiers(motivators) and dissatisfiers (hygiene).**
 - ▶ **There is close relationship between Maslow's hierarchy of needs and Herzberg's two factors**
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Motivation – Hygiene Factors

- ▶ Range from dissatisfaction to no dissatisfaction
- ▶ Related to job environment
- ▶ Include such factors as:
 - Pay
 - Status
 - Security
 - Working conditions
 - Benefits, policies and admin practices
 - Interpersonal relations
- ▶ Range from no job satisfaction to job satisfaction
- ▶ Related to the job itself
- ▶ Include such factors as:
 - Meaningful and challenging work
 - Recognition for accomplishment
 - Feeling of achievement
 - Increased responsibility
 - Opportunities for growth and advancement
 - The job itself

Hygiene Factors

Motivation Factors

Maslow's Needs & Herzberg's Factors

- ▶ Self-actualisation (realising one's potential)
- ▶ Esteem/ego needs (achievement, recognition, status)
- ▶ Social needs (love, belonging, affiliation, acceptance)
- ▶ Safety needs (protection against danger, freedom from fear, security)
- ▶ Physiological needs (survival needs, water, air, food, clothing, shelter and sex)

- ▶ **Motivators:**
 - Achievement,
 - Work itself, recognition,
 - Responsibility, growth and advancement
- ▶ **Hygiene factors:**
 - Interpersonal relationships
 - Company policy and administrative practices
 - Working conditions
 - Supervision
 - Job security
 - Pay
 - Benefits

Maslow's Hierarchy

Herzberg's two Factors

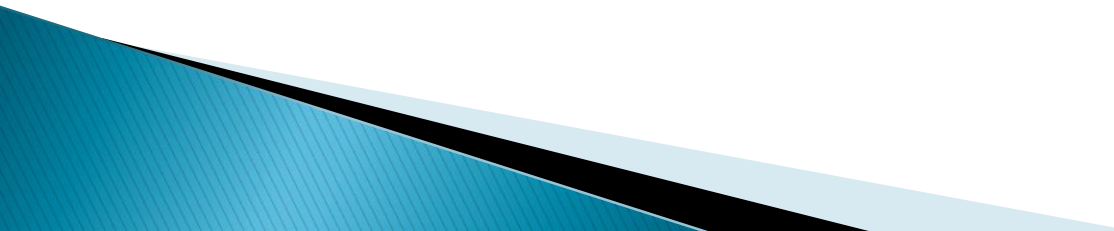
5 McClelland's Human Motives

- ▶ Theory stresses that there are certain needs that are learned and socially acquired as individual interacts with others and environment
- ▶ Theory concerns three motives (reasons which explain behaviour):
 - The need for achievement (nAch)
 - The need for power (nPow)
 - The need for affiliation (nAff)

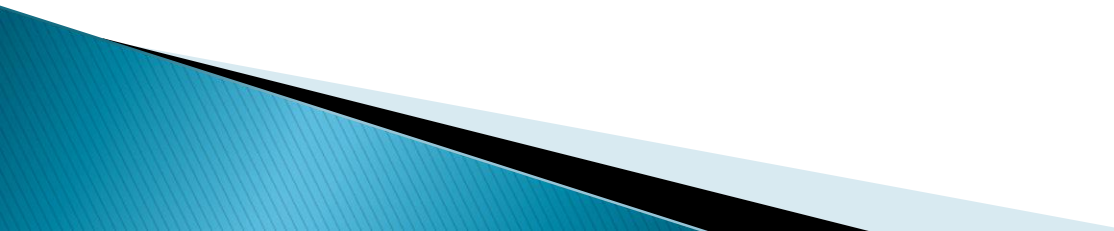
Need for Achievement

- ▶ Person with high nAch tends to be characterised as an individual that:
 - Wants to take personal responsibility for finding solution to problems
 - Is goal-oriented
 - Seeks a challenge – establishes moderate, realistic and attainable goals that involve risk but that are not impossible to attain
 - Desires concrete feedback on his performance

Need for Power

- ▶ Such individuals seek to influence or control others.
 - ▶ Characterised by such behaviour:
 - Concerned with acquiring, exercising or retaining power or influence over others
 - Likes to compete with others in situations that allow him to be dominant
 - Enjoys confrontation with others
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Need for Affiliation

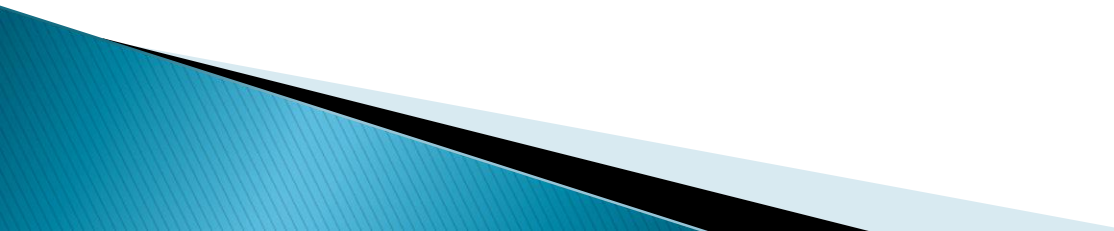
- ▶ The desire for affection and friendly relationship
 - ▶ Such person is characterised as one who:
 - Seeks to establish and maintain friendships and close emotional relationships with others
 - Wants to be liked by others
 - Enjoys parties, social activities rather than work
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6 Vroom's Expectancy Theory

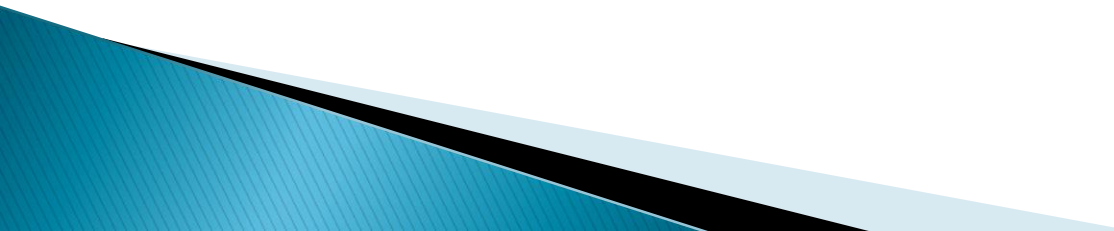


- ▶ Expectancy theory
 - attempts to explain behaviour in terms of individual's goals, choices and expectations of achieving outcomes
 - assumes that people can determine which outcomes they prefer and make realistic estimates of the chances of obtaining them.
- ▶ Key concepts are that motivation depends on
 - An individual's expectancy (perception of the chances or probability) that a particular outcome will occur as a result of certain behaviour
 - How much an individual places on a specific outcome (valence)
- ▶ These factors – expectancy and valence – determine motivation
- ▶ Expectancy alone is no motivator, neither is valence alone

Expectancy

- ▶ Key factor in the expectancy model is how employee perceives goals and values
 - ▶ Expectancy explains how goals influence employee behaviour on the job.
 - ▶ Employees behaviour depends on their assessment of probability that their behaviour will lead to attainment of goal.
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Applying Expectancy Theory

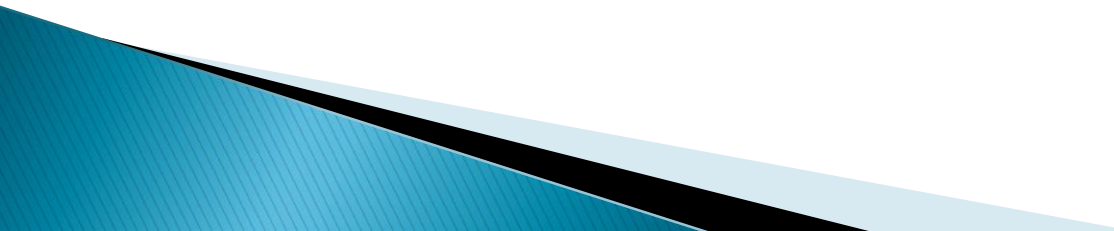
- ▶ Manager using expectancy theory should pay attention to following:
 - Ensuring employees have sufficient training to do tasks assigned
 - Removing org obstacles to proper performance
 - Instilling employees confidence concerning capacity to perform
 - Selecting org rewards that will meet specific employee needs
 - Communicating relationship between rewards and performance
 - Administering reward system in a consistent equitable fashion
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7 Skinner's Reinforcement Theory



- ▶ Theory is concerned with the way in which behaviour is learned as a result of either positive or negative consequences.
- ▶ People tend to repeat behaviour that will produce pleasant consequences
- ▶ **Behaviour that is reinforced will be repeated** and behaviour that is not reinforced will not repeated
- ▶ Theory contends that peoples behaviour can be controlled or shaped by rewarding(reinforcing) desired behaviour while ignoring undesirable actions

Reinforcement Theory

- ▶ **Over time reinforced behaviour will tend to be repeated, whereas unrewarded behaviour will tend to be extinguished and disappear.**
 - ▶ **Punishment of undesired behaviour is to be avoided since it may contribute to feelings of restraint and actions of rebellion**
 - ▶ **Over a period of years, the conditioner can control human behaviour without person becoming aware of being controlled**
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Behaviour Modification

- ▶ **Behaviour modification rests on two fundamental concepts:**
 - People act in ways they find most personally rewarding and by controlling the rewards, people's behaviour can be shaped and determined
 - Rewards are termed reinforcers since the goal is stimulate continuation of the rewarded behaviour
- ▶ **Praise most common form of reward** becomes less effective when it becomes predictable
- ▶ **Money** is also used as are public or private letters of commendation, time off, increased status etc.
- ▶ **Punishment is rejected as a reinforcer** because it suppresses the undesired behaviour while at the same time stimulating anger, hostility, aggression and rebellion

Techniques to Enhance Motivation

▶ **Role of money:**

- Used to attract and retain qualified persons
- Used to motivate staff to higher levels of performance
- Satisfies basic physiological and security needs
- A status symbol contributing to egotistic needs

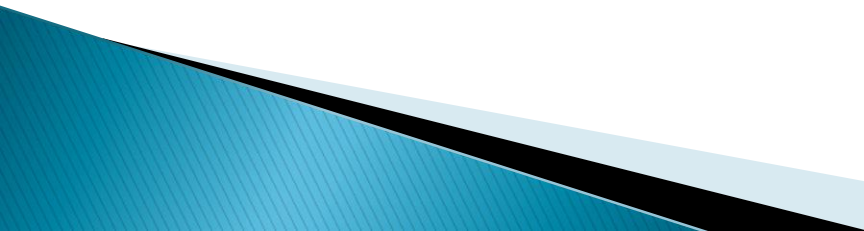
▶ Money has more potency as a job dissatisfier

▶ If money is to motivate higher performance, employees must desire it and believe it will be forthcoming if they behave as expected.

Enhancing Motivation

- ▶ **Employee performance and equity** – the issue of equity is in relation to distribution of rewards.
- ▶ Equity involves an individual comparing his performance and the rewards received with the performance and rewards received by another individual for doing similar work
- ▶ When an employee receives compensation, perceptions of equity are affected by two factors
 - Comparison of compensation received to such factors as one's input of effort, education, training etc
 - Comparison of perceived equity of pay and rewards received to those received by other people

Enhancing Motivation

- ▶ **Job enrichment/Job enlargement**
 - ▶ Herzberg devised guiding principles for job enrichment as follows:
 - Increasing job demand
 - Increasing worker's accountability
 - Providing work scheduling freedom
 - Providing feedback
 - Providing new learning experiences
 - ▶ Job enlargement provides for a horizontal expansion of duties
 - ▶ Job enrichment entails providing a person with additional responsibilities
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Enhancing Motivation


- ▶ **Manager's expectation** – have significant influence on motivation and performance;
 - Manager's expectations of employees and how he treats them largely determines their performance and career progress
 - Superior managers have ability to create high performance expectations that subordinates fill
 - Less effective managers fail to develop similar expectations and consequently productivity suffers
 - Subordinates do what they believe they are expected to do
- ▶ High performance expectations tend to be self-fulfilling prophecies

Enhancing Motivation

- ▶ **Additional considerations** – there are many factors that affect job performance:
 - Skills and abilities of staff
 - Levels of education and training of staff
 - existing technology
 - Available equipment and tools to perform tasks
- ▶ Managers must realise that any of the above can affect performance

Enhancing Motivation

► Implications for mgt practice:

- Managers should recognise and develop better understanding of human behaviour if they are to create a conducive climate for greater performance.
 - Human needs which are relatively satisfied do not motivate. Mgrs should devote time to providing an atmosphere for satisfying higher level needs
 - Orgs should provide more responsible and challenging jobs that allow degree of self-control
 - Adopting Theory X assumptions create a climate of distrust and one that encourages immature behaviour.
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Enhancing Motivation

- ▶ Situational approach:
 - There is no one best approach or theory of motivation that will be effective for all employees and organisations.
 - The theories studied provide approaches a manager can use in motivating staff.
 - A manager can adapt his motivational style to meet the needs of the situation.
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