

ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT

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Lesson 06

need-based motivation theories

MOTIVATION: why it is very important

For companies

For learning about organizational phenomena
and human resource management

For individuals (inside and outside the
workplace)

for you

Motivation: from latin «**movere**»

It's what «**makes us move**»

(something we want? something we need? something we like?)

the **double meaning** of the term «TO MOVE»

- moving, in a physical sense
- to be moved, in an emotional sense

WHY MOTIVATION IS IMPORTANT?

- Motivation is very important to understand human behavior, especially (but not only) in the workplace
- It's what makes us exercise effort, commit, dedicate energy, attention, time, resources, abilities etc. to a certain activity
 - **intensity**: how much effort we exercise?
 - **direction**: towards what goals do we exercise effort?
 - **persistence**: do we continue to exercise effort over time, especially when facing challenges?
- It is closely related to **performance and other positive individual and organizational outcomes**
- Over the decades, there's been many different theories and studies about human motivation

WHAT ARE WE GOING TO TALK ABOUT

- Motivation as the result of the **tension generated by unsatisfied needs**
 - in other words, what motivates us is the desire to satisfied such needs
 - we will briefly describe some classic need-based theories
- Motivation as the **response to rewards and punishments**
 - in other words, motivation happens when the activity is perceived as **instrumental** to the goal of obtaining rewards (or avoiding punishments)
 - extrinsic motivation
- Motivation as the desire to **perform certain types of activity**
 - in other words, motivation happens when the experience of performing the activity is perceived as a **goal in itself**
 - intrinsic motivation

Need-based theories

MASLOW AND THE HIERARCHY OF NEEDS

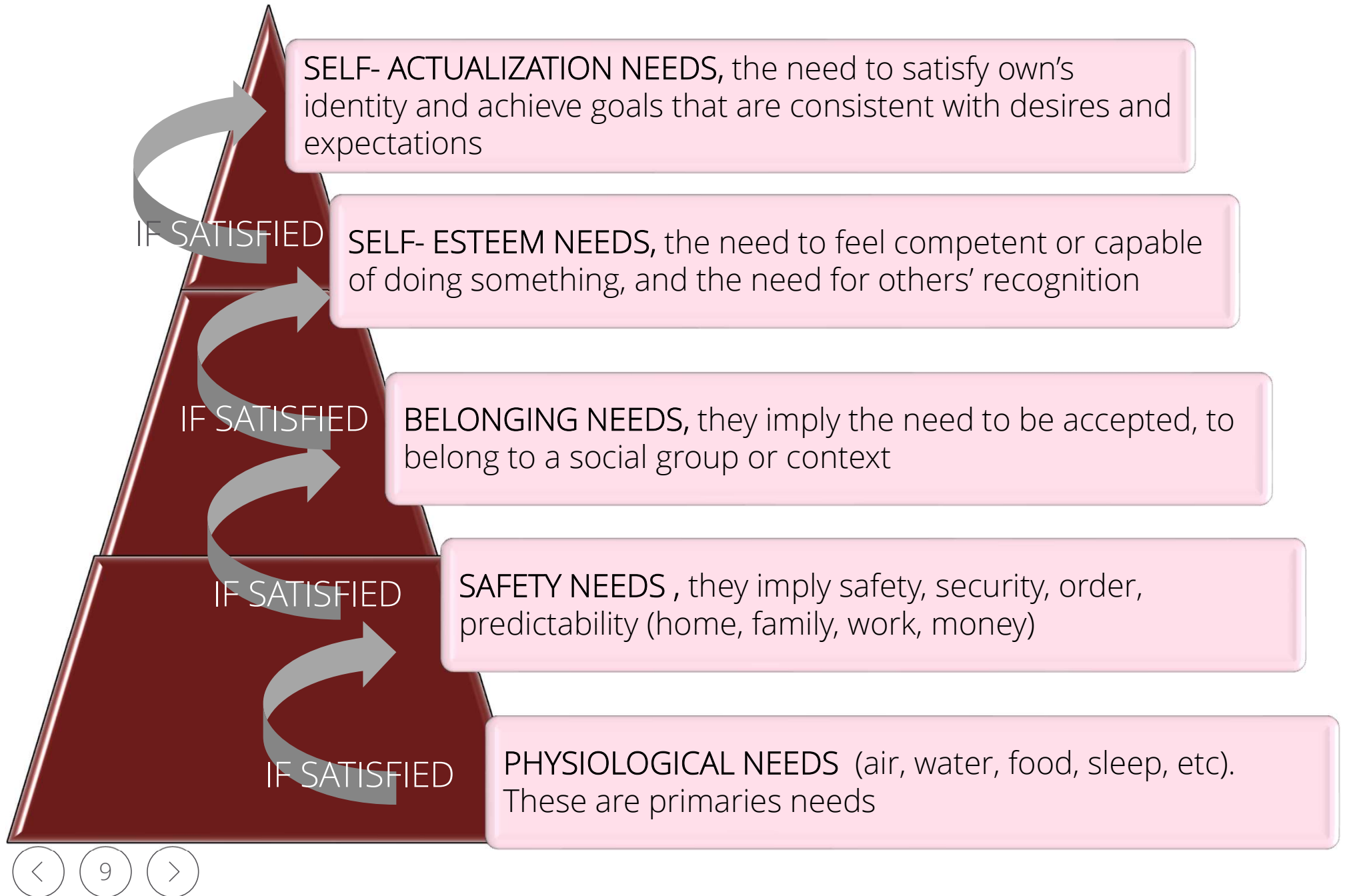
Need-Satisfaction Theory

Human motivation is the response to the tension that we perceive in order to satisfy specific needs

Thus, human behavior can be explained (and predicted) by analyzing our underlying needs



MASLOW - THE HIERARCHY OF NEEDS



THE LOGIC OF THE HIERARCHY

Needs generate motivation in an orderly fashion



Satisfied needs do not motivate until they re-emerge



Once a certain need is satisfied, motivation stems from unsatisfied needs (at a higher level)



A higher level need is not motivating until a lower level need is satisfied

IMPLICATIONS FOR MANAGERS

Incentives and other motivational mechanisms have to be designed in order to satisfy the needs according to their hierarchy



essential needs, through salary and secure job security



social needs, by facilitating humans relations, group identification, a sense of dignity and respect etc.



higher level needs, through opportunities for professional growth and realization of personal aspirations and talent

COMMON CRITIQUES

Is it really a hierarchy?



Sometimes people are sensitive to different needs at the same time!

How needs are satisfied?

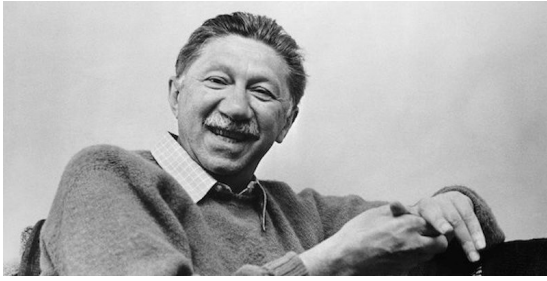


Individuals may have different preferences not just about the mere satisfaction of needs, but also about *how* those needs are satisfied

Do individuals matter?



are we really all the same? do we really all have the same needs, with the same structure and priorities?



WHAT MANY DO NOT KNOW ABOUT MASLOW'S WORK

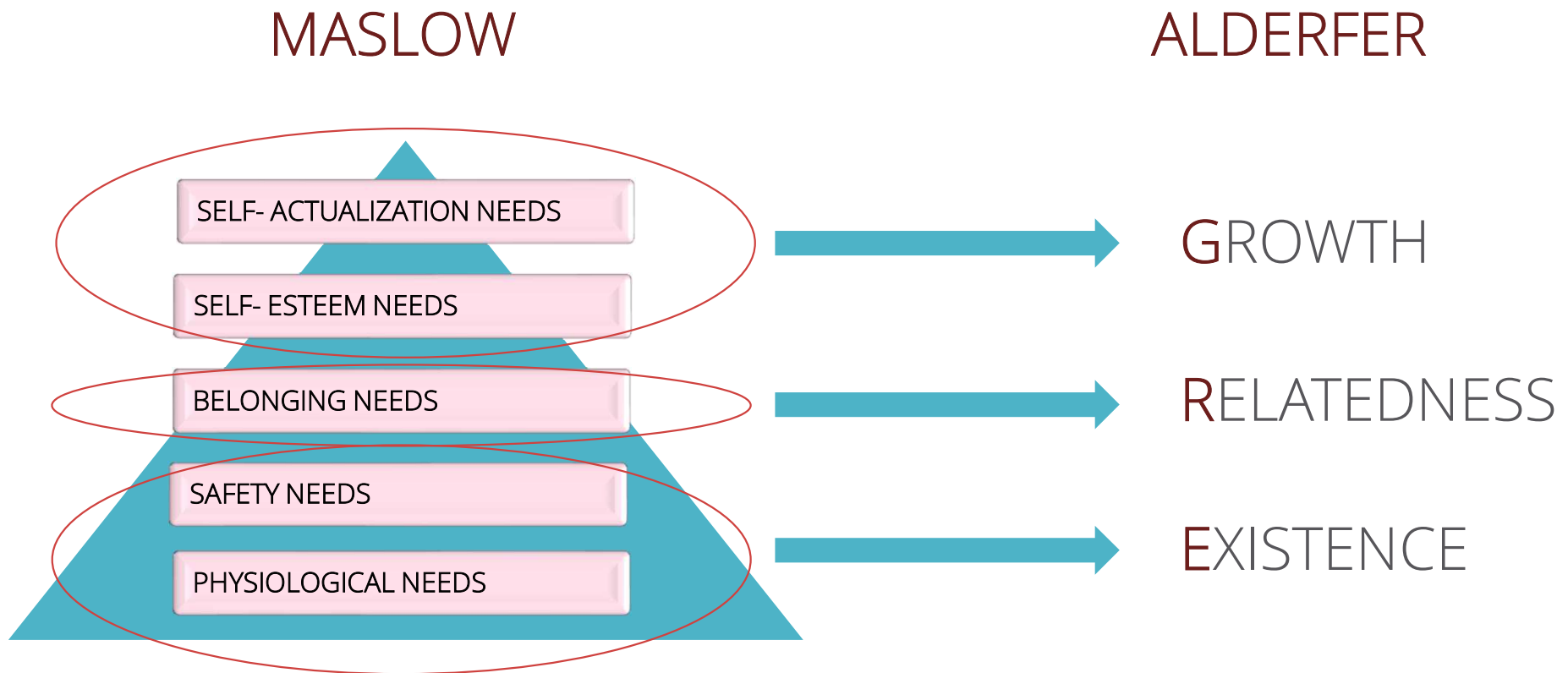
- Maslow indeed recognized that
 - Needs may vary **over time** depending on circumstances (e.g., economic, cultural)
 - Needs may vary **individually**
 - Needs at different levels may generate tension and motivation **at the same time**
 - Needs at different levels may generate tension and motivation **not necessarily and not always hierarchically**, although the hierarchy does reflect a general tendency in terms of order of priority
 - A sixth top level need, called «**SELF-TRASCENDENCE**» exists, concerning the desire to help others, to seek meaning and value in what we do and what we are, etc

ALDERFER'S ERG MODEL



different needs may manifest themselves at the same time

3 main kinds of needs: Existence, Relatedness, Growth



ALDERFER'S ERG MODEL

Existence Needs

Primary needs (physiological, security etc.)

Relatedness Needs

The need to have social relations

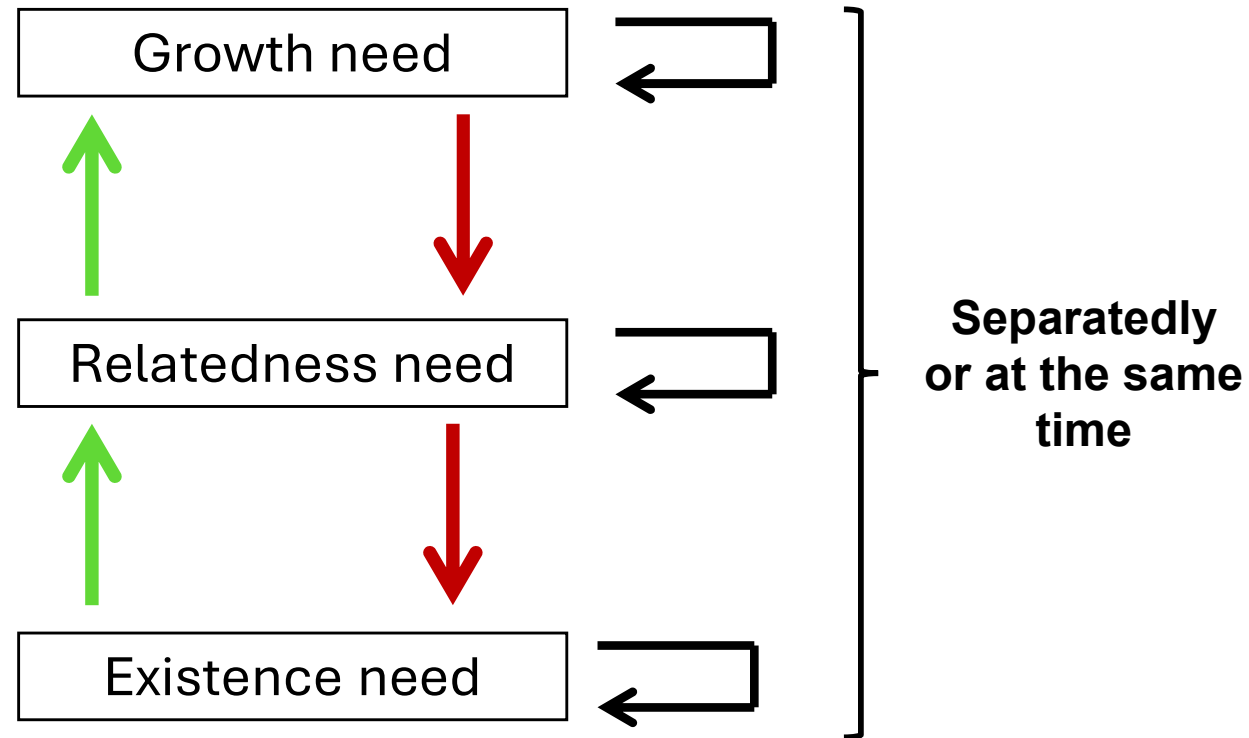
Growth needs

The need to be appreciated, to be competent and to self-realization





NOT JUST A VERTICAL PROGRESSION BETWEEN NEEDS



SATISFACTION / PROGRESSION: just like Maslow stated, a satisfied need ignites a increased sensitivity to a higher level need

FRUSTRATION / REGRESSION: if a higher level need cannot be satisfied, individual will try to maximize the satisfaction of a lower level need

HERZBERG

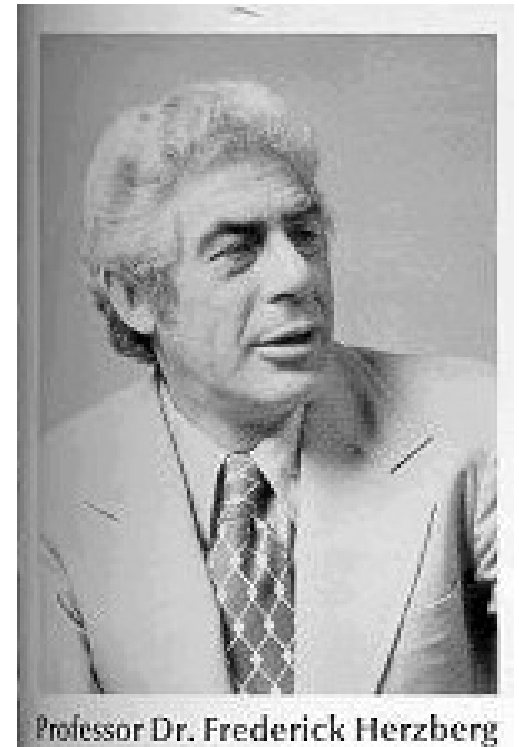
why some individuals are less (or not at all) frustrated by the fact that they can't satisfy higher level needs?



Some people are frustrated by the organizational constraints, and desire more autonomy and responsibilities



Other people, however, prefer the tranquility and predictability of routinized jobs



HERZBERG: THE «TWO FACTORS» THEORY

A research at the Psychological Service in Pittsburg shows that there are two categories different factors that influence motivation and satisfaction in very different ways



Some factors influence
dissatisfaction



If absent, people are dissatisfied



If present, they reduce dissatisfaction (they increase tranquility, but they do not motivate)

Some factors influence
motivation



If absent, people are less satisfied and motivated



If present, they generate satisfaction and motivation

THE TWO FACTORS

- Self-realization
- Recognition
- Interesting jobs
- Responsibility
- Career opportunity

Motivating Factors

Absence of
motivation

Motivation

Hygiene Factors

- Wages / Salary
- Relationships with colleagues and bosses
- physical work conditions

Dissatisfaction

Absence of
dissatisfaction

THE TWO «FACTORS»

«HYGIENE» FACTORS



ABSENCE

PRESENCE



*High
dissatisfaction*

*Low
dissatisfaction*

«MOTIVATING» FACTORS



ABSENCE

PRESENCE



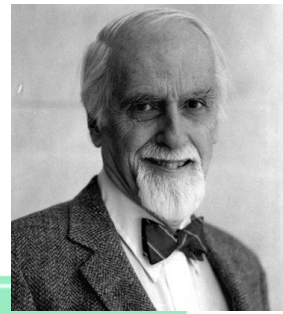
*Low
motivation*

*High
motivation*

RESULTS FROM EMPIRICAL STUDIES

- The presence of **MOTIVATING FACTORS** is associated to positive psychological conditions such as **optimism, resilience, creativity** (Sachau, 2007)
- **Insufficient guidance and feedback (HYGIENE FACTORS)** by the organization or the supervisors **increase the dissatisfaction of employees** (Alston 2017)
- In the retail industry, **individual recognition initiatives (MOTIVATING FACTORS)** significantly increase satisfaction and motivation of personnel. **Work flexibility, and good relationships with colleagues (HYGIENE FACTORS)** decrease dissatisfaction (Tan e Waheed, 2011). When the opposite happens, **voluntary turnover increases**.
- In the health care industry, it has been shown that nurses are more motivated when they have **more responsibility** and **more recognition**, while they are more dissatisfied when they don't experience enough **coordination with colleagues**
- **Many more examples ...**

MCCLELLAND: ACHIEVEMENT, POWER, AFFILIATION



Need for Achievement

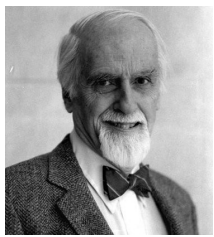
motivates people to exercise effort in order to obtain recognition about their work results and achievements

Need for Power

motivates people to exercise effort to increase their capacity to influence others and gain control, authority, command

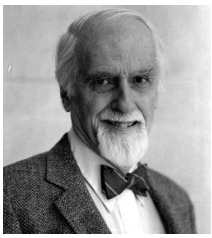
Need for Affiliation

Motivates people to exercise effort to establish and maintain good social relations, to avoid conflict and develop a sense of community



INDIVIDUAL DIFFERENCES, ACCORDING TO MCCLELLAND

- According to McClelland, we develop greater sensitivity to a certain type of need as a result of **experience, socialisation, learning, cultural influences, work environment** etc. For example:
- **need for achievement** may arise from experiences in which one was rewarded for positive outcomes (e.g. parents encouraging children's independence, problem-solving and goal-orientation)
- **need for affiliation** is fostered when individuals grow up in environments where social relationships are highly valued (e.g. children encouraged to prioritise friendships and collaboration)
- **need for power** is fostered by experiences of control, leadership and influence over others (e.g., early exposure to competitive environments or leadership roles)
- NOTE: these are only EXAMPLES, of course the reasons why certain needs develop rather than others can be much more complex and articulated, according to McClelland's theory

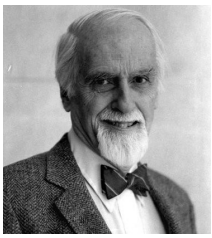


TYPICAL BEHAVIORS

- NEED FOR ACHIEVEMENT

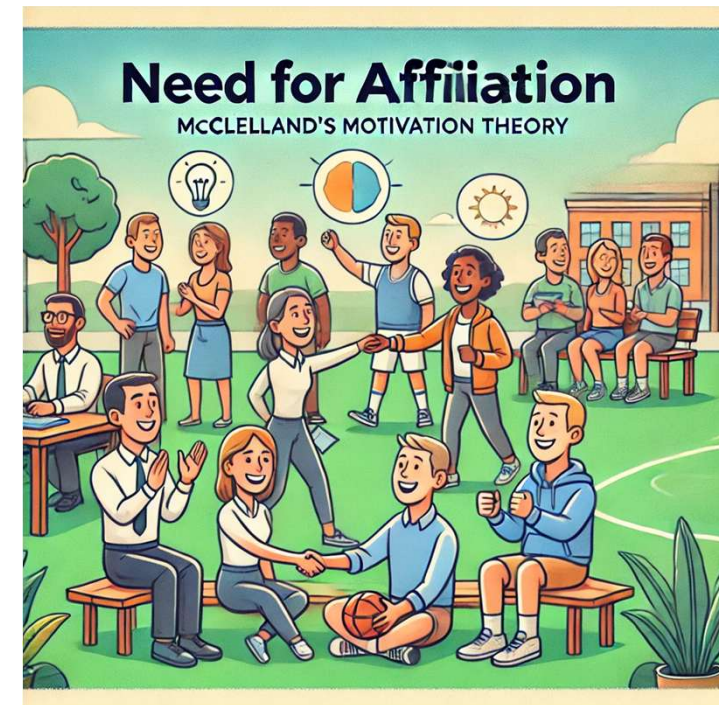
- performing tasks that are challenging but not too difficult, or too easy
- avoiding situations in which the probability of failure is high
- emphasizing personal responsibility
- choosing activities where success is closely linked to individual merit
- not sharing credit for the success with others
- preferring individual to collaborative activities
- seeking feedback to emphasize own's merits and success

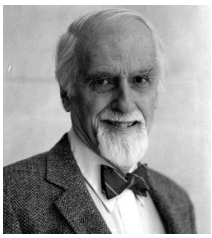




TYPICAL BEHAVIORS

- NEED FOR AFFILIATION
- prioritizing and preserving the quality of personal relationships
- avoiding making unpopular decisions
- avoiding conflicts, even at the cost of sacrificing one's own self-interest
- continually looking for feedback and confirmation that one is loved/accepted
- seeing others as a source of approval



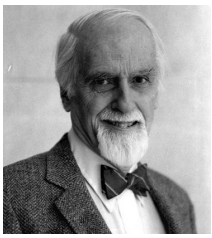


TWO DIFFERENT KINDS OF POWER



- **1. SELF-ORIENTED POWER**

- when individuals seek power primarily for personal gain, to dominate or control others, with the goal to satisfy one's ego and status rather than to achieve collective goals.
- **Typical behaviors**
 - Desiring and seeking authority
 - Using power to intimidate, manipulate or suppress others
 - Seeking personal recognition, prestige and status
 - Leadership, competitiveness and aggression used as means to improve one's status



TWO DIFFERENT KINDS OF POWER



- **2. OTHER-ORIENTED / SOCIALIZED POWER**
- when an individual seeks power and uses it to benefit the organization, the team, or society as a whole. These individuals use their influence to inspire, lead, and drive positive change rather than for personal domination.
- **Typical behaviors**
- Focusing on group success rather than personal ambitions
- Delegating and encouraging collaboration
- Using one's own power to promote collective goals



- **Robotic Engineering company in Luxembourg,**
- **HR Manager: Jessica Whytehorn**
- “I am responsible for a very diverse and multicultural engineering team in Luxembourg. Our office currently has 20 staff who are from 14 different nationalities outside of Europe. They are all passionate about robotics and the development of aeronautics.
- “I find McClelland’s theory particularly handy during the recruitment stage to find out what drives the candidates.
- “For me in HR another constant challenge is that of retention and motivation; how can the need of an employee be fulfilled who has relocated from another country to Europe?
- “The career trajectory will be different for each individual; some seek the continuous fulfilment of working with like-minded peers **(AFFILIATION)** who are passionate about building the best robotic arms that will be used in several types of space missions; others are emboldened to lead the team members **(POWER)**, who will pioneer the cutting-edge technology for such designs; while others are satisfied with the continuous monetary rewards for their high achievement **(ACHIEVEMENT)**
- “I try to understand and use the attributes of the Need Theory to categorise every team member among these three needs. This allows, at least in the short term, the smooth running of managing their respective expectations. It is my job to tap and probe into what drives them to excel.
- “Further exploratory psychometric tests can be done which are more current, but I have found that this tried and tested method has been a bedrock for me in identifying what makes an individual tick. We are all shaped by our life’s experiences and our needs and wants do change over time. This is what makes us humans after all, but McClelland’s research has helped me understand our staff and keep them motivated.”

SIMILARITIES AND DIFFERENCE OF NEED-BASED MOTIVATION THEORIES

- They are based on the idea that motivation depends primarily on the **desire to satisfy needs**
- They identify **specific categories of needs** that are particularly relevant to generate motivation
- They identify several **mechanisms linking individuals, needs, and behaviors** that result from the motivation that needs generate
- **MASLOW: needs are similar for all individuals, and generate motivation according to a certain order of priority**
- **ALDERFER: needs are similar for all individuals, but their motivational strength also depends on context and whether there are constraints or obstacles**
- **HERZBERG: needs are not the same for all individuals, but we all respond to two types of factors that stem from different needs and thus have different behavioral effects; only some factors are actually “motivating”, others may only reduce dissatisfaction**
- **McCLELLAND: needs are substantially different for individuals, they are learned (not innate), and the desire for satisfaction of those needs leads to different typical behaviors depending on which need is the most relevant for the individual**