

## Theories of Motivation

Some of the most important theories of motivation are as follows:

### 1. Maslow's Need Hierarchy Theory

It is probably safe to say that the most well-known theory of motivation is Maslow's need hierarchy theory. Maslow's theory is based on the human needs. Drawing chiefly on his clinical experience, he classified all human needs into a hierarchical manner from the lower to the higher order.

In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate man. Then, the next higher level of need has to be activated in order to motivate the man. Maslow identified five levels in his need hierarchy.

These five needs are as follows:

- 1. Basic Physiological needs-** The needs that are taken as the starting point for motivation theory are the so-called physiological needs. These are the basic needs of air, water, food, clothing and shelter. In other words, physiological needs are the needs for basic amenities of life.
- 2. Safety and Security needs-** After satisfying the physiological needs, people want the assurance of maintaining a given economic level. Safety needs include physical, environmental and emotional safety and protection. For instance- Job security, financial security, protection from animals, family security, health security, etc.



- 3. Social needs-** Man is a social being. He is, therefore, interested in fulfilling his social needs. Social needs include the need for love, affection, care, belongingness, and friendship.

4. **Esteem and Status needs-** Esteem needs are of two types: internal esteem needs (self-respect, confidence, competence, achievement and freedom) and external esteem needs (recognition, power, status, attention and admiration).
5. **Self-actualization needs-** The final step under the need priority model is the need for self-actualization or the need to fulfill what a person considers to be his mission in life. This includes the urge to become what you are capable of becoming or what you have the potential to become. It includes the need for growth and self-contentment. It also includes desire for gaining more knowledge, social- service, creativity and being aesthetic. The self-actualization needs are never fully satiable. As an individual grows psychologically, opportunities keep cropping up to continue growing.

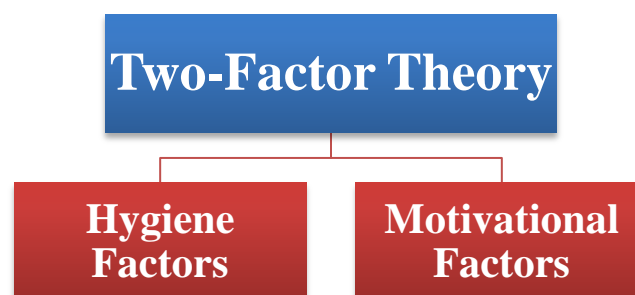
## 2. Herzberg's Motivation Hygiene Theory

The psychologist Frederick Herzberg extended the work of Maslow and proposed a new motivation theory popularly known as Herzberg's Motivation Hygiene (Two-Factor) Theory. Herzberg conducted a widely reported motivational study on 200 accountants and engineers employed by firms in and around Western Pennsylvania.

**He asked these people to describe two important incidents at their jobs:**

- (1) When did you feel particularly good about your job, and
- (2) When did you feel exceptionally bad about your job? He used the critical incident method of obtaining data.

The responses when analyzed were found quite interesting and fairly consistent. The replies respondents gave when they felt good about their jobs were significantly different from the replies given when they felt bad. Reported good feelings were generally associated with job satisfaction, whereas bad feeling with job dissatisfaction. Herzberg labeled the job satisfiers motivators, and he called job dissatisfies hygiene or maintenance factors. Taken together, the motivators and hygiene factors have become known as Herzberg's two-factor theory of motivation.



## 1. Hygiene Factors

Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as **dissatisfiers or maintenance factors** as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors include:

- **Pay**
- **Company Policies and administrative policies**
- **Fringe benefits**
- **Physical Working conditions**
- **Status**
- **Interpersonal relations**
- **Job Security**

## 2. Motivational Factors

According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include:

- **Recognition**
- **Sense of achievement**
- **Growth and promotional opportunities**
- **Responsibility**
- **Meaningfulness of the work**

### 3. McClelland's Need Theory

Another well-known need-based theory of motivation, as opposed to hierarchy of needs of satisfaction-dissatisfaction, is the theory developed by McClelland and his associates'. McClelland developed his theory based on Henry Murray's developed long list of motives and manifest needs used in his early studies of personality. McClelland's need-theory is closely associated with learning theory, because he believed that needs are learned or acquired by the kinds of events people experienced in their environment and culture.

He found that people who acquire a particular need behave differently from those who do not have. His theory focuses on Murray's three needs; achievement, power and affiliation. In the literature, these three needs are abbreviated "n Ach", "n Pow", and "n Aff" respectively'. These are discussed below:

#### Need for Achievement

- Has a strong need to set and accomplish challenging goals.
- Takes calculated risks to accomplish their goals.
- Likes to receive regular feedback on their progress and achievements.
- Often likes to work alone.

#### Need for Affiliation

- Wants to belong to the group.
- Wants to be liked, and will often go along with whatever the rest of the group wants to do.
- Favors collaboration over competition.
- Doesn't like high risk or uncertainty.

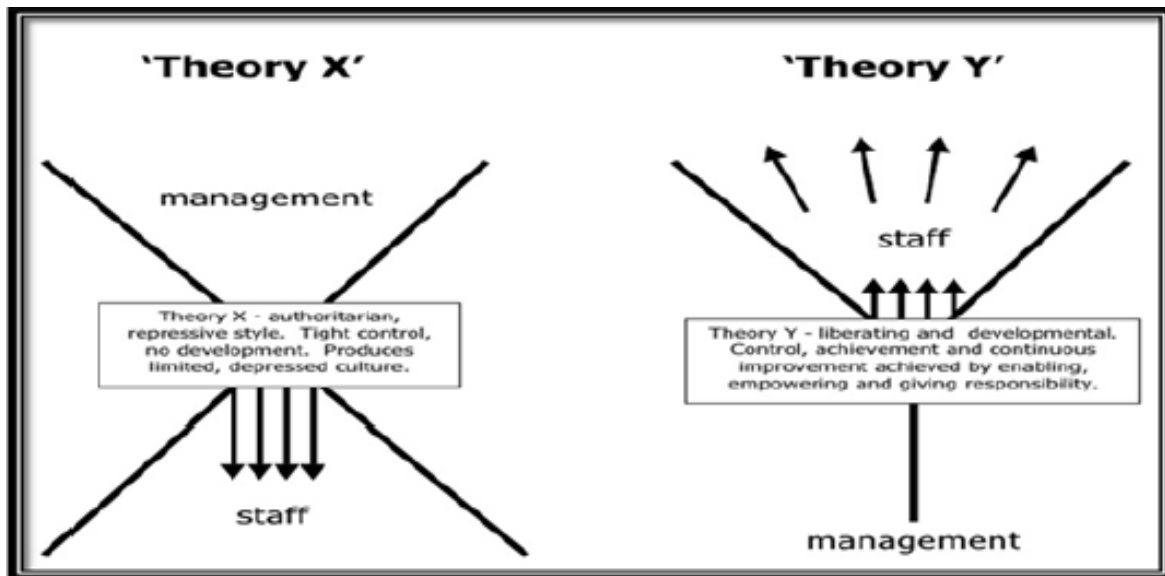
#### Need for Power

- Wants to control and influence others.
- Likes to win arguments.
- Enjoys competition and winning.
- Enjoys status and recognition.



#### 4. McGregor's Participation Theory (Theory X & Theory Y)

Douglas McGregor formulated two distinct views of human being based on participation of workers. The first basically negative, labeled Theory X, and the other basically positive, labeled Theory Y.



**Theory X is based on the following assumptions:**

1. People are by nature indolent. That is, they like to work as little as possible.
2. People lack ambition, dislike responsibility, and prefer to be directed by others.
3. People are inherently self-centered and indifferent to organizational needs and goals.
4. People are generally gullible and not very sharp and bright.

**On the contrary, Theory Y assumes that:**

1. People are not by nature passive or resistant to organizational goals.
2. They want to assume responsibility.
3. They want their organization to succeed.
4. People are capable of directing their own behavior.
5. They have need for achievement.

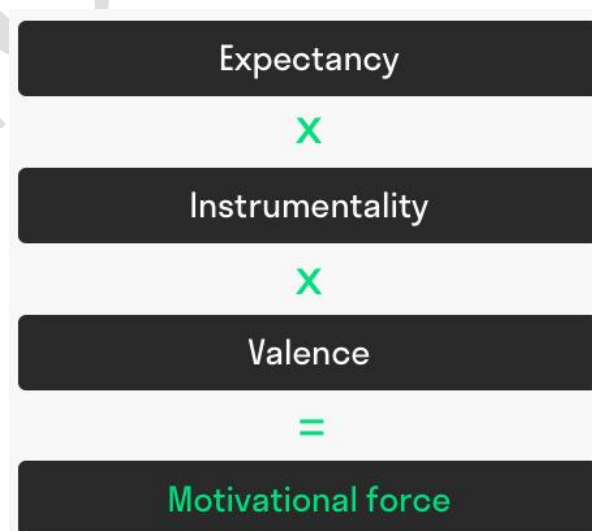
What McGregor tried to dramatize through his theory X and Y is to outline the extremes to draw the fencing within which the organizational man is usually seen to behave. The fact remains that no organizational man would actually belong either to theory X or theory Y. In reality, he/she shares the traits of both. What actually happens is that man swings from one set of properties to the other with changes in his mood and motives in changing environment.

## 5. Vroom's Expectancy Theory

Victor Vroom propounded Expectancy theory to explain motivation, it is a process theory. It explains that motivation is a process of eliciting a positive satisfaction. The central concept of the theory is that individual is motivated and the strength of his action depends on close association between his preference to a specific outcome and the actual outcome. He stated that motivational force is the sum of the product of valence and expectancy. The theory established relationship between effort, performance and rewards. They are explained hereunder:

- **Effort-Performance Relationship:** It is the probability perceived by the individual that exerting a given amount of effort leads to performance.
- **Performance-Reward Relationship:** This is the degree to which the individual believes that performing at a particular level will lead to the attainment of a desired outcome.
- **Rewards-Personal Goals Relationship:** It is the degree to which organizational rewards satisfy an individual's personal goals or needs and the attractiveness of those potential rewards for the individuals.

These three relationships are referred to valence, instrumentality and expectancy. Thus, the theory is also known as VIE theory of motivation. The concepts used in the theory are explained below:



**Valence:** Valence is the strength of an individual's preference for a particular outcome. Every individual believes that his effort leads to certain definite outcome. This is expected utility or value. The greater the strength or the expectation of the outcome the greater would be the level of motivation. For instance, if an employee believes that working hard and producing better leads to payment of bonus, he will work hard to get more bonuses. Thus, valence can be positive or negative. It is positive when employee has a strong preference to reward. It will be zero if he is indifferent. Similarly, it will be negative if employee does not prefer to attain the outcome.

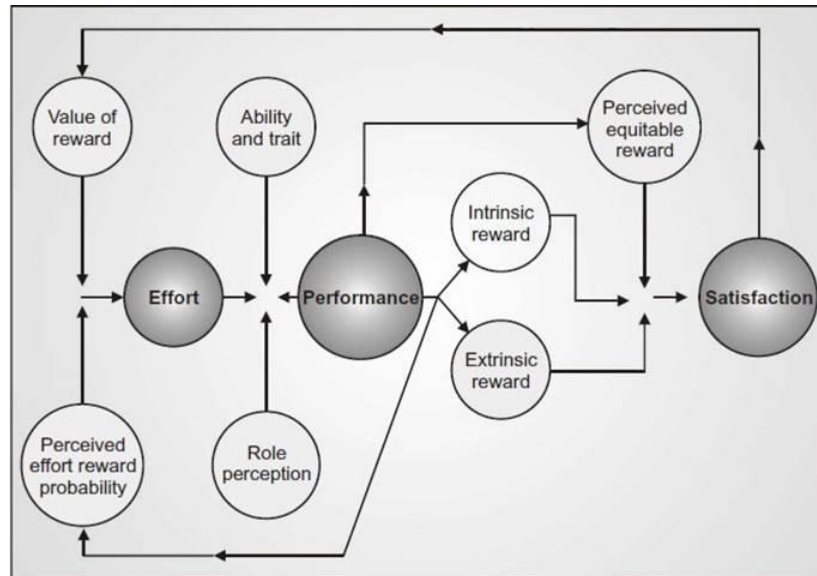
**Instrumentality:** Instrumentality refers to the strength of the belief about the certainty of outcome. Thus, it is the expression of probability between performance and reward. This varies between  $\pm 1$ . The performance reward relationship is positive, in case of positive instrumentality and vice versa. Employee tries to estimate the probability about the reward associated with performance. For example, instrumentality is high when employee feels certainty of bonus. If he is doubtful about the payment of bonus, instrumentality will be low.

**Expectancy:** Expectancy is the belief that effort will lead to outcome and performance. Therefore, expectancy determines the strength of performance rather than the income. It is based on the self-efficacy. Employee with a high level of self-efficacy is more likely to believe that exerting effort will result in satisfactory performance. A high level of self-efficacy has high expectancy while low level of self-efficacy has low expectancy.

## 6. Porter and Lawler's Expectancy Theory

In fact, Porter and Lawler's theory is an improvement over Vroom's expectancy theory. They posit that motivation does not equal satisfaction or performance. The model suggested by them encounters some of the simplistic traditional assumptions made about the positive relationship between satisfaction and performance. They proposed a multi-variate model to explain the complex relationship that exists between satisfaction and performance.

What is the main point in Porter and Lawler's model is that effort or motivation does not lead directly to performance. It is intact, mediated by abilities and traits and by role perceptions. Ultimately, performance leads to satisfaction. The same is depicted in the following figure:



There are three main elements in this model. Let us briefly discuss these one by one.

### 1. Effort

Effort refers to the amount of energy an employee exerts on a given task. How much effort an employee will put in a task is determined by two factors-

- (i) Value of reward and
- (ii) Perception of effort-reward probability.

### 2. Value of Reward

First of all people try to figure out whether the rewards that are likely to be received from doing a job will be attractive to them. This is referred to as valence in Vroom's theory. A person who is looking for more money, for example, extra vacation time may not be an attractive reward. If the reward to be obtained is attractive or valent then the individual will put extra efforts to perform the job, otherwise he will lower his effort.

### 3. Perceived Effort Reward Probability:

In addition, before people put forth any effort, they will also try to assess the probability of a certain level of effort leading to a desired level of performance and the possibility of that performance leading to certain kinds of rewards. Based on the valence of the reward and the effort reward probability, people can decide to put in certain level of work effort.



#### **4. Performance**

One's effort leads to his/her performance. Both may be equal or may not be. However the amount of performance is determined by the amount of labour and the ability and role perception of the employee. Thus, if an employee possesses less ability and/or makes wrong role perception, his/her performance may be low in spite of his putting in great efforts.

#### **5. Rewards**

Performance leads to certain outcomes in the shape of two types of rewards namely extrinsic rewards and intrinsic rewards. Extrinsic rewards are the external rewards given by others in the organization in the form of money, recognition or praise. Intrinsic rewards are internal feelings of job self esteem and sense of competence that individuals feel when they do a good job.

#### **6. Satisfaction**

Satisfaction will result from both extrinsic and intrinsic rewards. However, for being satisfied, an individual will compare his actual rewards with the perceived rewards if actual rewards meet or exceed perceived equitable rewards, the individual will feel satisfied and if these are less than the equitable rewards, the individual will feel dissatisfied.