

Organization Behaviour



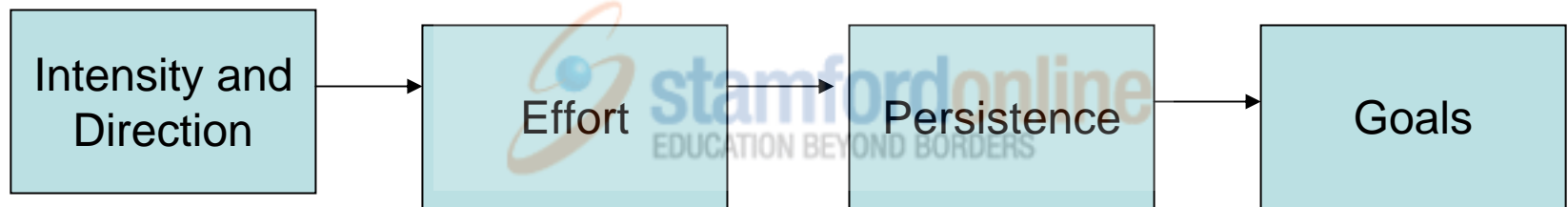
Basic Motivation Concepts

Defining Motivation

- **Motivation**-The process that accounts for an individual's *intensity, direction* and *persistence* of effort towards attaining a goal.



Process Of Motivation



Early Theories Of Motivation

- Abraham Maslow - Hierarchy Of Needs Theory
- McGregor - Theory X and Theory Y
- Frederick Herzberg - Two Factor Theory
- Aldefer - ERG Theory
- McClelland - Theory of Needs
- Equity Theory
- Victor Vroom - Expectancy Theory

Hierarchy Of Need Theory

- Maslow assumed that every human being has *five basic needs*:
- **Physiological Needs** - *hunger, water, shelter*
- **Safety Needs** - *protection from physical and emotional harm*
- **Social Needs** - *affection and belonging*
- **Self-esteem Needs** - *self-respect, status*
- **Self-actualization Needs** - *growth, development*

Hierarchy Of Need Theory



(Abraham Maslow, *Motivation and Personality*, 1954)

Theory X

- **Theory X Assumptions:**
 - **People inherently dislike work**
 - **People must be coerced or controlled to do work**
 - **People prefer to be directed**



Theory Y

- **Theory Y Assumptions:**
 - **People view work as being as natural as play and rest**
 - **People will exercise self-direction and-control**
 - **People learn to accept and seek responsibility**

Two-Factor Theory

- ***Motivator factors* increase job satisfaction:**
 - ✓ **Achievement**
 - ✓ **Recognition**
 - ✓ **Work itself**
 - ✓ **Responsibility**
 - ✓ **Growth**



Two-Factor Theory

- ***Hygiene factors* are those whose absence can create job dissatisfaction:**
 - ✓ **Supervision**
 - ✓ **Company policy**
 - ✓ **Working conditions**
 - ✓ **Salary**
 - ✓ **Peer relationship**
 - ✓ **Security**

ERG Theory

- ***Existence Needs*** - Physiological and safety needs
- ***Relatedness Needs*** - Friendship
- ***Growth Needs*** - Status, Power, Development

Three Needs Theory

- ***Need for Achievement***

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- **Personal responsibility**

- **Feedback**

- **Moderate risk**



Three Needs Theory

- ***Need For Power***

- **Influence**

- **Competitive**

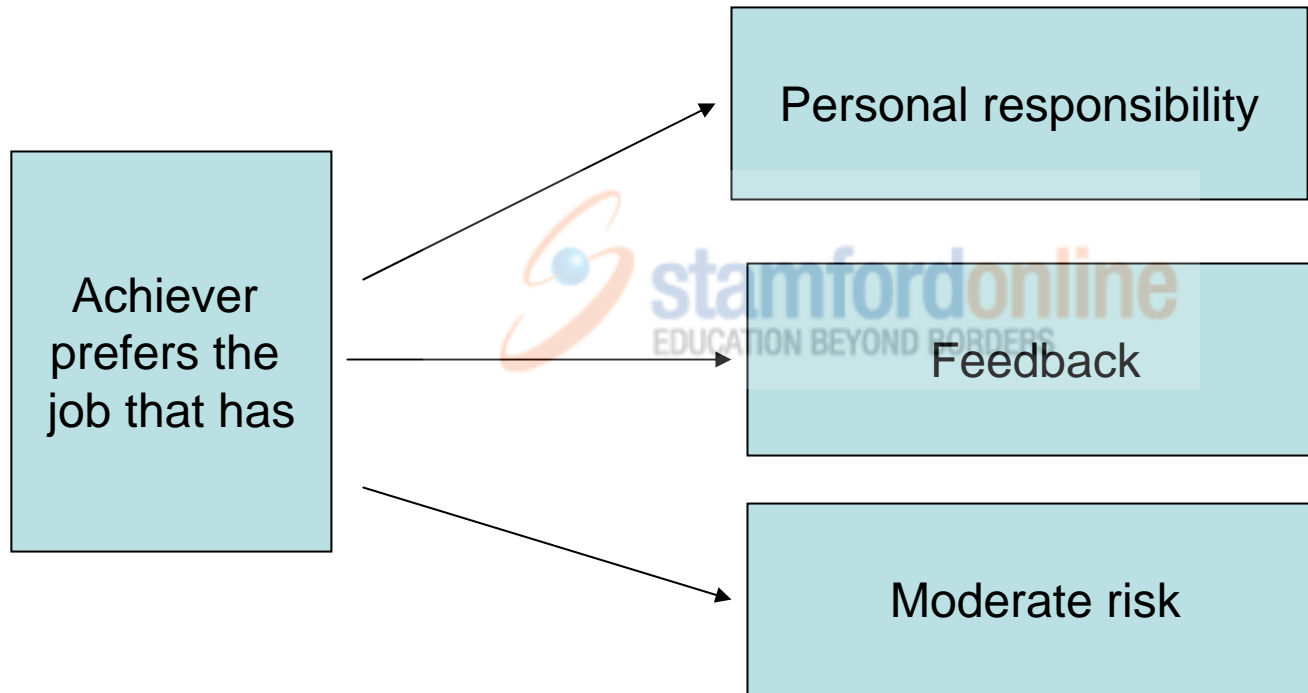


- ***Need for Affiliation***

- **Acceptance and Friendship**

- **Cooperative**

Three Needs Theory



Equity Theory

- An employee compares her/his job's ***inputs versus outputs*** outcomes ratio with that of reference.
- If the employee perceives inequity, she/he will act to correct the inequity:
 - Lower productivity
 - Reduced quality
 - Increased absenteeism
 - Voluntary resignation.

Expectancy Theory

- An individual will act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

Expectancy Theory

- Effort -----> Performance linkage (How hard will I have to work?)
- Performance -----> Reward linkage (What is the reward?)
- Attractiveness (How attractive is the reward?)

Integration of Contemporary Theories of Motivation

