



EduTap



Motivation – Content Theories

Concept Notes

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1 What is Motivation?

Motivation is defined as the **process that initiates, guides, and maintains goal-oriented behaviors**. Motivation is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. **For example**, if Ram keeps on studying then the reason might be because Ram is motivated to become a doctor.

The formal definition of motivation is that motivation is willingness of person to make intense and persistent efforts to achieve desired goals. There are **3 components** in definition of motivation.

1. **Willingness** refers to state of readiness for a person to act.
2. **Intense Effort** refers to how hard a person tries.
3. **Persistence effort** refers to continuity of the effort.

If degree of willingness is high to make intense or persistent effort, motivation would be high.

1.1 Motive, Motivators and Motivating

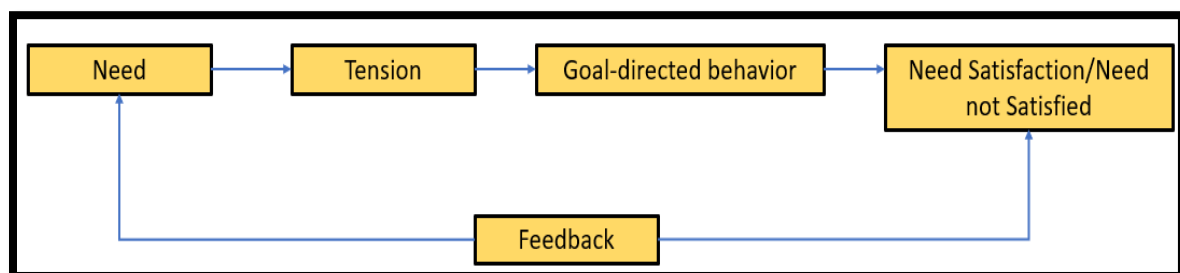
Motive: Motive (also known as need) is the inner state of a person that he is lacking something which moves him to engage in goal-directed behavior. **For example**, if you are thirsty (inner state), you will drink water (goal directed behavior)

Motivators: A motivator is anything which satisfy your need. **For example**, for a thirsty person, the motivator would be availability of water.

Motivating: Motivating is the process of inducing others to engage in goal-directed behavior by presenting motivators. **In organizational context**, managers use a variety of motivators (incentives) as part of motivating the employees.

1.2 Motivation Process

Motivation is a goal directed behavior. Feeling of need by an individual generates a feeling that he lacks something.



1. **Need:** Arousal of need is starting step of motivation process. Need is inner state of a person that he is lacking something. **For example**, if a person is thirsty then he needs water.
2. **Tension:** Tension is a feeling of being worried which makes it difficult for a person to relax. **For example**, a thirsty person will get tense if he is not able to get water.
3. **Goal-Directed behavior:** In order to overcome this tension, the person engages in goal-directed behavior through which tension is overcome. **For example**, if a person is thirsty then he may drink water.
4. **Need Satisfaction:** Goal-directed behavior may lead to satisfaction (goal fulfillment). **For example**, drinking of water by thirsty person would lead to need satisfaction. Sometimes goal-directed behavior may not lead to need satisfaction.
5. **Feedback:** Feedback involves the analysis whether need satisfaction is proper or not. **For example**, if a very thirsty person is given only one glass of water, then his need satisfaction may not be proper.

Consequences of Non-Satisfaction of Need:

If a need is not satisfied even after goal-directed behavior, the person will try to modify the behavior. He may produce following behaviors

1. **Flight:** One way is to leave the field. For example, employee quits the job that becomes frustrating
2. **Apathy:** He will become indifferent towards the situation. For example, if a person does not leave the frustrating job then he may not be serious anymore about the job
3. **Aggression:** He may become aggressive due to frustration. An employee frustrated with the job may become aggressive towards his superior, family etc.
4. **Rationalization:** Rationalization involves justifying the outcome of goal-directed behavior. For example, a person frustrated with his job might find fault in himself or his superior who has not given them their due.

Real life example of Motivation



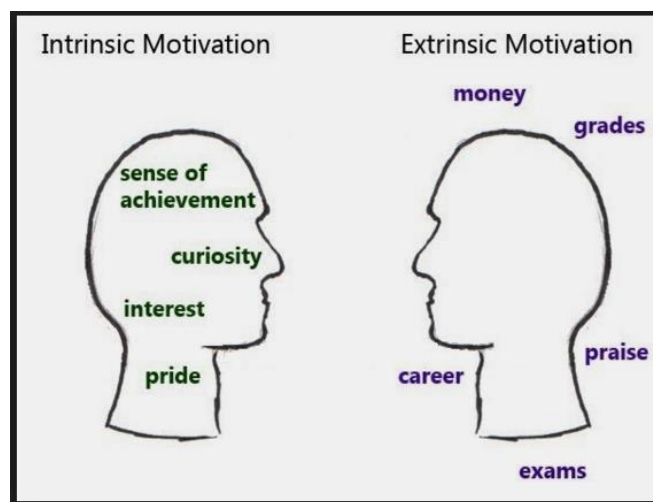
Sachin Tendulkar – Also known as “**God of Cricket**” has motivated thousands of cricket players across the globe. Sachin’s journey of Cricket was not always as smooth as it seems but was filled with lots of Ups and Downs. From the Taking a blow in the first match to tennis elbow, from stone pelting by fans to getting a tag of God, from rumors of retirement to having one of the longest careers in cricket history. Sachin has seen it all. But one thing that kept him motivated through the rough time was his **passion for the sport and the desire to lift the world cup for the country.**

2 Types of Motivation

1. **Positive vs. Negative:** Motivating forces can be positive, as in impelling one to reach a certain goal. They can also be negative, as in driving one away from an unwanted situation. You can be positively motivated about going to work because you like your colleagues and some parts of the work, and negatively motivated because you have bills to pay.
2. **Basic vs. Learned:** Motivation leans on motives. Motives are often categorized into basic motives and learned motives. Basic or primary motives are unlearned and common to both animals and humans. We're talking hunger, thirst, sex, avoidance of pain, and perhaps aggression and fear. The learned or secondary motives include achievement, power, recognition, love.
3. **Extrinsic motivation and Intrinsic Motivation:**
Extrinsic motivation occurs when we are motivated to perform a behavior or engage in an activity to earn a reward or avoid punishment. **The motivation comes from outside.**

Examples of behaviors that are the result of extrinsic motivation include:

- Studying because you want to get a good grade.
- Cleaning your room to avoid being reprimanded by your parents.
- Participating in a sport to win awards.
- Competing in a contest to win a scholarship.

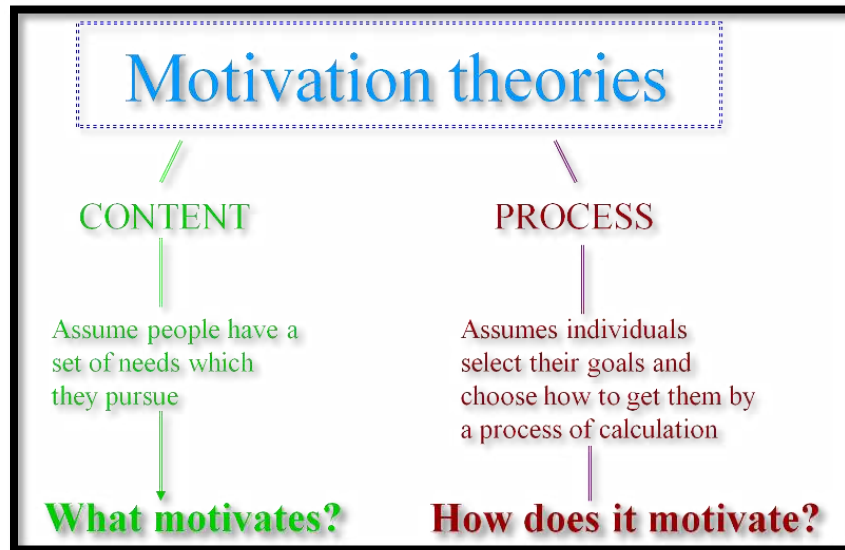


Intrinsic motivation involves engaging in behavior because it is personally rewarding; essentially, performing an activity for its own sake rather than the desire for some external reward. It comes from inside the individual and is not done for external rewards. **Examples are.**

- Participating in a sport because you find the activity enjoyable.
- Solving a word puzzle because you find the challenge fun and exciting.
- Playing a game because you find it exciting.

3 Motivational Theories

The motivational theories are basically categorized into the following



1. **Content Theories:** Content Theories look at specific needs that motivate people. The need can be intrinsic or extrinsic needs and hence managers should know the needs of everyone. This set basically concentrates on what motivates an individual. **These are also known as traditional theories.**
2. **Process Theories:** Process theories attempt to explain how the process of motivation works in an individual. Individuals make choices based on preferences, rewards, and accomplishments and therefore managers need to understand the process of motivation. **These are also known as contemporary theories.**

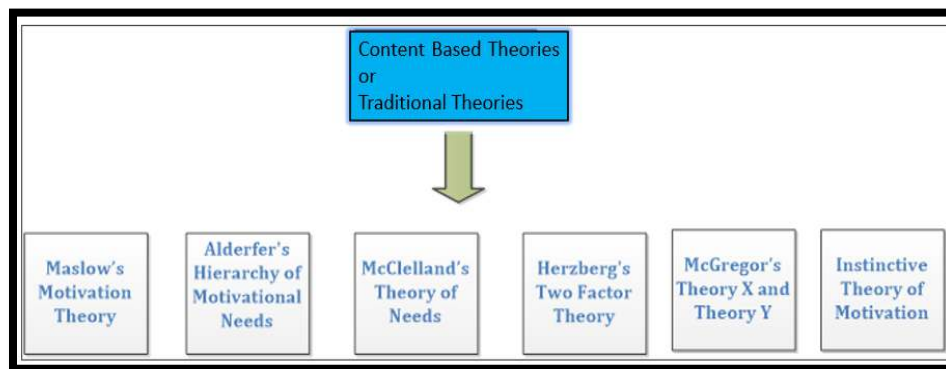
We will discuss **Content Based theories** in this document.

4 Content Based Theories

These are also called **Need based theories** or **Humanistic approach to motivation**. The basis behind these theories is that individuals have certain needs which if not met create tension in the mind of people. The individuals will then try to satisfy the need to reduce the tension. The

managers should try to understand the needs of people and try to satisfy them. This will motivate them

For example, an employee wants to buy a car and is feeling frustrated without a car. For such an employee, a salary raise might be the biggest motivation. On the other hand, an employee is feeling dissatisfied because the employee is not finding the work challenging. **For such an employee salary rise might not be a good motivator, only a challenging project can motivate the employee.**



Among the above theories – All falls under Traditional Theories but if we categorize them as Content theories which are need based theories then Theory X and Theory Y will not come under Content Theories as they are not need based

Concept Check

Question – Identify the incorrect statement from below –

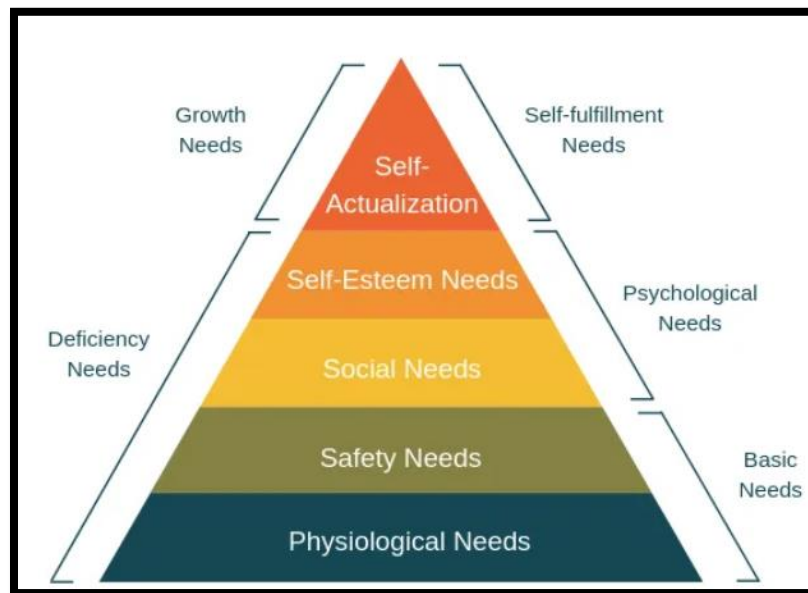
- A. Content Theories look at specific needs that motivate people.
- B. Process theories attempt to explain how the process of motivation works in an individual.
- C. Content Theories are also known as Contemporary Theories of motivation.
- D. Maslow need theory is an example of content-based theory of motivation.

Answer – Option C

Explanation - Content theories are called as traditional theories; hence statement C is incorrect.

4.1 Maslow's Motivation Theory

Maslow has proposed that motivation of people depends on their needs and these needs may be arranged in a hierarchy shown below.



Need hierarchy is based on following assumptions.

1. **Needs are to be fulfilled from bottom to top.** Individuals must satisfy lower-level needs before they can satisfy higher order needs. This concept of lower-level needs being satisfied first before moving higher is called **satisfaction progression**. Motivating a person depends on knowing at what level that a person is on the hierarchy.
2. A satisfied need does not motivate a person, only a next higher order needs motivates him.

There are five needs in Maslow need hierarchy – **Physiological needs, safety needs, Social needs, Self-Esteem needs, Self-Actualization needs**. Let us discuss these needs one by one

1. **Physiological needs:** These primary needs are created in an individual by nature. Needs of air, water, food, defecation etc. are such needs. **These are the things without which we cannot live.** Unless these needs of the individual are fulfilled, he cannot even think of higher-level needs. **Example:** If a child is hungry or thirsty, the teacher cannot motivate him for learning in the class.
2. **Safety needs (Security needs):** After fulfilling physiological needs an individual wants physical safety and well-being (emotional security, financial security). He wants to be **protected in the environment** from his enemies whether they are his fellow being or the fury of the environment in the form of heat, cold, rain etc. **Example:** A child must feel that the classroom is a fair, orderly and safe place for learning at all the times. It must be a place free from physical bullying

3. **Needs of belongingness:** Having the above two needs been fulfilled an individual wants a sense of belonging to someone or a group. **He wants love, affection, and friendship** from his fellow beings. To satisfy these very needs child participates in diverse types of programmes in school. To draw the attention and love of his teachers, he fulfills the work given to him. **Example:** Students need to feel emotionally and physically safe and accepted within the classroom to progress and reach their full potential. Children who are not accepted in the groups in the class would not develop well.
4. **Esteem needs:** All humans have a **need to feel respected; this includes the need to** have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value. Low self-esteem or an inferiority complex may result from imbalances during this level in the hierarchy. People with low self-esteem often need respect from others; they may feel the need to seek fame or glory.

However, fame or glory will not help the person to build their self-esteem until they accept who they are internally. Psychological imbalances such as depression can hinder the person from **obtaining a higher level of self-esteem or self-respect.**

Most people have a need for stable **self-respect and self-esteem.** Maslow noted two versions of esteem needs: a **"lower" version and a "higher" version.** The "lower" version of esteem is the need for respect from others. This may include a need for status, recognition, fame, prestige, and attention. The "higher" version manifests itself as the need for self-respect. For example, the person may have a need for strength, competence, mastery, self-confidence, independence, and freedom. This "higher" version takes precedence over the "lower" version because it relies on an inner competence established through experience. **Deprivation of these needs may lead to an inferiority complex, weakness, and helplessness.**

Example: A child wants to become monitor of the class or captain of football or cricket team or a child wants to become best dancer in the school. To motivate such students for learning, it is necessary that such needs of these students must be fulfilled to the maximum level possible

5. **Needs of self-actualization:** An individual comes to recognize his strengths and weaknesses fully before coming to this last level of needs. Based on potentialities, he

wants **to do such an extra-ordinary work so that** he may acquire the top place in the eyes of the people. It can be achieved only when each of the other levels have been mastered, not just understood. **Example:** Talented students after a period come to know that they can achieve much more. A child can realize that he has the potential to become the best scientist or a film actor. To achieve this target, they try their best. If a teacher fails to recognize the abilities of these students and does not respond properly at their achievement, these students lag their actual level of performance.

Implication at Workplace:

1. Maslow's hierarchy of needs applied to work situations implies that managers have the responsibility, firstly, to make sure their people's **deficiency needs** are met. Only once the deficiency needs are met, one can go for self-actualization.
2. Secondly, it implies creating a proper climate in which employees can develop their fullest potential. Failures to do so would theoretically increase employee frustration and could result in inferior performance, **lower job satisfaction, and increased withdrawal from the organization. For example, in this theory job insecurity and the threat of layoffs will block the person from their higher growth needs.**

Criticism of Maslow's theory

1. **Wrong Order of Needs:**

- a. The order in which the hierarchy is arranged has been criticized as being ethnocentric by **Geert Hofstede**. Maslow's hierarchy of needs fails to illustrate and expand upon the difference between the social and Self-esteem/self-actualization needs of those raised in **individualistic societies and those raised in collectivist societies**. The needs and drives of those in individualistic societies tend to be more self-centered focusing on improvement of the self, with self-actualization whereas in collectivist societies, the social needs of acceptance and community will outweigh other needs.
- b. Some people may be deprived of lower order needs but still try for self-actualization. **Mahatma Gandhi** is an example of the same.
- c. For some people self-esteem need is more important than social needs and they may try to assert themselves on others even at the cost of social needs

2. The **position and value of sex on the pyramid has also been a source of criticism** regarding Maslow's hierarchy. Maslow's hierarchy places sex in the physiological needs category along with food and breathing; it lists sex solely from an individualistic perspective. For example, sex is placed with other physiological needs which must be satisfied before a person considers "higher" levels of motivation. Some critics feel this placement of sex neglects the

emotional, familial, and evolutionary implications of sex within the community. The critics feel sex should be placed in the social belonging category.

3. It is wrong to assume that only one motive is present at any point of time. **Some people may be aspiring to fulfill multiple needs at one point in time.**
4. Maslow's theory has primary application to lower-level workers in a country like India where the basic need of workers is not satisfied fully. In countries like US where basic needs are fulfilled for all, the people may have different order of needs and there it might be necessary, and needs be fulfilled in this order only.
5. Needs other than those identified by **Maslow also motivate people – e.g., spiritual needs.**
6. People can also operate on more than one need level simultaneously or may move to a lower level of needs if their life circumstances change. For e.g., during the recession, when many jobs were cut, suddenly lower-order needs became dominant over higher-order needs.

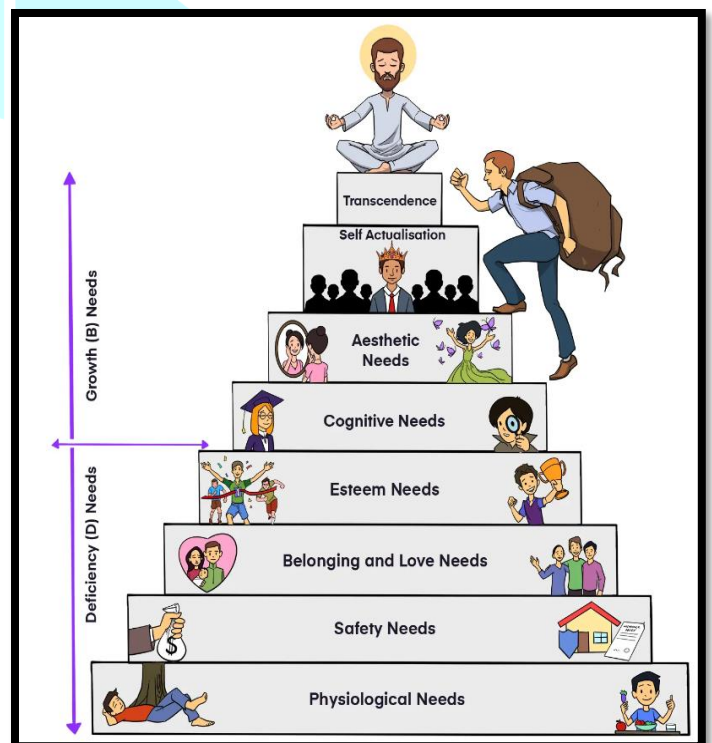
4.1.1 Maslow's Extended Motivation Theory

Since at least the 1970s there have been debates and discussions on whether Maslow identified all the motivating stages that drive humans. Some have argued that there should be more levels to the Hierarchy of Needs. Most seem to agree that there should be three new additions to the Hierarchy of Needs. As a result, the extended version of Maslow Theory was introduced which **has 3 new levels** as shown below.

The three new additions to Maslow's original Hierarchy of Needs model are:

- Knowledge and Understanding (Cognitive Needs)
- Need for Aesthetics
- Transcendence

1. **Knowledge and Understanding (Cognitive Needs):** People have a desire to explore and learn new things or understand the world



around them. **The inability to meet the cognitive needs may make it difficult to reach Self-Actualization.** Self-Actualization is about personally growing and is a more complex form of gaining knowledge and understanding.

For example, **Ram has a curiosity to solve complicated algebra problems. He solves these problems in her free time.**

2. Need for Aesthetics: This is about the desire for beauty and pleasing surroundings in our life. Through the chaos, we seek order and balance. We want to appreciate the things we find beautiful. **For example, Tiya wants to arrange her wardrobe in a way that looks balanced and pretty.**

3. Transcendence (helping others find fulfillment): Transcendence is the desire to move beyond ourselves. In the expanded hierarchy it is placed after Self-Actualization, making it the highest level in the hierarchy. People seeking to fulfill their Transcendent needs may be motivated by helping others or becoming wholly driven by factors that do not personally impact them. They are so confident in their lower-level needs being met satisfactorily that they worry about the needs of others. **For example, an IAS Officer after attaining self-actualization helping other needy IAS aspirants crack IAS exam.**

Concept Check:

Question – Motivation is defined as the process that initiates, guides, and maintains goal-oriented behaviors. In the same regard, which of the following is not need as per Maslow's Theory?

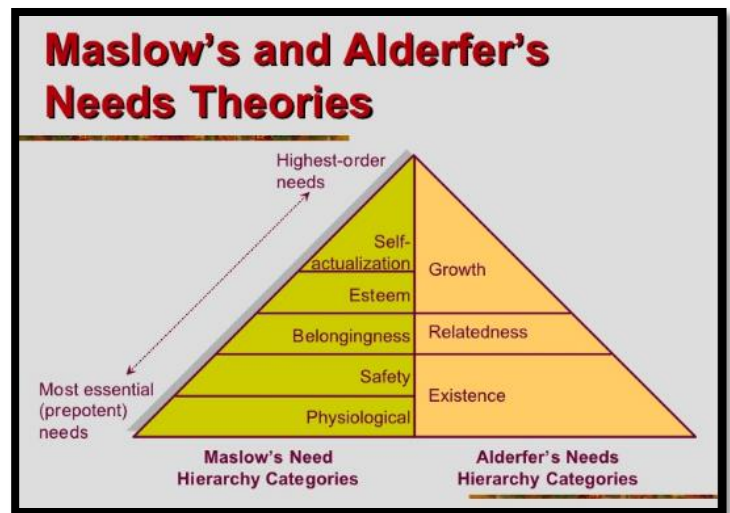
- A. Esteem Need
- B. Self-Actualization Need
- C. Physical Need
- D. Physiological Need

Answer – Option C

4.2 Alderfer's Hierarchy of Motivational Needs

Clayton P. Alderfer's believed that the original need hierarchy was not quite accurate in identifying and categorizing human need. As an evolutionary and **criticism to hierarchy theory**, Alderfer proposed **ERG theory** in 1969 which condenses Maslow's five human needs into three categories: **Existence, Relatedness** and **Growth**.

1. **Existence** refers to our concern with basic material existence requirements; what Maslow called physiological and safety needs.
2. **Relatedness** refers to the desire we have for maintaining interpersonal relationships; like Maslow's social/love need,
3. **Growth** refers to an intrinsic desire for personal development, Maslow's esteem need, and self-actualization.



Even though the priority of these needs differs from person to person, Alderfer's ERG theory prioritizes in terms of the categories' concreteness. **Existence needs** are the most concrete, and easiest to verify. **Relatedness needs** are less concrete than existence needs, which depend on a relationship between two or more people. Finally, **growth needs** are the least concrete in that their specific objectives depend on the uniqueness of each person.

Difference between Alderfer's Theory and Maslow's Theory

Basis	Maslow's Need Hierarchy Theory	Alderfer's ERG Theory
Hierarchy of needs	Maslow's Need Hierarchy Theory has 5 different levels of need.	Alderfer's ERG Theory has only 3 levels of need.
Motivation Cause	In Maslow's Need Hierarchy Theory at one point of time only one level of need can cause motivation.	In Alderfer's ERG Theory more than one levels of needs can cause motivation at the same time.
Frustration element	In Maslow's Need Hierarchy Theory individual will remain in the same level of needs until achieving satisfaction.	In Alderfer's ERG Theory if needs remain unsatisfied, the individual become frustrated and regress to lower level needs.
Movement	Maslow's saw people moving steady up the hierarchy of needs	Alderfer saw people moving up and down the hierarchy of needs from time to time and from situation to situation.
Figure	<p>A pyramid diagram with five levels. From top to bottom, the levels are: Self-actualization Needs, Esteem Needs, Social Needs, Safety/Security Needs, and Physiological Needs. To the right of the pyramid are three ovals labeled Growth Needs, Relatedness Needs, and Existence Needs, which correspond to the top, middle, and bottom sections of the pyramid respectively.</p>	<p>A diagram showing three boxes: Existence Needs, Relatedness Needs, and Growth Needs. A box labeled "ERG Theory" is positioned above the Relatedness Needs box. Dashed lines connect the three boxes to the ERG Theory box, indicating their relationship within the theory.</p>
Universality of Order	Maslow's Need Hierarchy asserts that the order of needs is universal.	Alderfer's assert that the order of needs is different per individual.

Implications in Workplace

1. On a work level, Alderfer's model implies that managers must recognize their employees' multiple simultaneous needs. **Focusing exclusively on one need at a time will not motivate your people.**
2. The frustration-regression principle impacts workplace motivation. For example, if growth opportunities are not provided to employees, they may regress to relatedness needs, and socialize more with co-workers. If you can recognize these conditions early, steps can be taken to satisfy the frustrated needs until the employee is able to pursue growth again.

Real life example of Google with respect to Alderfer theory of Motivation



Existence Needs	Google has bicycles and electric cars to get staff to meetings , gaming centres, organic gardens, and eco-friendly furnishings. The company wants to make its employees' lives more comfortable, and they are continually searching for ways to improve the health, well-being, and morale of its Googlers.
Relatedness Needs	The company fulfils relatedness needs by providing various levels of communication, valuing employee feedback, and ensuring that employees are facilitated to build satisfying interpersonal relationships with other employees and with senior management.
Growth Needs	Google provides various opportunities for personal growth and development to enable its employees to accomplish the growth needs level. For example, the company practices high employee engagement practices and have an in-house reward mechanism aimed at acknowledging and appreciating the work of employees according to its organizational vision and values.

Concept Check

Ram is currently working in the XYZ company, and he is employed in company for a long period of time. Another company which is very much in the news is ABC company. ABC company is operating on small scale, and it has huge growth potential. Ram got fascinated by the growth prospectus of the ABC company and thereby he decided to join the ABC company. ABC company offered a high reputed job position to Ram and thereby Ram accepted the job offer.

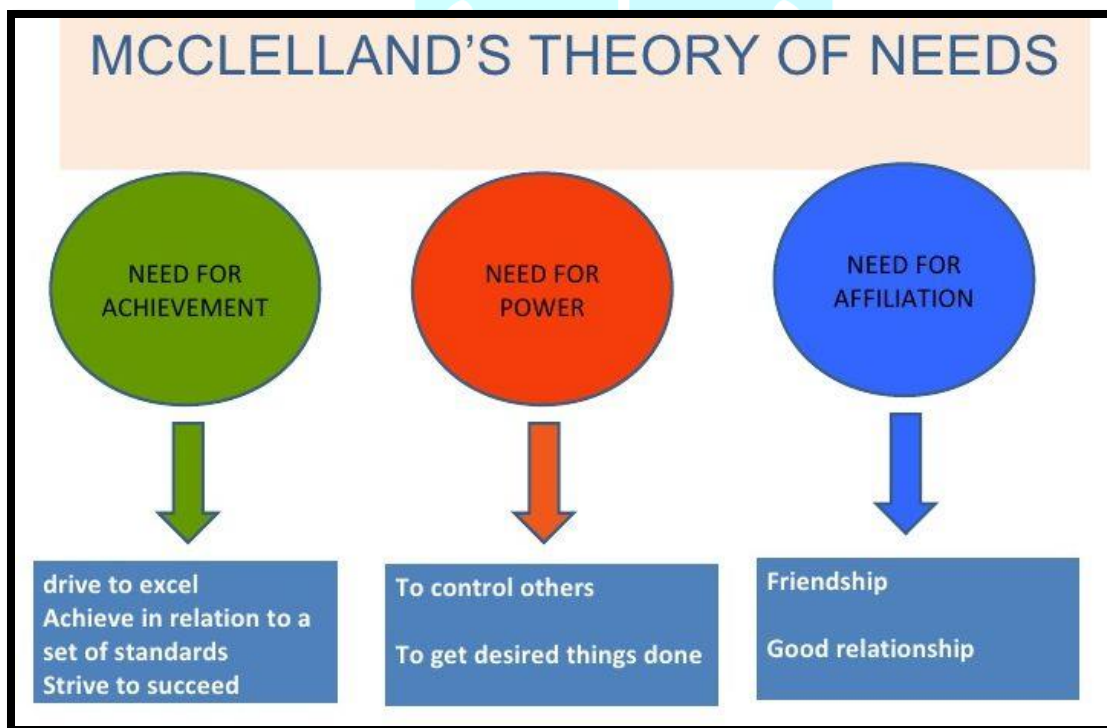
Question – As Ram shifted from XYZ company to the ABC company, this change of job can be explained by which of the following Theory of motivation?

- A. Existence needs – Alderfer Theory of motivation
- B. Achievement needs – David McClelland Theory of motivation
- C. Belonginess Needs – Maslow Theory of Motivation
- D. Growth Needs - Alderfer Theory of motivation

Answer – Option D

It's clearly given in the question that, Ram got fascinated by the growth prospectus of the ABC company. Hence the correct answer will be option D.

4.3 McClelland's Theory of Needs (Achievement Theory of Motivation)

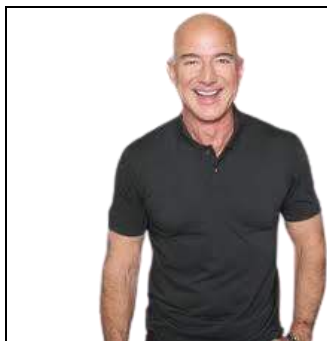


David McClelland identified **three learned or acquired needs**, called **manifest needs**. These needs are:

1. Need for Achievement (n-Ach):

- a. The need for achievement is characterized by the wish to take responsibility for finding solutions to problems, master complex tasks, set goals, and get feedback on level of success. There is a **strong need for feedback as to achievement and progress**, and a need for a sense of accomplishment.
- b. McClelland found that **people with a high need for achievement**:
 - Seek to excel and thus tend to avoid both low-risk and high-risk situations. Achievers avoid low-risk situations because the easily attained success is not a genuine achievement. In high-risk projects, achievers see the outcome as one of chance rather than one's own effort. High n-ach individuals prefer work that has a moderate probability of success, ideally a 50% chance. **They prefer either to work alone or with other high achievers.**
 - They do not like having external events or other people interfere with their progress towards the goals.

Real life Example of Need of Achievement – Jeff Bezos



Amazon started its Journey from a Garage Bookstore and today its a Trillion Dollar company. **Jeff Bezos went onto to build a web retailing system**, while the world was still wondering how an internet can function. The key focus for Amazon has never been to defeat competitors. Rather it focuses on helping consumers and building a value for them. This keeps them engrossed in implementing their plans and policies. Therefore, its apt to say that Jeff Bezos is driven by the need of achievement.

2. Need for Affiliation (n-Affil):

- a. The need for affiliation is characterized by a desire **to belong, an enjoyment of teamwork**, a concern about interpersonal relationships, and a need to reduce uncertainty.
- b. These people are team players.
- c. They tend to conform to the norms of their work group. High n-affil individuals prefer work **that provides significant personal interaction.**
- d. This person favors collaboration over competition and does not like situations with substantial risk or high uncertainty.

Real life Example of Need of Affiliation – Ratan Tata



Ratan Tata undertook a journey from his house in Mumbai all the way to Friends Society in Pune just to meet a former employee. Earlier, Tata had personally visited the families of all 80 of his employees who were affected by the 26/11 terror attack of 2008. Ratan Tata not only is one of the top industrialists in the country which shows **he has high need of Achievement, but above shared examples shows that he also has high need for affiliation.**

3. Need for Power (n-Pow):

- a. The need for power is characterized by a drive to control and influence others, **a need to win arguments, a need to persuade and prevail.**
- b. A person's need for power can be one of two types - personal and institutional. Those who need personal power want to direct others, and this need often is perceived as undesirable.
- c. Persons who need institutional power (also known as social power) want to organize the efforts of others to further the goals of the organization. **Managers with a high need for institutional power** tend to be more effective than those with a high need for personal power.
- d. People in this category enjoy work and place a high value on **discipline**. The downside to this motivational type is that group goals can become **zero-sum** in nature, that is, for one person to win, another must lose.
- e. However, this can be positively applied to help accomplish group goals and to help others in the group feel competent about their work.

Real life Example of Need for Power – Elon musk



Elon Musk, CEO of Tesla and SpaceX thinks and acts on a larger, more cosmic scale than we are accustomed to from entrepreneurs. He has plans to colonize Mars and thinks AI may turn humans into its pets. But beyond the hype, his enormous net worth, and Twitter presence clearly shows his need for Power. Elon Musk's success can be attributed to a combination of his desire to solve big **problems, his willingness to take risks, and his strategic thinking.**

Henry Murray's Manifest Needs Theory:

Manifest needs theory assumes that human behavior is driven by the desire to satisfy needs.

- Manifest needs theory laid the groundwork for later theories, **most notably McClelland's learned needs theory.**
- Murray identified needs as one of two types:
 - **Primary needs:** Primary needs are basic needs that are based upon biological demands, such as the need for oxygen, food, and water.
 - **Secondary needs:** Secondary needs are generally psychological, such as the need for nurturing, independence, and achievement. While these needs might not be fundamental for basic survival, they are essential for psychological well-being.

Implication in Workplace

People with diverse needs are motivated differently.

1. **High need for achievement** - High achievers should be given challenging projects with reachable goals. They should be provided frequent feedback. While money is not an important motivator. Rather, it is an effective form of feedback.
2. **High need for Affiliation** - Employees with a high affiliation need perform best in a cooperative environment.
3. **High need for power** - Management should provide power seekers the opportunity to manage others. While n-pow people are attracted to the leadership role, they may not possess the required flexibility and people-centered skills. **A strong n-pow 'authority-motivation'** will produce a determined work ethic and commitment to the organization.
4. **According to the research by McClelland and others, Effective managers show high on achievement and power and low on affiliation.** Achievement oriented people are the backbone of most of the organization for their fast growth. **Achievement need may be developed at an early stage as well as at a later stage through training and counselling.**

Concept Check:

Suppose a Company is starting an overly critical project with the client. The success of this project is especially important for the company. The company has three Roles and three people to whom those roles need to be assigned.

Roles:

Role A: Business Analyst which requires lot of clients' interactions.

Role B: Tech Lead which requires finding solutions for challenging tasks.

Role C: Project Manager which requires meeting deadlines, planning, and delegating tasks and decides rewards and Punishments.

People:

Ram: He has need for achievement

Sham: He has need for Power

Laxman: He has need for Affiliation.

Question - What should be the right combination of roles to be assigned to Ram, Sham and Laxman

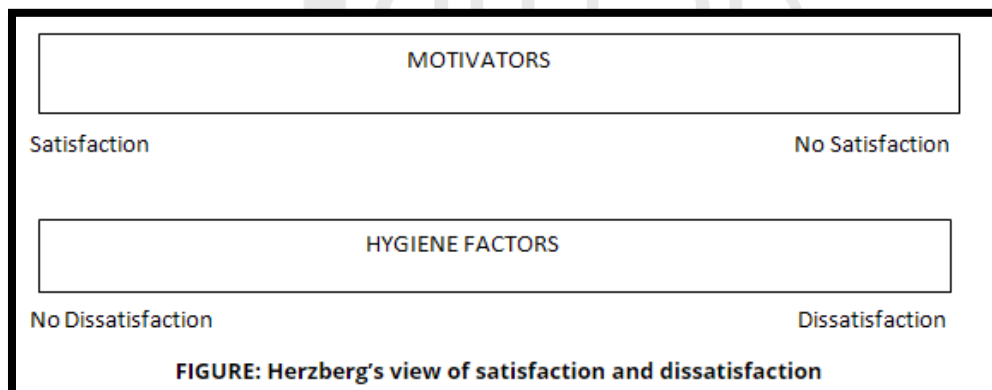
- A) Ram (Tech Lead), Sham (Project Manager), Laxman (Business Analyst)
- B) Ram (Tech Lead), Sham (Business Analyst), Laxman (Project Manager)
- C) Ram (Business Analyst), Sham (Tech Lead), Laxman (Project Manager)
- D) Ram (Project Manager), Sham (Tech Lead), Laxman (Business Analyst)

Answer – Option A.

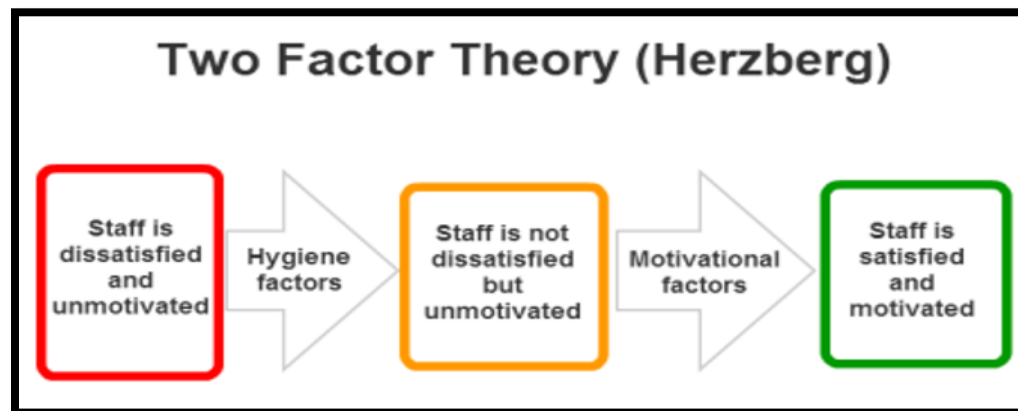
- Ram has need for achievement which means he likes **challenges and hence role of tech lead is perfect for him.**
- Sham has need for power and since project manager requires delegating tasks and deciding rewards and punishments. **Hence, Project Manager has the Power and is fitting role for Sham.**
- Laxman has need for affiliation. Business analyst role requires interaction with client which means affiliation with people. **Hence, he is fit for Business Analyst**

4.4 Herzberg's Two Factor Theory

Herzberg's Two Factor Theory is also known as the **Motivation Hygiene** Theory. It states two different facets of motivation, the first being **'hygiene'** factors or job context. The second factor is **'satisfiers'** or job content, i.e. the intrinsic qualities of the job. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. **According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".**



So the **satisfiers/motivators** provides satisfaction or motivation. **Hygiene factors** just decides employee being dissatisfied or not dissatisfied



1. **SATISFACTION (MOTIVATION):** 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:

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth and Promotion

2. **DISSATISFACTION (HYGIENE):** Hygiene factors also known as maintenance factors are not intrinsic part of the job but are related to conditions under which job is performed. Hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied but do not motivate them. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. 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:

- Company policy
- Administrative policies
- Supervision
- Salary
- Interpersonal relations
- Working conditions
- Job Security

Herzberg also says that it is not only these factors but the personality of the individual also an important factor. Based on personality there are 2 types of individuals – motivation seekers and maintenance seekers. The motivation seekers generally are individuals who are primarily motivated by the satisfiers. On the other hand, maintenance seekers are more concerned about dissatisfiers.

Another point mentioned by Herzberg is that today's motivators would be tomorrow's hygiene because once they get any particular thing it does not motivate them any longer.

Four Situations as per Herzberg

According to the Two-Factor Theory there are four possible combinations:

1. **High Hygiene + High Motivation:** The ideal situation where employees are highly motivated and have few complaints.
2. **High Hygiene + Low Motivation:** Employees have few complaints but are not highly motivated. The job is viewed as a paycheck.
3. **Low Hygiene + High Motivation:** Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par.
4. **Low Hygiene + Low Motivation:** This is the worst situation where employees are not motivated and have many complaints.

Job enrichment according to Herzberg's two factor theory

Job enrichment attempts to give employees greater responsibility by increasing the range and complexity of tasks, as employees are called upon to complete and for job enrichment necessary authority should also be granted. **Herzberg argued that job enrichment (through motivators) should be a central element in any policy of motivation.** Herzberg suggests that work be enriched (or 'vertically loaded') for true motivation to spark up. This is different from

horizontal job loading, which reduces the personal contribution rather than giving opportunities for growth. Some examples of horizontal loading are:

- Challenging the employee by increasing the amount of production expected.
- Adding another meaningless task to the existing one.
- Rotating the assignments of several jobs that need to be enriched.
- Removing the most difficult parts of the assignment.

Criticism of Herzberg's theory

1. Herzberg drew conclusions from a **limited experiment covering engineers and accountants**. Engineers, accountants, and other professionals like them may like responsibility and challenging jobs. But the general body of workers are motivated by pay and other benefits (Hygiene factors)
2. The two-factor theory is an over-simplification of the true relationship between motivation and dissatisfaction. Several studies showed that one factor can cause job satisfaction for one person and job dissatisfaction for another.
3. Herzberg's inference regarding **differences between satisfiers and hygiene factors cannot be completely accepted**. People generally attribute the causes of satisfaction to their achievements. But more likely they attribute their dissatisfaction to obstacles presented by the company's policies or superiors than to their deficiencies.

Real life Example of Herzberg two factor theory – Tata Motors



Frederick Herzberg's two factor theory best describes rewards management and motivation technique at TATA Motors. **TATA Motors provides its employees with hygiene factors** like particularly good salary and perks, very good work environment and freedom to employees.

Besides the hygiene factors, TATA motors provide its employees with adequate motivational factors. These factors include Learning Advisory Council, which designs, implements, and reviews the learning agenda of the employees, Fast Track Selection Scheme, Management Career Acceleration Track (MCAT) etc., to providing fast track growth opportunities **for the development and growth of the employees along with providing them challenging opportunities in mid management level**. Employees take pride in being part of Tata Motors and in creating products and services which are

changing the world.

Implication of Herzberg's theory

1. The Two-Factor theory suggests that the managers **should focus on ensuring** the acceptability of the hygiene factors to avoid employee dissatisfaction.
2. Furthermore, the managers must make certain that the **work is motivating and rewarding** so that the employees are motivated to work and perform firmer and better.
3. The **theory stresses upon job-enrichment** because this particular practice helps to accelerate employee motivation.
4. The basic purpose and characteristic of a job is to make use of the employee's expertise and competencies to the maximum. **A continuous concentration on the motivational factors can strengthen work-quality.**

4.4.1 Herzberg's KITA

Herzberg often referred to hygiene factors as "KITA" factors, which is an acronym for "kick in the ass", the process of providing incentives or threat of punishment to make someone do something. There are three types of KITA's

1. Negative Physical KITA: Threatening the employee to do work
2. Negative Psychological KITA: Playing emotional games to get the work done
3. Positive KITA: Giving just promotion or status without recognition.

Concept Check:

Question – Identify the framework developed by Frederick Herzberg, that suggests, there are certain factors in the workplace that can cause job satisfaction and a separate set of factors can cause dissatisfaction. Which theory are we talking about?

- A. Equity Theory
- B. Two Factor Theory
- C. Self-Efficacy Theory
- D. Competency Theory

Answer – Option B

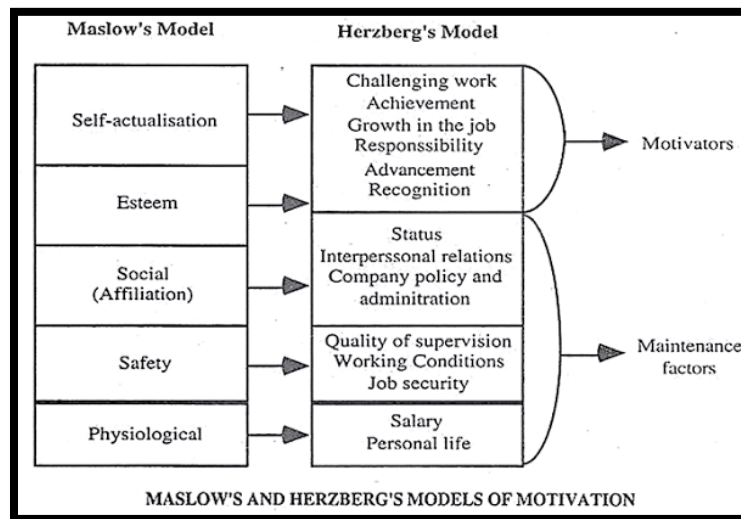
Question – In the field of motivation, which of the following is not a hygiene factor as per Two Factor Theory?

- A. Supervision
- B. Recognition
- C. Salary
- D. Job Security

Answer – Option B

4.4.2 Relationship between Herzberg and Maslow Models

There is great similarity between Herzberg and Maslow models. If we closely analyze the Herzberg model, then it says that some employees may have achieved a level of social and economic progress and for them high level needs of Maslow such as esteem and self-actualization are more important. However, they must still satisfy the **lower level needs for the maintenance of their current state**. The maintenance/hygiene and Motivator factors of Herzberg theory can be mapped to lower and higher order needs of Maslow as shown in figure below:



Maslows physiological, security and social needs come under Herzberg maintenance factors whereas self-fulfillment needs come under Herzberg's motivators. It must be noted that part of esteem need comes under maintenance factors and another under motivational factors. **The esteem needs are divided because esteem can be related to status or recognition.**

Status tend to be a function of position one occupies, and status may be gained through family ties or social pressures and so this may not reflect personal achievement or earned recognition. Recognition on the other hand is gained through competence and achievement. **So, status is classified with physiological, safety and social needs as a hygiene factor while recognition is classified with esteem or motivator**

Difference between Maslow and Herzberg Model

1. **Basis of theory:** Maslow's theory is based on the hierarchy of human needs. He identified five sets of human needs (on priority basis) and their satisfaction in motivating employees while Herzberg refers to hygiene factors and motivating factors in his theory.
2. **Nature of theory:** Maslow's theory is rather simple and descriptive; the theory is based long experience about human needs. While Herzberg's theory is more prescriptive. It

suggests the motivating factors which can be used effectively. The theory is based on actual information collected by Herzberg after interviewing 203 engineers and accountants.

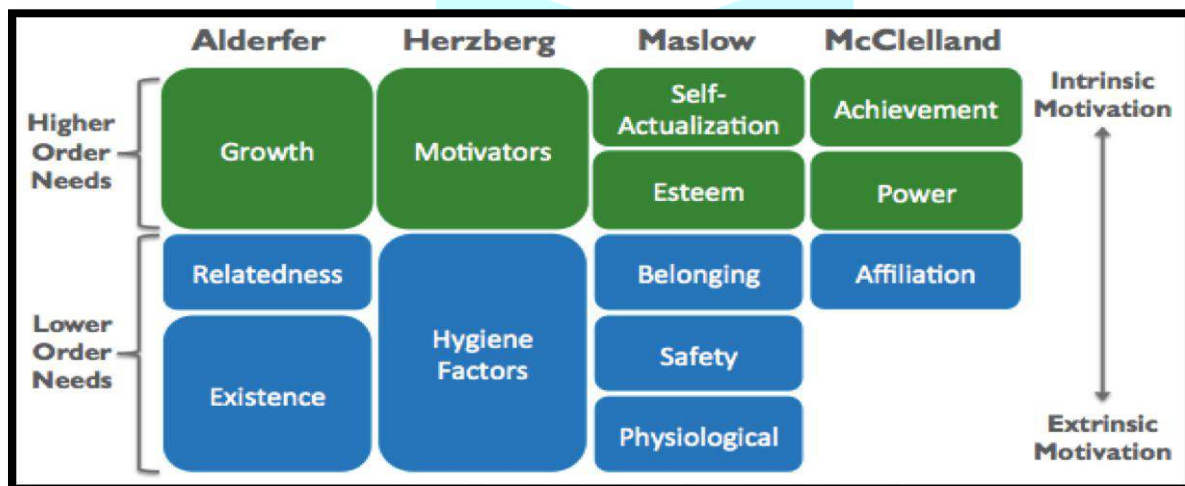
3. **Motivator:** According to Maslow's model, any need can act as a motivator provided it is not satisfied while Herzberg in his dual factor model, hygiene factors (lower levels) do not act as motivators, only higher order needs (achievement, recognition, challenging work) act as motivators.

4.5 Relationship between above Maslow's, Herzberg's, Alderfer's and McClelland's Theory

Although the Content theories are different from each other, but the overall essence remains the same.

1. There are lower and higher-level needs.
2. Higher level needs are intrinsic motivators whereas lower-level needs are extrinsic motivators.
3. Manager needs to motivate an individual as per his/her needs.

The figure below shows the relationship between various theories. For example, the Hygiene factors in the Herzberg theory are the same as lower-level needs in Maslow's Hierarchy.



4.6 McGregor's Theory X and Theory Y

Douglas McGregor developed the theory that there are two basic management behavior types, Theory X managers and Theory Y managers, each of which has a quite different set of assumptions about others.

Theory X managers

Theory X managers are authoritarian and controlling, using threat and punishment to coerce people into working hard. The **carrot and stick approach** to motivation is followed. People are

shown carrot (rewards) to get the work done and if they are not able to meet the targets then they are punished. They tend not to produce elevated levels of performance from their teams.

Theory X Assumptions:

1. People have an inherent dislike of work and will try to avoid it at all costs.
2. People need to be coerced, controlled, and threatened to work hard.
3. People are not ambitious and dislike responsibility, preferring to be directed.
4. Above all else, people want security.

Theory Y managers

Theory Y managers are democratic, consultative and empowering, helping people to develop and encouraging them to take the initiative. These enlightened managers tend to achieve the best results from their teams.

Theory “Y” managers gravitate towards relating to the worker on a more personal level, as opposed to a more conductive and teaching based relationship. As a result, **Theory Y followers may have a better relationship with their higher ups, as well as potentially having a healthier atmosphere in the workplace.**

Theory Y Assumptions:

1. People naturally put as much effort into their work as they do into play or rest
2. People will exercise self-direction and self-control if they are committed to a goal
3. People will be committed to an organization if they are satisfied in their job
4. People relish and seek responsibility
5. People are good at creative problem-solving
6. People’s talents and skills are normally underused

Interpretation/Difference between Theory X and Theory Y

1. **Level of Needs:** Theory of X assumes Maslow’s lower-level needs dominate in employees. Whereas Theory of Y, assumes Maslow’s higher-level needs dominate in employees
2. **Type of Leadership:** Theory X focusses on autocratic leadership whereas theory Y focusses on democratic leadership Although an authoritarian style of leadership is occasionally necessary in crisis situations, but the positive and participative Theory Y style is generally accepted as more effective for motivating people. People will contribute more to their job and organization if they are treated as emotionally mature, responsible, and valued employees and are given challenging work.

3. **Situations:** Theory X is more applicable to handle unskilled and uneducated low-level employees whereas theory Y is more applicable for skilled and educated employees
4. **Locus of Control:** Theory X people lacks self-motivation and has external locus of control; they require close supervision to get maximum output from them. In theory Y, people are self-directed, creative and prefer self-control
5. **Centralization or Decentralization:** Theory X emphasizes scalar chain system and centralization of authority in the organization while Theory Y emphasizes decentralization of authority and greater participation in decision making

Management Implications of Theory X and Theory Y

- ❖ Quite a few organizations use Theory X today. Theory X encourages use of tight control and supervision. It is useful in organizations where repetitive tasks are to be done in tight schedule. It implies that employees are reluctant to organizational changes. Thus, it does not encourage innovation.
- ❖ If Theory Y is embraced, the organization can accurately perform several elements to attach the motivational dynamism of its employees: Theory Y gives employees freedom and encourages self-control and participation in decision making. Employees are able to take higher responsibility.

If accurately applied, such an atmosphere would end result in a boundless level of motivation as employees work to gratify their higher-level personal needs through their work.

Concept Check

Question - Ram and his wife are managers in the company. Ram is more of a person who believes that salary and Job security are more important in life. He likes to threaten and motivate people. Ram's wife is an outgoing person who gives importance to achievement and recognition and doing what one can do. Which of the following is true statement?

- A) Ram and his wife have opposing views in life as Ram wants security, and his wife wants recognition. Ram is theory X type while his wife is theory Y type. Both are at lower level of Maslow.
- B) Ram and his wife have same views as Job Security will ultimately lead to recognition. Both are theory X leaders. Both are at lower level of Maslow.
- C) Ram and his wife have opposing views in life as Ram wants security, and his wife wants recognition. Ram is theory X type while his wife is theory Y type. Ram is at lower-level needs of Maslow while his

wife at higher level needs to Maslow.

- D) Ram and his wife have same views as Job Security will ultimately lead to recognition. Both are theory X leaders. Ram is at lower-level needs of Maslow while his wife at higher level needs of Maslow.

Answer - Option C

Ram wants job security and not recognition. So, he is theory X. His wife wants recognition, so she is theory Y. Theory X leaders are at lower-level needs of Maslow while Theory Y leaders are at higher level needs of Maslow

4.7 Theory Z (US-Japanese Management Style) by William Ouchi

The founder of Theory Z is William Ouchi, he wrote a book called “Theory Z: How American Business Can Meet the Japanese Challenge (1981)”. In this book, Ouchi shows how American corporations can meet the Japanese challenges by adopting a highly effective Japanese Management Style with little variations.

The major features of Theory Z are as follows.

- 1. Strong bond between Company and the Employees:** Theory Z suggests long term employment without any layoffs. Company should give both financial and non-financial incentives to the employees.
- 2. Participation of Employees in decision making and Mutual Trust or High degree of confidence:** There should be trust between employees and all levels and trust can be developed through openness in the organization.
- 3. Human Resource Development:** Ouchi explains that the employees must be very knowledgeable about the various issues of the company, as well as possess the competence to make those decisions. **Theory Z stresses the need for the workers to become generalists**, rather than specialists, and to increase their knowledge of the company and its processes through **job rotations and constant training**
- 4. Integrated Structure:** No formal structure is recommended in Theory Z. The organization should be based on teamwork and employees must develop team spirit, but there should be **Equality** in terms of common uniforms, canteens, parking etc. for all categories of employees.
- 5. Collective Responsibility:** Emphasis is on group responsibility as it removes intra-group rivalry, and **No Unions** of workers is formed in this style.

6. **Down-up Decision-Making system called Ringi System:** Ringi (also ringi seido, ringi system) is a decision making process in Japanese management systems. It is a bottom-up approach of decision making in which suggestions are forwarded by workers to managers related to improvement areas
7. **Employment of Quality Circles:** A **quality circle** is a participatory management technique that enlists the help of employees who are your colleagues in solving problems related to their own jobs. **Circles** are formed of employees working together in an operation who meet at intervals to discuss problems of quality and to devise solutions for improvements

Assumptions of theory Z manager.

Ouchi's Theory Z makes certain assumptions about workers. Some of the assumptions about workers under this theory include:

- Workers tend to **want to build happy and intimate working relationships** with those that they work for and with, as well as the people that work for them.
- Workers have a **high need to be supported by the company**, and highly value a working environment in which such things as family, cultures and traditions, and social institutions are regarded as equally important as the work itself. These types of workers have a very well-developed sense of order, discipline, and a moral obligation to work hard, and a sense of cohesion with their fellow workers.
- Workers can be trusted to do their jobs to their utmost ability, **so long as management can be trusted to support them and look out for their well-being.**

4.8 Instinctive Theory of Motivation

The Instinct Theory of Motivation views biological or genetic programming as the cause of motivation. This claim means that all humans have the same motivations due to our similar biological programming. This theory says that the root of all motivations is the motivation to survive. From our motivation to survive, all other motivations emerge. And, as we act or behave with this kind of motivation, all our actions are therefore considered as instincts. **Learning or Conditioning** does not affect the motivation to behave in certain way

A common example used to explain the Instinct Theory is that a human mother will attempt to provide comfort to a baby who has been crying all night and will not sleep until she sees that the baby is calm and asleep. According to Instinct theory, human mothers behave in this way because they were biologically programmed to do so; it is a mother's instinct to provide comfort to her child.

Some More Examples where the motivation to act is because of biological factors

- Bees communicating the location of food to each other.
- Army ants embarking on synchronized hunting expeditions.
- Spider making a spider web so it can catch food.
- A baby crying for food because it is hungry.
- Humans salivate when they are about to eat.
- A dog barking when it senses danger.
- Wolf pups are born with more natural aggression than domestic dogs.
- A fly circling a light bulb.
- A cat raises his tail when it senses danger

The motivation in instinctive theory is **driven by biological** needs such as hunger, thirst etc.

Concept Check:

Question - Identify the Motivation theory in which a person aims at gaining new knowledge, has desire for beauty and wants to help others etc. is known as _____?

- A. Maslow's Extended Theory of Motivation
- B. Alderfer's ERG Theory
- C. Herzberg's Two Factor Theory
- D. Adam's Equity Theory

Answer – Option A

Question - There are various theories of motivation given by different people from time to time, one such theory is ERG theory, in the same regard, what does R for in ERG theory of motivation?

- A. Relation
- B. Relatedness
- C. Relative
- D. Recycle

Answer – Option B

5 System view of Motivation

System view of motivation tells a manager that motivation is interplay of following 4 factors

1. Individual
2. Organization

3. Job Characteristics
4. Exogenous variable

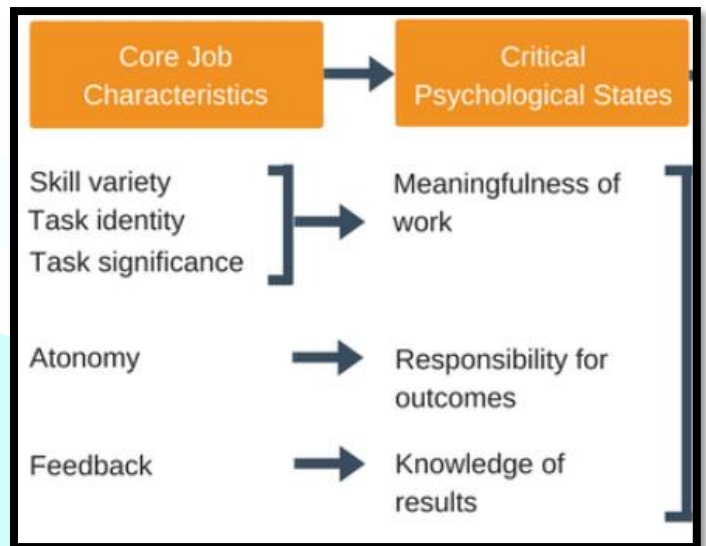
5.1 Individual

Every individual has different needs and interest. So, motivation is also different for each individual.

5.2 Organization

Every organization emphasize different motivation patterns. The climate of the organization has important part to play in workers motivation. **The culture of the organization depends on following 8 values known as OCTAPACE values**

1. Openness & Risk Taking
2. Confrontation
3. Trust
4. Autonomy
5. Proactivity
6. Authenticity
7. Collaboration
8. Experimentation



5.3 Job Characteristics

Job characteristics are another important determination of motivation. As per Hackman, the job characteristics which impact motivation are

1. **Skill Variety:** Refers to usage of different skills
2. **Task Identity:** Refers to extent to which the job is a complete module in itself
3. **Task Significance:** Refers to importance of task to the pride of the organization
4. **Autonomy:** Freedom in executing the task
5. **Feedback:** Refers to information regarding progress or performance in the task

The above characteristics create psychological states in a worker leading to positive work motivation.

5.4 Exogenous Variable

Workers professional life is strongly associated with personal life. They cannot be separated. Exogenous variable can impact the motivation of a person. For example, a bad relationship with wife can impact his motivation.

6 Job Satisfaction

Job satisfaction is pleasurable state or feeling in an individual with respect to his work. There are 3 theories related to Job satisfaction.

1. **Herzberg's Motivation Hygiene theory:** As per this the presence of satisfiers such as recognition. Achievement will lead to more job satisfaction as compared to presence of hygiene factors.
2. **Need-Fulfillment theory:** As per this the person is satisfied if he gets what he wants. We can connect this with Maslow theory of needs where the need of a person would depend on where he is the pyramid.
3. **Social Reference group theory:** As per this the job which meets the interest, desires, and requirements of his reference group then he will like it otherwise not. So, job of a clerk might give satisfaction to the person belonging to economic and weaker section of the society whereas the same might not give same satisfaction to someone belonging to higher sections of the society.

6.1 Factors Impacting Job Satisfaction

The factors impacting job satisfaction can be categorized as

1. **Nature of Job:** There are 2 variables related to Nature of Job that impact job satisfaction.
 - a. **Occupational Level:** Higher the level of the job, higher the satisfaction
 - b. **Job Content:** The greater the variation in the job content and less the repetitiveness, the greater the satisfaction
2. **Personal Variables:** There are 3 personal variables that impact job satisfaction.
 - a. **Age:** Generally, there is positive correlation between Age and Job Satisfaction. As age increases people feel more satisfied except in the last some years before retirement.
 - b. **Educational level:** There is negative relationship between education and job satisfaction. The more educated an individual, the higher the reference group to which the individual looks for guidance. As a result, he might feel dissatisfied with his own achievements.
 - c. **Sex:** Though there is no consistent evidence, but it is seen many a times that women are more satisfied than men
3. **Situational Variables:** There are 5 situational variables impacting Job satisfaction
 - a. **Considerate Leadership:** People like to be treated with respect. More considerate the leadership, higher the satisfaction
 - b. **Pay and Promotional Opportunities:** Higher the pay and promotion opportunities, the better it is.

- c. **Interaction and the work group:** When there is positive environment in a group resulting in group effort towards accomplishment of goals, one feels more satisfied.
- d. **Equitable Reward:** If the rewards seem to be equitable with Job performance, then it leads to Job satisfaction.
- e. **Working Conditions:** The physical environment at the work location such as proper lightening, canteen, sports facilities, proper tools to do the job enhances the Job satisfaction.

6.2 Relationship between Job Satisfaction and Productivity

There are 2 views on this.

- 1. **Job satisfaction impacts productivity:** The logic is happier person will more effort in Job performance.
- 2. **Happier worker is not necessarily a productive worker:** The logic is given by set of reasons listed below.
 - a. **It is the Job performance which leads to Job Satisfaction and not that Job satisfaction leads to Job performance.** There are two type of rewards – intrinsic and extrinsic. Intrinsic rewards come from the job itself, so a better job performance leads to higher intrinsic reward and hence better satisfaction.
 - b. **The expectations of a person form the job may be low.** So, by performing less he is happy, but he is not productive.

7 Importance of Motivation in an Organization

The importance of motivation in an organization may be summed up as follows:

- 1) **High Performance Level:** A motivated employee put higher performance as compared to other employees because a motivated employee attempts to use their maximum ability in performing a job while other employees just use a part of their ability. Moreover, a motivated employee increases their ability through learning which further increases their performance.
- 2) **Low Employee Turnover and Absenteeism:** Motivated employee stay in the organization and lower their absenteeism. High turnover and absenteeism not only affect the productivity of an organization but recruiting and developing large number of new employees take a lot of time and resources. Moreover, high employee turnover also affects the reputation of the organization in a negative way.
- 3) **Acceptance of Organizational changes:** An organization has to keep changing with the changing environment, but many a times faced with a resistance to change. However, if the employees are properly motivated, they accept, introduce, and implement these changes keeping the organization on the right track of progress.



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