

# Theories of Motivation

Topic 6

# What is MOTIVATION?

Derived from the Latin word  
***'MOVERE'*** which means  
***'to move'***

The processes that account for an individual's **intensity**, **direction**, and **persistence of effort** towards attaining a goal.



# Three Common Aspects of Motivation

## ▶ **Effort**

- concerns the magnitude or intensity of employee's work – related behaviour.



## ▶ **Persistence**

- concerns the sustained efforts employee manifested in their work-related activities

## ▶ **Direction**

- quality of an employee's work – that is the investment of sustained effort in a direction that benefits the employer.



### 3 Major Types of Motivation Theories

- ▶ **Content Theories of Motivation**

*WHAT motivates us*

- ▶ **Process Theories**

*WHY and HOW motivation occurs*

- ▶ **Reinforcement Theories**

*HOW outcomes influence behaviors*





Type	Characteristics	Theories	Example
Content	Concerned With identifying specific factors that motivates people	<ul style="list-style-type: none"><li>*Need Hierarchy</li><li>*Existence relatedness growth</li><li>•Motivation – Hygiene</li><li>• Learned needs</li></ul>	Satisfying people's needs for pay, Promotion and recognition

- **Content Perspectives**
  - Approaches to motivation that try to answer the question, “What factors in the workplace motivate people?”
- **Content Perspectives of Motivation**
  - Maslow’s Hierarchy of Needs
  - Aldefer’s ERG Theory
  - McGregor’s Theory X and Theory Y
  - Herzberg’s Two-Factor Theory
  - McClelland’s Achievement, Power, and Affiliation Needs



Content Perspectives on Motivation



# Abraham Maslow's Hierarchy of Needs



Content Theories of Motivation





# McGregor's Theory X and Theory Y

- Taught psychology at MIT.
- At Antioch College, McGregor found that his classroom teaching of human relations did not always work in practice.
- From these experiences, his ideas evolve and lead him to recognize the influence of assumptions we make about people and our managerial style.

## McGregor's Theory X and Theory Y

- Theory X
  - Assumes that workers have little ambition, dislike work, avoid responsibility, and require close supervision.
- Theory Y
  - Assumes that workers can exercise self-direction, desire responsibility, and like to work.
- Motivation is maximized by participative decision making, interesting jobs, and good group relations.



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## McGregor's Theory X and Theory Y

- Work is inherently distasteful to most people.
- Most people are not ambitious, have little desire for responsibility, and prefer to be directed.
- Most people have little capacity for creativity in solving organizational problems.
- Motivation occurs only at the physiological and safety levels.
- Most people must be closely controlled and often coerced to achieve organizational objectives.

### THEORY X

- Work is as natural as play, if the conditions are favorable.
- Self-control is often indispensable in achieving organizational goals.
- The capacity for creativity in solving organizational problems is widely distributed in the population.
- Motivation occurs at the social, esteem, and self-actualization levels, as well as physiological and security levels.
- People can be self-directed and creative at work if properly motivated.

### THEORY Y

# Fredrick Herzberg's Theory of Motivation

- Developed a unique and exciting motivation theory
- Frederick Herzberg's theory of motivation is also called 'Two Factor Theory', 'Dual Factor Theory' and 'Hygiene / Maintenance Theory of Motivation'
- focused attention on the work environment to identify factors that arouse in people either positive or negative attitudes toward their work.



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# Fredrick Herzberg's Theory of Motivation

## Hygiene Factors

- Salaries, Wages & other Benefits
- Company Policy & Administration
- Good Inter-personal Relationships
- Quality of Supervision
- Job Security
- Working Conditions
- Work/Life Balance

When in place, these factors result in...

- ✓ General Satisfaction
- ✓ Prevention of Dissatisfaction

## Motivator Factors

- Sense of Personal Achievement
- Status
- Recognition
- Challenging/stimulating Work
- Responsibility
- Opportunity for advancement
- Promotion
- Growth

When in place, these factors result in...

- ✓ High Motivation
- ✓ High Satisfaction
- ✓ Strong Commitment

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# Fredrick Herzberg's Theory of Motivation

Job satisfaction and Job dissatisfaction are important concepts of Herzberg's motivation – hygiene theory.

School administrators may neglect to consider that dissatisfied teachers may weaken the educational program.

Basic motivational principles and techniques can help administrators meet teacher needs.

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# Fredrick Herzberg's Theory of Motivation

## TIPS THAT CAN HELP SCHOOL ADMINISTRATORS IMPROVE TEACHER JOB SATISFACTION

- a. USE PRAISE TO RECOGNIZE EXEMPLARY BEHAVIOUR
- b. ROTATE FACULTY MEETING LOCATIONS
- c. INSTITUTE A "5-10 REPORT" FROM TEACHERS
- d. EMPOWER TEACHERS
- e. RECOGNIZE GROUP ACCOMPLISHMENTS
- f. DO NOT OVELOOK LITTLE THINGS
- g. CREATE A "BRAGGING WALL" IN THE FACULTY ROOM
- h. FOLLOW UP ON REQUEST/S
- i. SELECT A FACULTY MEMBER OF THE MONTH
- j. INSTITUTE A TEACHER FOR A DAY PROGRAM

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# Fredrick Herzberg's Theory of Motivation

## Herzberg's Motivation-Hygiene Theory

- Job satisfaction and job dissatisfaction are created by different factors.
  - **Hygiene factors:** extrinsic (environmental) factors that create job dissatisfaction.
  - **Motivators:** intrinsic (psychological) factors that create job satisfaction.
- Attempted to explain why job satisfaction does not result in increased performance.
  - The opposite of satisfaction is not dissatisfaction, but rather no satisfaction

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## David McClelland's Learned Needs Theory

People acquire or learn certain needs from their

- Culture
- Family
- Personal and occupational experiences
- Type of organization for which a person works



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