

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">*Need Hierarchy*Existence relatedness growth•Motivation – Hygiene• Learned needs	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
 - Aldefefer’s ERG Theory
 - McGregory’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.



Content Theories of Motivation



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.



Content Theories of Motivation



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

Content Theories of Motivation



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.

Content Theories of Motivation



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

Theories of Motivation



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

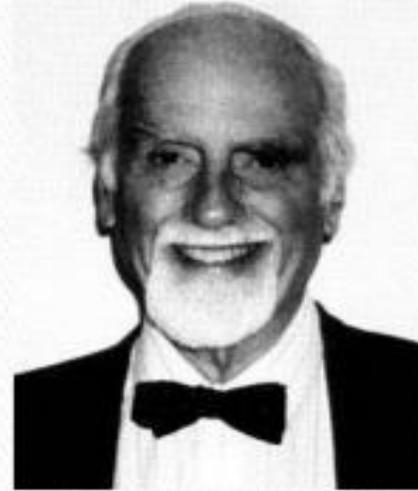
Content Theories of Motivation



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



Content Theories of Motivation

