

Class: TY BSc

Subject : Psychology of human behaviour at work

Chapter: Unit 2 Chapter 1

Chapter Name: Motivation concepts

Today's Agenda

1. Definition and understanding motivation
 1. Elements of motivation
 2. Process of motivation
2. Early theories of motivation
 1. Abraham Maslow's Hierarchy of needs
 2. Theory X and Theory Y
 3. Fredrick Herzberg's Two – Factor Model
 4. McClelland's Theory of needs

1 Definition and understanding motivation



Motivation in an industrial setting can be defined as, " the willingness to exert high levels of effort towards organizational goals and to satisfy some individual need."

Robbins and Judge (2013) define motivation as "the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal."

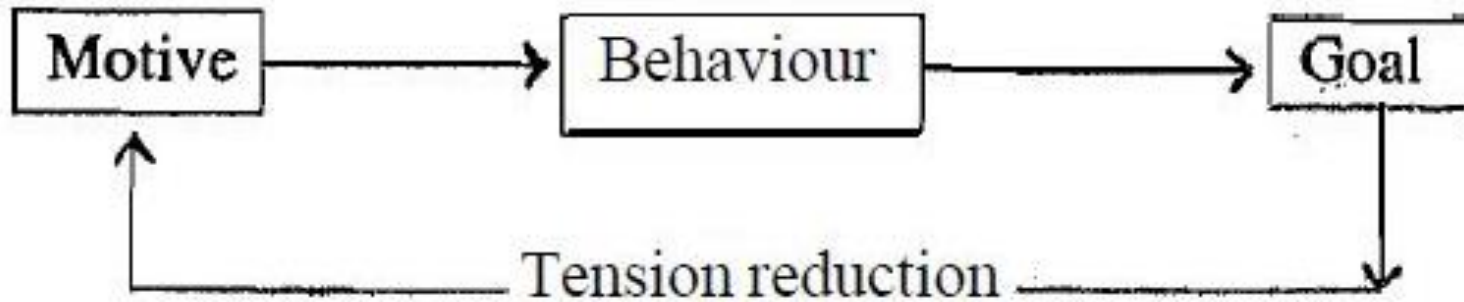
1.1 Elements of motivation

These 3 important elements of motivation are:-

1. Intensity - Level of efforts or how hard a person will try to attain the desired goal.
2. Direction - Hard work is of little use unless channelized in the right direction that benefits the organization.
3. Persistence - How long a person can maintain effort. A person with high motivation will not quit until the goal is achieved.

1.2 Process of motivation

Motivation concerns those processes which produces goal-directed behavior. The basic elements of the process of motivation are:



1.2 Process of motivation

1. Behavior: Behavior is generally motivated by a desire to achieve a goal. In order to predict and control behavior managers must understand the motives of people.

2. Motives: Motives prompt people to action. They are the primary energizers of behaviour. They are largely subjective and represent the mental feelings of human beings. They cause behaviour in many ways. They arise continuously and determine the general direction of an individual's behavior.

3.Goals: Motives are directed toward goals. Attaining a goal will tend to restore physiological or psychological balance. Goals are the ends which provide satisfaction of human wants. They are outside an individual; they are hoped for incentives toward which needs are directed. Thus, a need can be satisfied by several alternate goals.

2 Early theories of motivation

The study of motivation got a big boost in the 1950's and act as a foundation for modern theories. Managers often use these theories to describe employee motivation.

Some of the early theories of motivation are :-

1. Abraham Maslow's Hierarchy of needs
2. Theory X and Theory Y
3. Fredrick Herzberg's Two – Factor Model
4. McClelland's Theory of needs

2.1 Abraham Maslow's Hierarchy of needs

In 1943 was the first time that someone gave the world a theory of human needs. This is called the Need Hierarchy Theory by Abraham Maslow.



2.1 Abraham Maslow's Hierarchy of needs

5 level of needs in the hierarchy are :-

1. Physiological needs: These are hunger, thirst, sleep, avoidance of pain, sex and the maternal instinct. It is on the satisfaction of physiological needs that the survival of the human being depends.

2. Safety needs: Need for a secure environment - physical as well as psychological. It is the need for freedom, and safety from fear or threat.

How do you think organizations can provide that?

3. Social needs: Needs that are also known as 'love needs' or 'belongingness needs'. It refers to the need of having friends, to be loved and accepted by other people.

How do your think organizations can provide that?

4. Esteem needs: Internal factors such as self respect, autonomy and achievement. External factors such as status, recognition and attention.

How do you think organizations can provide that?

2.1 Abraham Maslow's Hierarchy of needs

5. Self-actualization needs: drive to become what we are capable of. It is to fulfill one's potential. Includes growth and self-fulfilment.

2.1 Abraham Maslow's Hierarchy of needs

These 5 needs are classified into 2 broad categories.

Lower – order needs: The physiological and safety needs fall under this category and are satisfied externally by things such as pay, tenure, etc.

Higher – order needs: Social, esteem and self actualization needs fall under this category and are satisfied internally

2.1 Abraham Maslow's Hierarchy of needs

Salient features of the theory are:-

1. The needs are hierarchically arranged from lowest to the highest order.
2. Once a need is satisfied, it no longer motivates a person anymore and he/she moves to the next higher need.
3. This theory is popular because it is very easy to understand and it appeals to our intuitive logic.
4. Major limitation is that there is little scientific evidence to support it.

2.2 Theory X and Theory Y

David McGregor proposed that managers have two distinct assumption about subordinates and managers thus behave accordingly.

Managers with a Theory X orientation which is negative.

- Subordinates are lazy and irresponsible.
- Dislike work and need direction.
- Will work hard only when they are pushed or threatened with punishment.

Managers with a Theory Y orientation which is positive.

1. Are willing to work hard when the right conditions exist. i.e work is as good as play.
- Have a psychological need to work and seek achievement and.
 - Can be motivated to work hard by providing them with interesting and challenging jobs, encouraging greater participation and developing good relations.

2.3 Fredrick Herzberg's Two - Factor Model

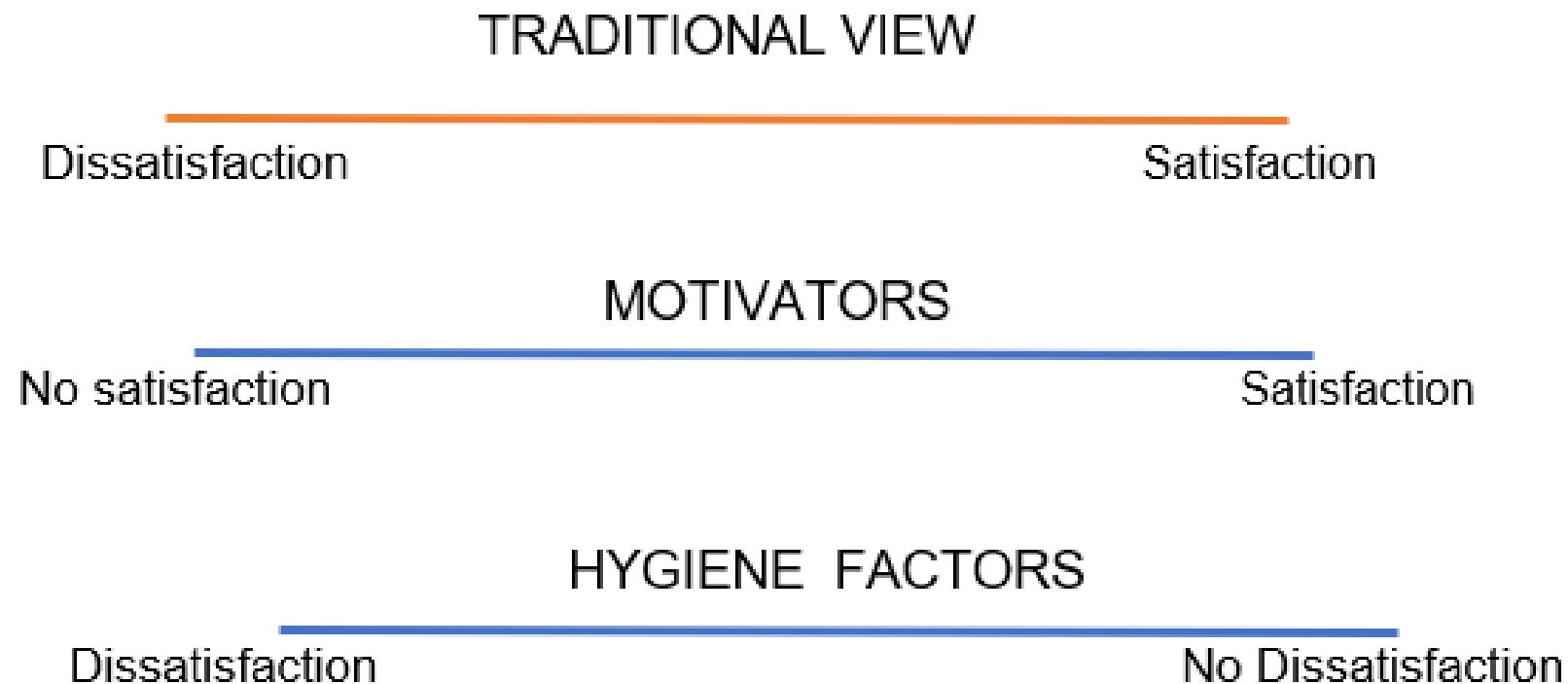


He studied 200 accountants and engineers and asked them to report situations in which they felt exceptionally good or bad about their jobs. This led to the theory also called ***motivation-hygiene theory***.

- Satisfaction is due to internal factors. He labelled them 'motivators'.
- Dissatisfaction is due to external factors. He labelled them 'hygiene/maintenance factors'. They are preventive in nature , taking care of them will prevent dissatisfaction, but will not necessarily motivate them.

2.3 Fredrick Herzberg's Two - Factor Model

Traditional view versus Herzberg's view.



2.3 Fredrick Herzberg's Two - Factor Model

MOTIVATORS- Factors that motivate or produce job satisfaction are:

- Authority and Responsibility.
- Advancement opportunities.
- Recognition and appreciation.
- Work itself.

HYGIENE OR MAINTENANCE FACTORS - Factors that are related to dissatisfaction are:-

- Company policy and administration
- Supervision
- Salary
- Interpersonal relations
- Working conditions

2.3 Fredrick Herzberg's Two - Factor Model

HERZBERG'S FINDINGS:

- This model threw new light on the importance of the job contents.
- Factors producing satisfaction were entirely separate and different from factors responsible for dissatisfaction and not mere opposites Eg. Unpleasant working condition may cause dissatisfaction, pleasant working conditions may not lead to satisfaction.
- Focusing on the hygiene factors only reduces dissatisfaction, but does not lead to satisfaction. Eg. To boost an employee's morale- provide higher wages, better working conditions and more fringe benefits. This did not solve the problem of low employee morale.
- Hygiene factors are important to maintain the Human Resource of the company, but they are not sufficient to motivate the employees.
- Satisfaction is only possible if the managers focused on the motivators after taking care of the hygiene factors.

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2.3 Fredrick Herzberg's Two - Factor Model

Criticism:

- **Methodological limitations :**

Herzberg used the critical incident method. People take credit (intrinsic factors) when things are going well at work and blame it on extrinsic factors when there is a failure.

- **Methodology**

Doubts have been raised about the reliability of these findings because the responses obtained are open to different interpretation by different raters.

- **Overall satisfaction not measured**

Respondents were asked when they felt exceptionally happy about their job and also when they felt exceptionally unhappy. However, he did not find out what was the overall level of satisfaction.

- **Assumption not tested**

In his study, he assumed that satisfaction and productivity were related. However, in his study he only concentrated on satisfaction and did not measure productivity. Hence, his assumptions were not tested.

2.4 McClelland's Theory of needs

David C. McClelland of Harvard University identified 3 needs which have strong influence on Organizational motivation and behaviour.

- **Need for achievement (nAch)**

The need to excel, accomplish and constantly improve performance. Individuals high on this need have a strong desire to succeed and do better than others.

- **Need for power (nPow)**

The need to be in charge and exercise control over others. Individuals high on this need have a strong urge to influence people and situations.

- **Need for affiliation (nAff)**

The need to be with people and to have close personal relationships. Individuals high on this need effectively relate to people and be accepted by others.

2.4 McClelland's Theory of needs

Making of a successful managers based on these 3 needs:

- A limitation with individuals high on achievement is they are concerned with only their performance and don't make attempt to motivate others and hence are not very successful as managers.
- The need for affiliation and need for power are more closely related to success as a manager.
- Highly successful and effective managers are high on the need for power and low on the need to affiliate.

2.4 McClelland's Theory of needs

David C. McClelland identified the following characteristics of high achievers.

1. Moderate risks

- They prefer goals with an intermediate level of risk, that have 50% chance of success.
- Goals that are too easy, offer no sense of satisfaction and challenge.
- Goals that are too difficult, makes them feel that achieving them is a matter of luck and hence they experience no sense of satisfaction.
- High achievers like goals that stretch them a little and bring out the best in them.

2.Feedback

People with need for high achievement like tasks in which they get continuous feedback as to how well they are doing.

3.Personal responsibility

They like jobs or tasks for which they are personally responsible. They are prepared to take both credit and blame for the work outcome.

2.4 McClelland's Theory of needs

4.Entrepreneurial

High achievers are entrepreneurial in nature. They like to have their own business or run an independent unit in the organization.

5.Matches their ability

Individuals high on achievement motivation choose occupations that realistically match their abilities.

6.Internal locus of control

They hold themselves responsible for their actions and accountable for their success or failures.

2.4 McClelland's Theory of needs

Limitations:

1. Difficulty in measuring needs

According to McClelland, the 3 present in the subconscious level. Often the individual himself doesn't know which need is high or low and thus measuring the needs is very difficult.

2. Time consuming and expensive

A trained expert is needed to measure the 3 needs by

- a) showing pictures to an individual and ask him to write stories on each of the pictures.
- b) the responses are then scored and the level of the needs are identified.

3. Not practical

Since it is time consuming and expensive, Organizations may be willing to commit to this theory. Therefore it has limited practicality.