

# THEORIES OF MOTIVATION

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# FLOW....OF DISCUSSION

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- × **What is motivation**
- × **Theories of Motivation**
- × **Maslow's Theory of Motivation - Hierarchy of Needs**
- × **Herzberg's motivator-hygiene theory**



# MOTIVATION

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- ✘ **Motivation is the characteristic that helps you achieve your goal. It is the drive that pushes you to work hard .It is the energy that gives you the strength to get up and keep going - even when things are not going your way.**

# THEORIES OF MOTIVATION

Content  
Theory



Maslow's hierarchy of needs

Herzberg's motivator-  
hygiene theory

Alderfer's ERG theory

McClelland's three-needs  
theory

# THEORIES OF MOTIVATION

**Process  
Theory**



**Adams' equity theory**

**Vroom's expectancy theory**

**Goal-setting theory**

**Reinforcement theory**



MASLOW 'S THEORY OF MOTIVATION

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# Hierarchy of Needs

# MASLOW'S THEORY

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- ✘ **We each have a hierarchy of needs that ranges from "lower" to "higher." As lower needs are fulfilled there is a tendency for other, higher needs to emerge."**
- ✘ **Maslow's theory maintains that a person does not feel a higher need until the needs of the current level have been satisfied.**

# MASLOW'S HIERARCHY PYRAMID

MASLOW'S HIERARCHY PYRAMID





**Self Actualization**

**Esteem needs**

**Social needs**

**Safety needs**

**Physiological  
needs**

# **APPLYING MASLOW'S NEEDS HIERARCHY - BUSINESS MANAGEMENT**



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- ✘ **Physiological Motivation:** Provide ample breaks for lunch , pay salaries that allow workers to buy life's essentials.
  - ✘ **Safety Needs:** Provide a working environment which is safe, relative job security, and freedom from threats.
  - ✘ **Social Needs:** Generate a feeling of acceptance, belonging by reinforcing team dynamics.



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- ✘ **Esteem Motivators:** Recognize achievements, assign important projects, and provide status to make employees feel valued and appreciated.
  - ✘ **Self-Actualization:** Offer challenging and meaningful work assignments which enable innovation, creativity, and progress according to long-term goals.

## LIMITATIONS AND CRITICISM

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- ✘ Maslow's hierarchy makes sense but little evidence supports its strict hierarchy. Research has challenged the order imposed by Maslow's pyramid. As an example, in some cultures, social needs are regarded higher than any others.
- ✘ Little evidence suggests that people satisfy exclusively one motivating need at a time.



# HERZBERG'S MOTIVATION-HYGIENE THEORY

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## Two Factor Theory



# MOTIVATION-HYGIENE THEORY

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- ✘ Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book *The Motivation to Work*.

# MOTIVATION-HYGIENE THEORY

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**Satisfiers :motivators**

**Dissatisfiers hygiene factors**



# Motivating factors

Achievement

Recognition

Work itself

Responsibility

Advancement

Growth

# Hygiene factors

Company policy

Supervision

Relationship w/Boss

Work conditions

Salary

Relationship w/Peers



# **APPLYING TWO FACTOR THEORY IN BUSINESS MANAGEMENT**

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- ✘ According to Herzberg: The job should have sufficient challenge to utilize the full ability of the employee.
  - ✘ Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
  - ✘ If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem



## LIMITATION AND CRITICISM

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- ✘ Critics consider Herzberg's two factor theory to be simplistic - what motivates me may be a dissatisfier for someone else
- ✘ Its for individuals, not as a homogeneous group with one set of wants and needs
- ✘ Some factors may be within your control, some may not



# SUMMARY

**Both these theories have been broadly read and despite its weaknesses its enduring value is that it recognizes that true motivation comes from within a person and not from other factors.**

**THANK YOU....FOR YOUR MOTIVATION**