

Module I

Theories of Motivation

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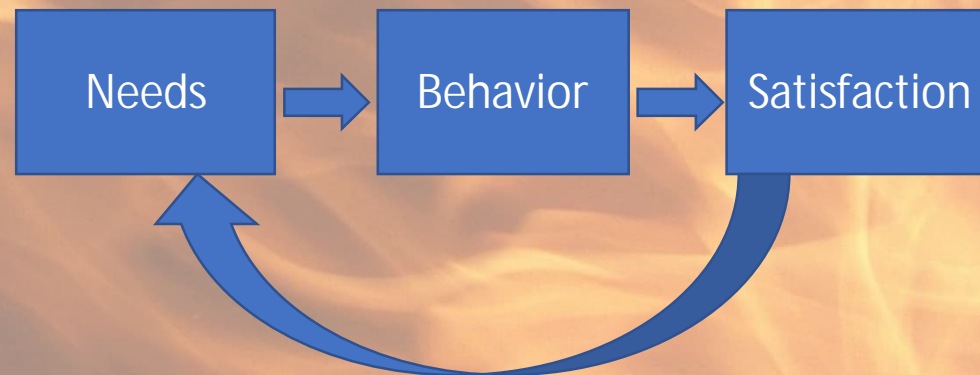
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Why should managers care about employees' motivation?

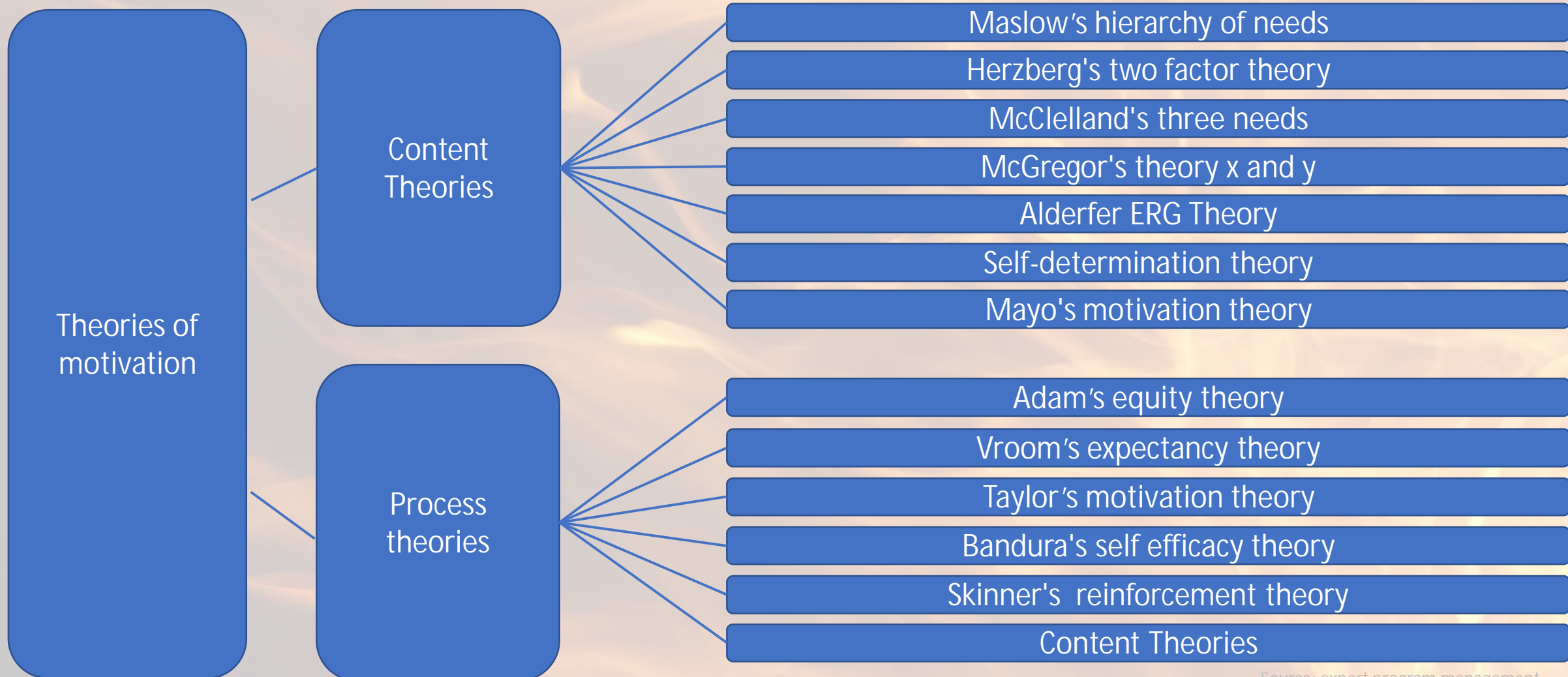


“Motive” is “Something inside person that incites him or her to act” Webster

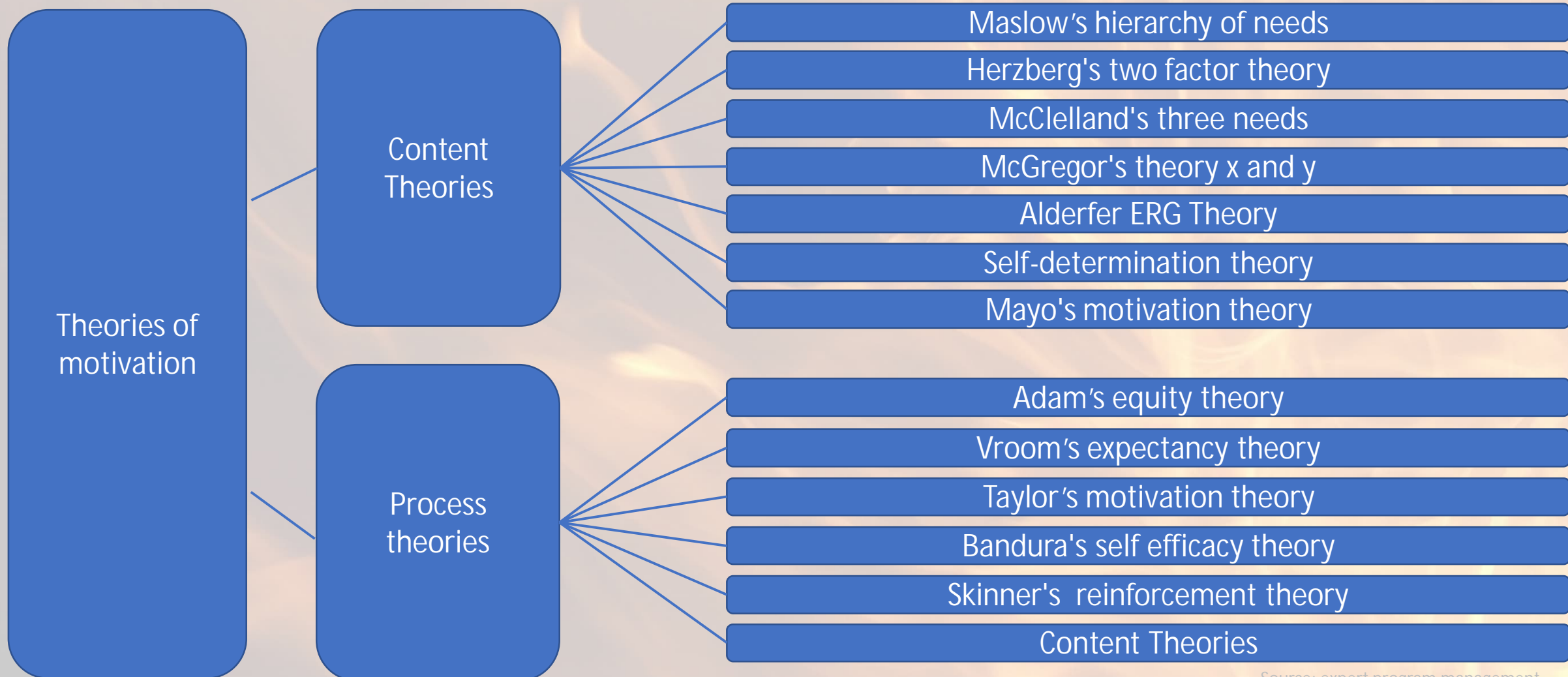
Motivation in nutshell



Theories of Motivation

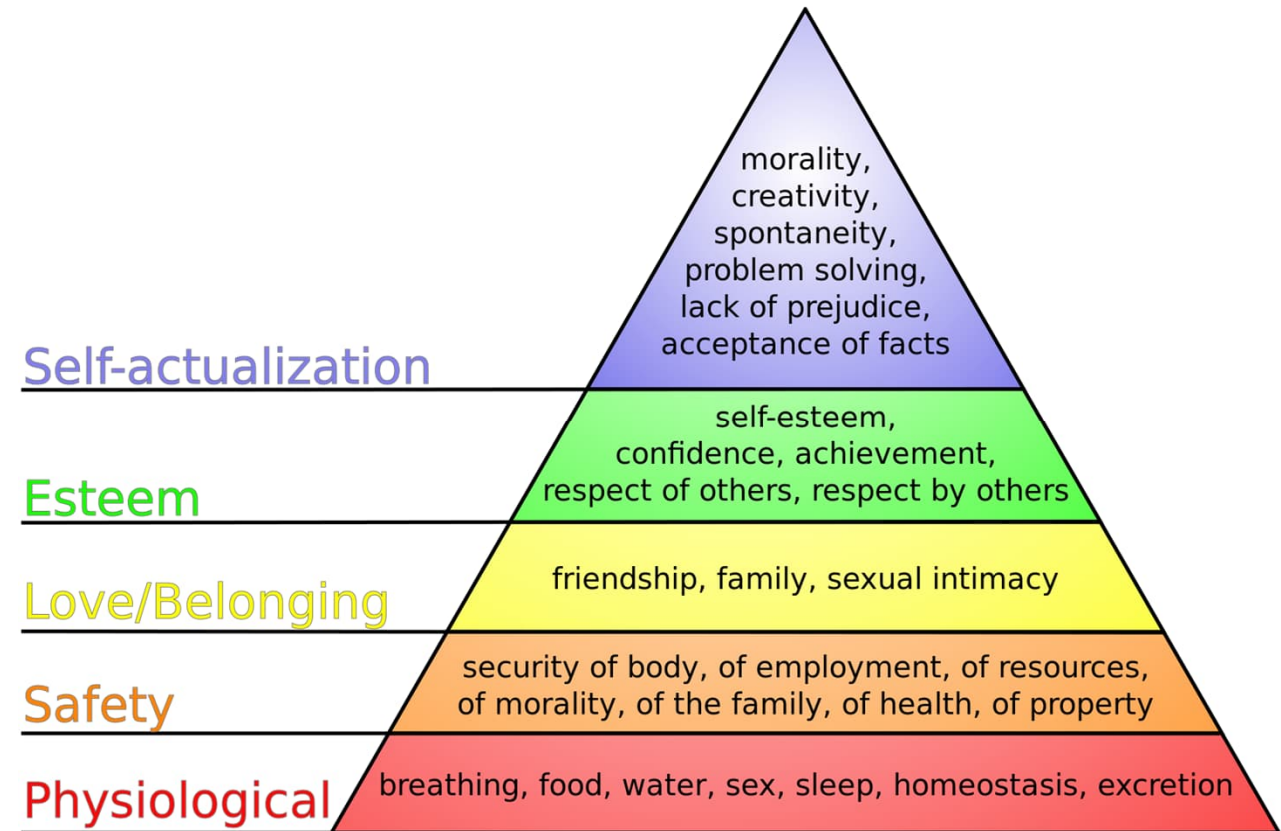


Theories of Motivation



Maslow's hierarchy of needs

- Maslow's hierarchy of needs is a theory of motivation which states that five categories of human needs dictate an individual's behavior.



Herzberg's two factor theory

- States that there are certain factors in the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction, all of which act independently of each other.



McClelland's three needs

- states that every person has one of three main driving motivators: the needs for achievement, affiliation, or power. These motivators are not inherent; we develop them through our culture and life experiences. Achievers like to solve problems and achieve goals.



MacGregor's theory x and y

- drew a distinction between the assumptions about human motivation which underlie these two approaches, to this effect:



Attitude

We dislike work, find it boring, and will avoid it if we can.

We need to work and want to take an interest in it. Under the right conditions, we can enjoy it.

Direction

We must be forced or coerced to make the right effort.

We will direct ourselves towards a target that we accept.

Responsibility

We would rather be directed than accept responsibility, which we avoid.

We will seek and accept responsibility, under the right conditions.

Motivation

We are motivated mainly by money and fears about their job security.

Under the right conditions, we are motivated by the desire to realize our own potential.

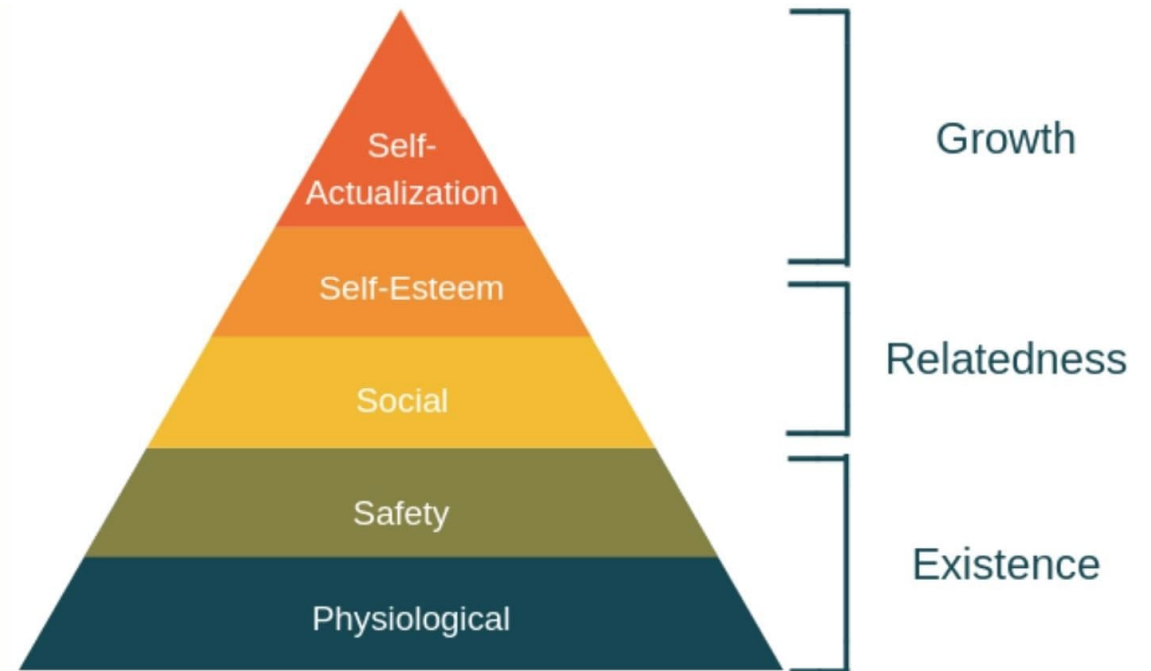
Creativity

Most of us have little creativity – except when it comes to getting around rules.

We are highly creative creatures – but are rarely recognized as such or given the opportunity to be.

Alderfer's ERG Theory

- Suggests that there are three groups of core needs: existence (E), relatedness (R), and growth (G)—hence the acronym ERG.



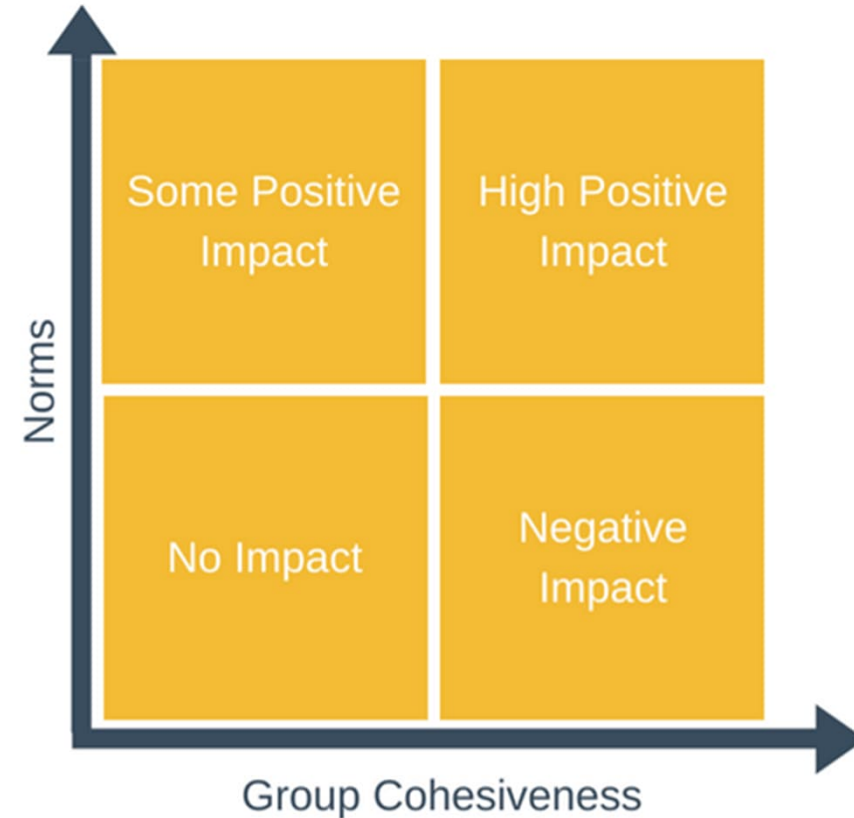
Self-determination theory

- suggests that people are motivated to grow and change by three inborn and universal psychological needs.

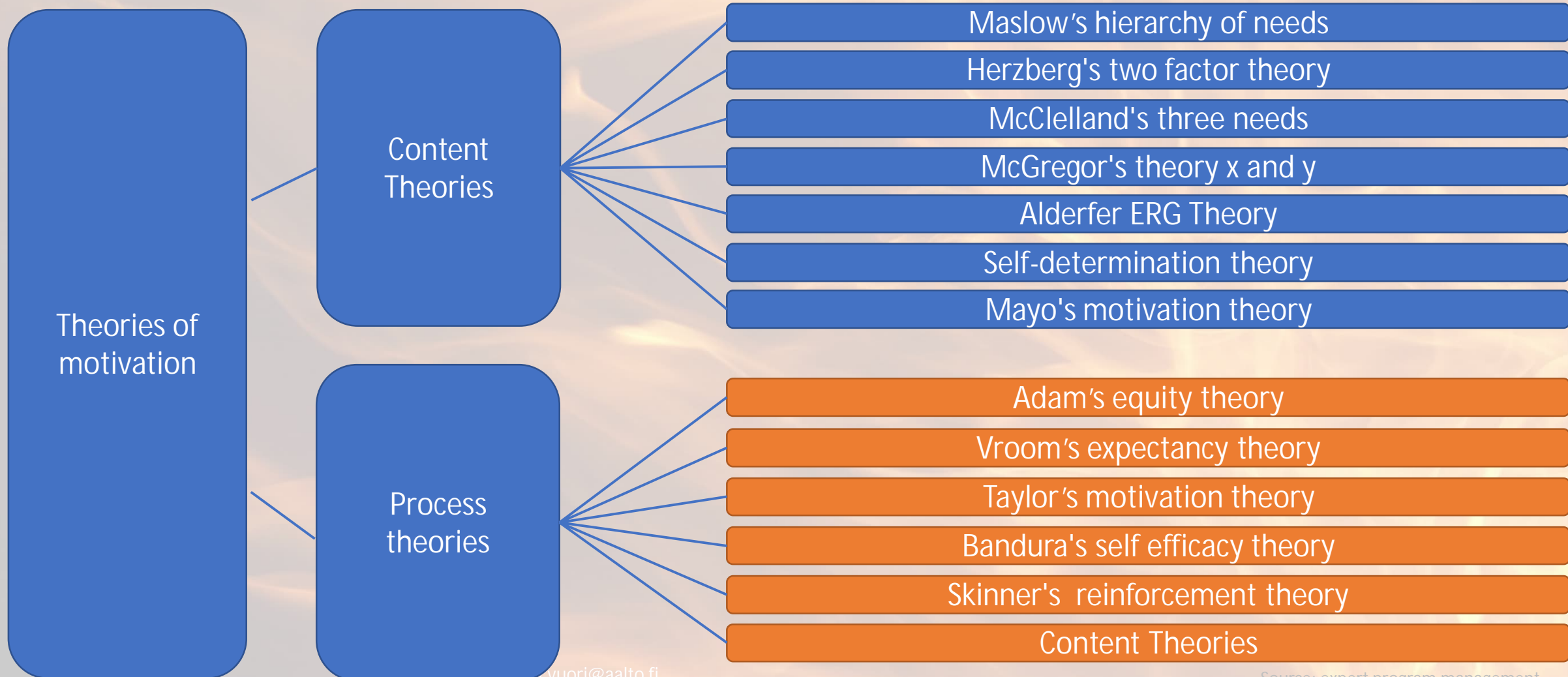


Mayo's motivation theory

- promotes the hypothesis that workers are motivated by social and relational forces more than financial or environmental conditions.



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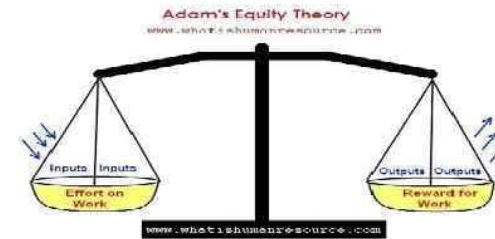


Adam's equity theory

- a fair balance to be struck between an employee's inputs (hard work, skill level, acceptance, enthusiasm, and so on) and an employee's outputs (salary, benefits, intangibles such as recognition, and so on).

Introduction-con't

- Effort.
- Loyalty.
- Hard work.
- Commitment.
- Skill.



- Recognition.
- Job security.
- Responsibility.
- Sense of achievement.
- Praise.

Vroom's expectancy theory

- assumes that **behavior results from conscious choices among alternatives** whose purpose it is to maximize pleasure and to minimize pain



Taylor's motivation theory

- puts forward the idea that workers are motivated mainly by pay

- Workers
 - don't usually enjoy work
 - have natural tendency to take it
 - slack off whenever they can...
- Because of this, they **need to be monitored and controlled closely**.
- To help with this, managers should
 - **break down each employee's job into more manageable**, bite-sized tasks.
 - **Training** should be given so that all employees perform these tasks in a standard way.
 - Workers should be paid based on how much they produce (**piece rate**)

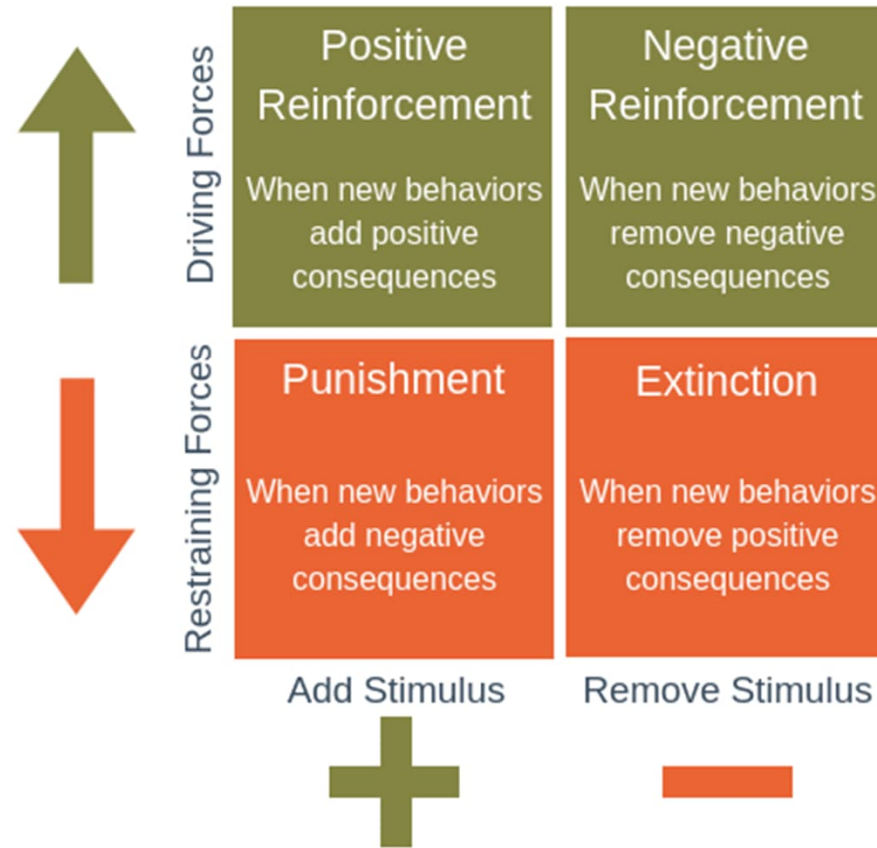
Bandura's self efficacy theory

- assumes that people are likely to engage in task performance to the extent that they perceive themselves to be competent



Skinner's reinforcement theory

- suggests that you can change someone's behavior by using; reinforcement, punishment, and extinction.

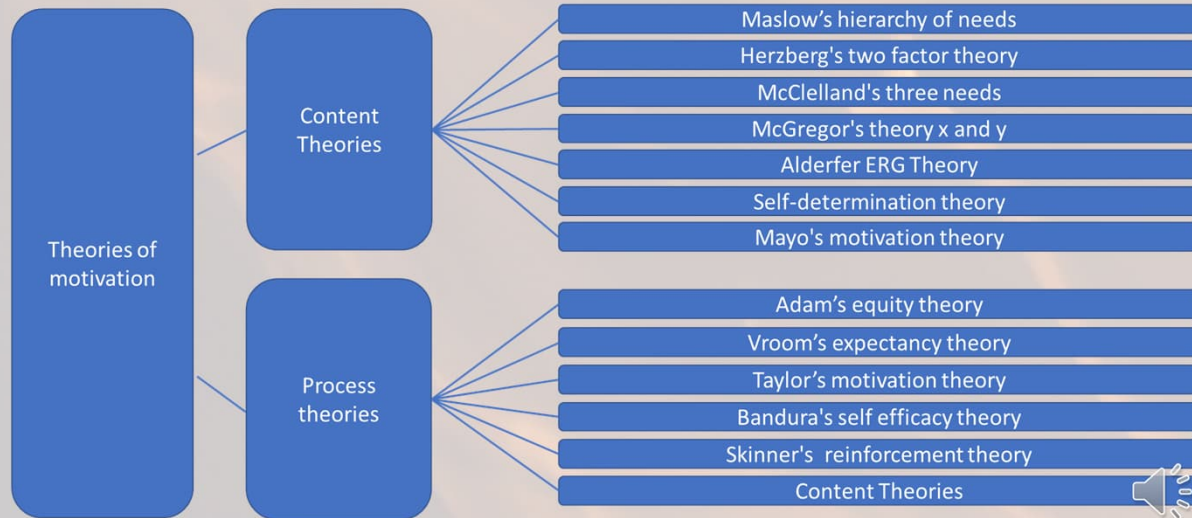


Locke's goal setting theory

- states that goal setting is essentially linked to task performance



Summary



- Motivation theories attempt to explain how to motivate employees
- Employees are motivated by different things (different needs)
- Needs can
 - Vary in strength and importance
 - Change over a lifetime