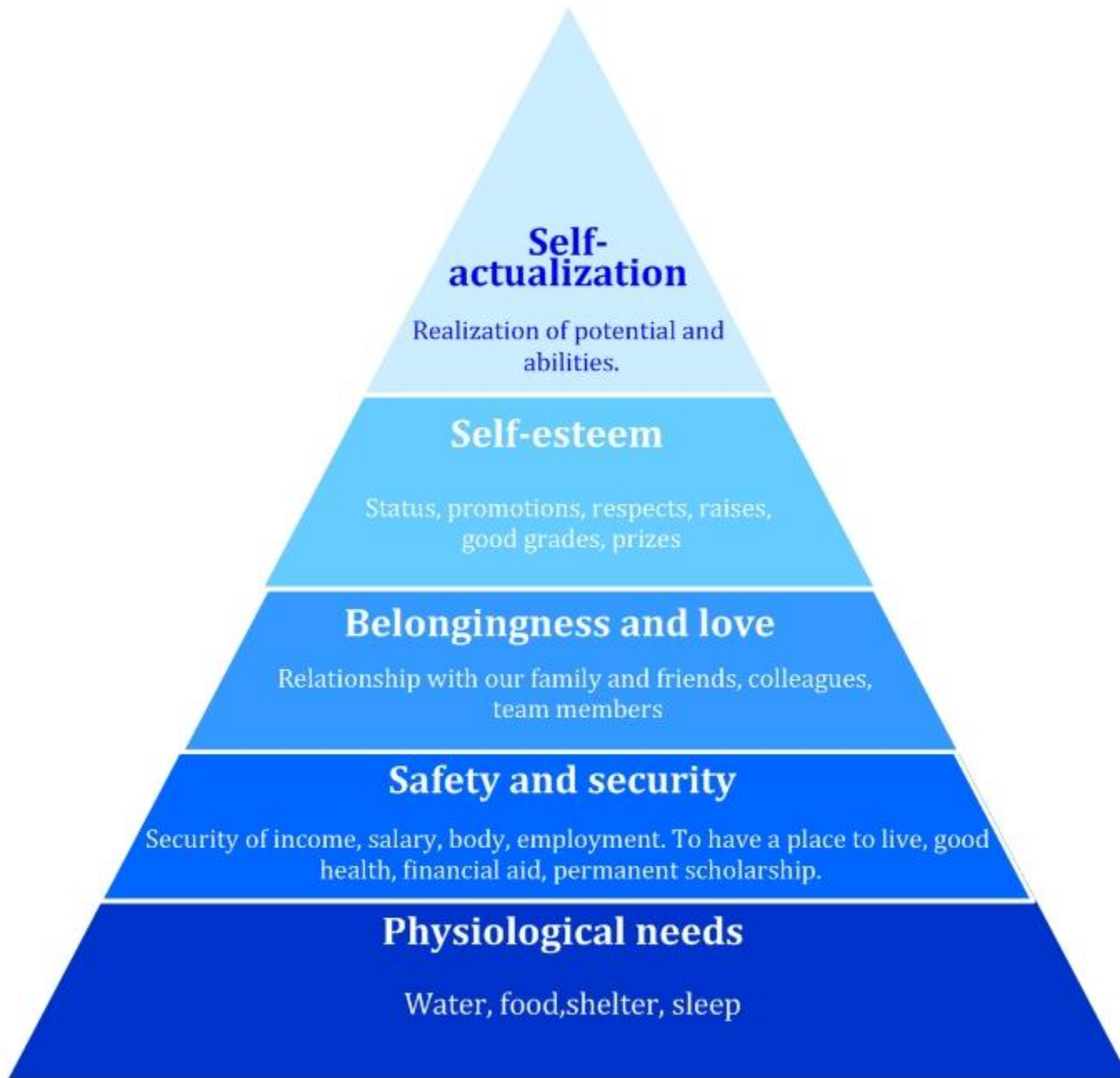


Motivation: Need Theories

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Physiological Needs: These needs are the basic needs, a prerequisite for the survival of the human being. Air, water, food, sleep are the physiological needs which must be met, in order to go further in the hierarchy. If these needs are not met, then an individual will be highly motivated to satisfy these first, while the other levels of needs would provide him with a little motivation.

Safety Needs: Once the physiological or basic needs are fulfilled, the other needs become important. The next comes the safety or security needs. People begin to feel the need for a safer place to live in, i.e. shelter, safe neighborhood, steady employment, etc. Thus, at this stage, the need for self-preservation i.e. a need for being free of physical danger, emerges.

Social Needs: After the first two needs of the hierarchy are met, people tend to move further and seeks to satisfy their social needs. Since a human being is a social animal who lives in the society, has an urge to belong to and be accepted by all. The need for love, affection, belonging emerges at this stage. Thus, the relationships are formed at this level.

Esteem Needs: Once the above needs are fulfilled, an individual strives to achieve the esteem needs, concerned with self-respect, self-confidence, a feeling of being unique, social recognition, personal worth, etc. On the satisfaction of these needs, an individual feels the sense of power and control and becomes more confident.

Self-Actualization Needs: The next and the final need on the Maslow's Need Hierarchy is the Self Actualization Need. It refers to the need to maximize one's potential. These needs are related to the development of one's intrinsic capabilities that can be utilized in different real life situations. It can be rephrased as, a desire of becoming, what one is capable of becoming.

Herzberg's Motivation-Hygiene Theory

Definition: The **Herzberg's Motivation-Hygiene Theory** is given by Fredrick Herzberg and his associates, who studied the variables that are perceived to be desirable to achieve goals and the undesirable conditions to avoid.

In this context, the study was conducted wherein the experiences and feelings of 200 engineers and accountants were analyzed. They were asked to share their previous job experiences in which they felt “exceptionally good” or “exceptionally bad.” Through this study, Herzberg concluded that there are two job conditions independent of each other that affect the behavior differently.

The first set of job conditions has been referred to as **maintenance or hygiene factor**, wherein the same job conditions provide the same level of dissatisfaction, in case the conditions are absent, however, their presence does not motivate in a strong way.

second set of job conditions is referred to as **motivational factors**, which primarily operate to build strong motivation and high job satisfaction, but their absence does not result in strong dissatisfaction.

Herzberg's Theory

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graph TD; A[Herzberg's Theory] --> B[Maintenance/ Hygiene Factors]; A --> C[Motivational Factors];
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The diagram illustrates Herzberg's Theory of Motivation. It features a central blue oval at the top labeled "Herzberg's Theory". Two arrows point downwards from this central oval to two separate ovals below it. The left oval is green and labeled "Maintenance/ Hygiene Factors". The right oval is red and labeled "Motivational Factors".

Maintenance/
Hygiene Factors

Motivational
Factors

Hygiene Factors: Herzberg identified ten maintenance or hygiene factors, that are not intrinsic parts of a job, but are related to the conditions in which the job has to be performed. These are company policy and administration, technical supervision, job security, working conditions, interpersonal relationship with peers, subordinates and supervisors, salary, job security, personal life, etc.

Motivational factors: These factors have a positive effect on the functioning of the employees in the organization. There are six factors that motivate employees: Achievement, Recognition, Advancement, Work-itself, Possibility of growth and Responsibility. An increase in these factors satisfies the employees and the decrease in these will not affect the level of satisfaction.

McClelland's Needs Theory

Definition: McClelland's Needs Theory was proposed by a psychologist David McClelland. McClelland's Needs Theory is sometimes referred to as **Three Need theory** or **Learned Needs Theory**.

McClelland has identified three basic motivating needs, Viz. Need for Power, Need for Affiliation and Need for Achievement and, along with his associates performed a considerable research work on these basic needs.



Power

Affiliation

Achievement

**McClelland's
Needs Theory**

Social Needs: After the first two needs of the hierarchy are met, people tend to move further and seeks to satisfy their social needs. Since a human being is a social animal who lives in the society, has an urge to belong to and be accepted by all. The need for love, affection, belonging emerges at this stage. Thus, the relationships are formed at this level.

Maslow's Hierarchy of Needs Theory (Cont.)

- **Physiological needs:** basic requirements of the human body; food, water, sleep, sex
- **Safety needs:** desires of a person to be protected from physical and economic harm
- **Belongingness and love needs (social):** desire to give and receive affection; be in the company of others

Maslow's Hierarchy of Needs Theory (Cont.)

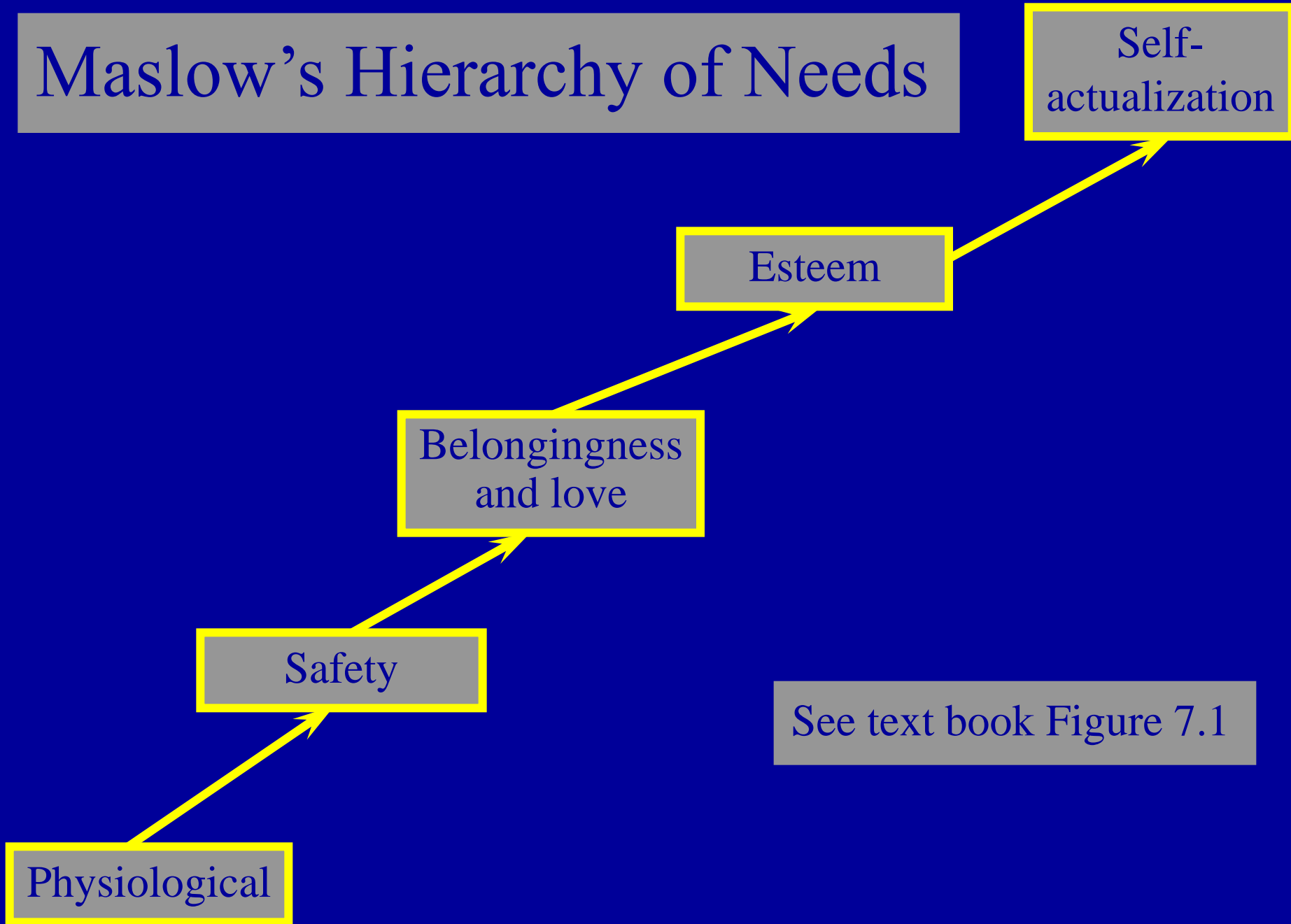
- **Esteem needs:** self-confidence and sense of self-worth
 - Esteem from others: valuation of self from other people
 - Self-esteem: feeling of self-confidence and self-respect
- **Self-actualization needs:** desire for self-fulfillment

Maslow: “. . . the desire to become more and more what one is, to become everything that one is capable of becoming.”

Maslow's Hierarchy of Needs Theory (Cont.)

- Form a **need hierarchy** based on the “prepotency” of needs
- **Prepotency**: need emerges as a motivator after satisfying a lower-order (more prepotent) need
- Hierarchy progression: physiological, safety, belongingness, esteem, self-actualization

Maslow's Hierarchy of Needs



Self-actualization

Esteem

Belongingness
and love

Safety

Physiological

See text book Figure 7.1

Maslow's Hierarchy of Needs Theory (Cont.)

- Need hierarchy
 - Unsatisfied need is a potential motivator of behavior
 - Satisfied need is no longer a motivator
 - Focus on more than one need: promotion leads to more money (esteem and physiological)
 - Need satisfaction follows the order shown but is flexible
 - Weak empirical support
 - Remains a classic interpretation of behavior

E.R.G. Theory

- A variation of Maslow's hierarchy of needs
- Three groups of needs
 - **Existence needs:** physical and material wants
 - **Relatedness needs:** desires for interpersonal relationships
 - **Growth needs:** desires to be creative and productive; to use one's skills

E.R.G. Theory (Cont.)

Maslow
hierarchy

E.R.G.
Theory

Self-
actualization

Esteem

Belongingness
and love

Safety

Physiological

Growth needs

Relatedness needs

Existence needs

Relationship of
Maslow's hierarchy
to E.R.G. Theory.

E.R.G. Theory (Cont.)

- Both similar to and different from Maslow's need hierarchy
- Satisfied and unsatisfied needs operate in much the same way
- Movement upward is the same
- Movement downward is new

See text book Figure 7.2

E.R.G. Theory (Cont.)

- **Satisfaction-progression:** move up the hierarchy as needs are satisfied
- **Frustration-regression:** move down the hierarchy when a need is frustrated
- **Deficiency cycle:** more strongly desire existence needs when they are unsatisfied
- **Enrichment cycle:** more strongly desire growth needs when they are satisfied

McClelland's Achievement Motivation Theory

- McClelland and colleagues studied the behavioral effects of three needs
 - Need for Achievement
 - Need for Power
 - Need for Affiliation
- Emphasized the Need for Achievement, although they investigated all three needs

McClelland's Achievement Motivation Theory (Cont.)

- Product of an impressive long-running research program
- Controversy over measurement methods
- Recent study shows the validity of different measures

McClelland's Achievement Motivation Theory (Cont.)

- Strong need for achievement people
 - Take responsibility for results of behavior
 - Willing to take calculated risks
 - Set moderate achievement goals
 - Prefer to set performance standards for themselves
 - Prefer nonroutine tasks to routine assignments
 - Welcome feedback about how well they are doing

McClelland's Achievement Motivation Theory (Cont.)

- Acquire the Need for Achievement through socialization to cultural values
- Presence of Need for Achievement themes in folklore, mythology, art
- Need for Achievement societies had high levels of economic development

McClelland's Achievement Motivation Theory (Cont.)

- Strong Need for Power people
 - Focuses on "controlling the means of influencing the behavior of another person"
 - Having strong effects on other people
 - Means of influence: anything available to the person to control the behavior of another
 - Actively searches for means of influence

Example: use superior-subordinate relationship or external rewards to control the behavior of another

McClelland's Achievement Motivation Theory (Cont.)

- Two ways of expressing the Need for Power
 - Dominance, physical aggression, exploitation
 - View situations from a win-lose perspective
 - Must win and the other party must lose
 - Did not feel such power behavior resulted in the type of leadership required by organizations

McClelland's Achievement Motivation Theory (Cont.)

- Two ways of expressing the Need for Power (cont.)
 - Persuasion and interpersonal influence
 - Tries to arouse confidence in those he or she wants to influence
 - Clarifies group's goals and persuades members to achieve those goals
 - Emphasizes group members' ability to reach goals

McClelland's Achievement Motivation Theory (Cont.)

- Two ways of expressing the Need for Power (cont.)
 - Tries to develop a competence belief in group members
 - McClelland felt this type of power behavior characterized effective leaders in organizations

McClelland's Achievement Motivation Theory (Cont.)

- **Strong Need for Affiliation** people
 - Focuses on "establishing, maintaining, and restoring positive affective relations with others"
 - Want close, warm interpersonal relationships
 - Seek the approval of others, especially those about whom they care
 - Like other people, want other people to like them, and want to be in the company of others

McClelland's Achievement Motivation Theory (Cont.)

- Need for achievement and behavior
 - Money: important to both high and low achievers, but for different reasons
 - High achiever wants concrete feedback about performance
 - Making a profit, or receiving a bonus, is a statement about success or failure
 - Symbol of success and feedback about job performance

McClelland's Achievement Motivation Theory (Cont.)

- Need for achievement and behavior (cont.)
 - High achiever wants a challenging job and responsibility for work
 - Want to feel successful at doing something over which they have control

McClelland's Achievement Motivation Theory (Cont.)

- Need for achievement and behavior (cont.)
 - Low achiever views monetary reward as an end in itself
 - Get increased performance from low Need for Achievement person by rewarding with money

McClelland's Achievement Motivation Theory (Cont.)

- Managers and executives usually have a stronger Need for Achievement than people in other occupations
- Evidence points to strong Need for Achievement as an entrepreneur characteristic
- Nature of Need for Achievement behavior fits well with such role demands

McClelland's Achievement Motivation Theory (Cont.)

- Need for Achievement and Need for Power: some relationships
 - Strong Need for Achievement person
 - Task centered
 - Future oriented
 - Performs to internal standard of excellence

McClelland's Achievement Motivation Theory (Cont.)

- Need for Achievement and Need for Power: some relationships (cont.)
 - Strong Need for Power person
 - Draws attention
 - Risk taking
 - Present oriented
 - Assesses situations for change potential

McClelland's Achievement Motivation Theory (Cont.)

- Need for Achievement and Need for Power: some relationships (cont.)
 - Both types of people important for successful organizations
 - Strong Need for Achievement managers keep an organization going
 - Strong Need for Power people bring dramatic change and innovation

Herzberg's Motivator-Hygiene Theory

- Early interview research with engineers and accountants
 - Negative events: mostly involved a person's job context such as company policy and supervision
 - Positive events: described aspects of the job and feelings of achievement
 - Salary mentioned about the same number of times in negative and positive reports

Herzberg's Motivator-Hygiene Theory (Cont.)

- **Dissatisfiers:** items predominantly found in descriptions of negative events
 - Could lead to high levels of employee dissatisfaction
 - Improve the dissatisfiers and reduce dissatisfaction
 - Not get higher satisfaction

Herzberg's Motivator-Hygiene Theory

(Cont.)

- **Satisfiers:** items predominantly found in descriptions of positive events
 - Could lead to high levels of employee satisfaction
 - Their absence, or a person's failure to experience them, would not produce dissatisfaction

Herzberg's Motivator-Hygiene Theory (Cont.)

- Two distinct continua: one for satisfaction and one for dissatisfaction
- Not a single continuum with dissatisfaction on one end and satisfaction on the other
- Herzberg eventually called the satisfiers motivators; the dissatisfiers hygiene factors

Herzberg's Motivator-Hygiene Theory (Cont.)

- **Motivators**

- Achievement
- Recognition
- Work itself

- **Hygiene factors**

- Company policies and their administration
- Quality of supervision
- Working conditions

Herzberg's Motivator-Hygiene Theory (Cont.)

- Dissatisfiers distracted from the motivators
- Once the work context is improved, the manager can try to provide the motivators
- Use a process called job enrichment
- Add more responsibility and autonomy to the job
- Creates opportunity for employee to experience the motivators

Herzberg's Motivator-Hygiene Theory (Cont.)

- Empirical research
 - Mixed results
 - Methodological issues
 - See the text book for details

International Aspects of the Need Theories of Motivation

- Concept of needs holds across cultures
- People from different cultures may express and satisfy needs differently
- Importance of needs in Maslow's need hierarchy
 - United States: self-actualization
 - Latin America: security, affiliation
 - France and Germany: need for security
 - New Zealand: belongingness and love

International Aspects of the Need Theories of Motivation (Cont.)

- See textbook for results of some large cross-country studies of McClelland's Achievement Motivation Theory
- Use caution when applying need theories of motivation in different countries
- Strong evidence they are culture bound

Ethical Issues and the Need Theories of Motivation

- Ethics of directly affecting employee behavior without informed consent
- Consider the ethics of actions from the different ethical views in Chapter 3

Ethical Issues and the Need Theories of Motivation (Cont.)

- Utilitarian analysis
 - Total effects of the manager's efforts
 - Do they produce a widespread net positive benefit for the organization?
- Rights and justice analysis: Employees' rights to know their manager's intent

Ethical Issues and the Need Theories of Motivation (Cont.)

- Ethical egoism
 - It is right for a manager to affect behavior because it meets the manager's interests
 - Interests include unit's work performance and the manager's career

Ethical Issues and the Need Theories of Motivation (Cont.)

- Ethically required to create need satisfying work experiences?
- Existing research does not always show higher performance and satisfaction from work designs aligned with people's needs
- Ethical answer rests on the philosophy of each organization and its managers

Ethical Issues and the Need Theories of Motivation (Cont.)

- Should managers consider cultural differences in people's needs?
 - Manage according to the needs of people in the host culture, or
 - Manage as if they were in their home culture?

Ethical Issues and the Need Theories of Motivation (Cont.)

- Utilitarian and rights-based analyses answer "yes" to the first question and "no" to the second
 - Utilitarian view: managing a multinational operation so it aligns with local people's needs
 - Rights view: people have the right of congruence with their needs in their work experiences