

MST 514– Introduction to Organisation Behaviour

Lecture 9

August, 2015



Topics to be covered today

1. Motivation
2. Early Theories of Motivation

Defining Motivation

The result of the interaction between the individual and the situation.

- The processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal – specifically, an organizational goal.

- Three key elements:

- **Intensity** – how hard a person tries

- **Direction** – effort that is channeled toward, and consistent with, organizational goals

- **Persistence** – how long a person can maintain effort

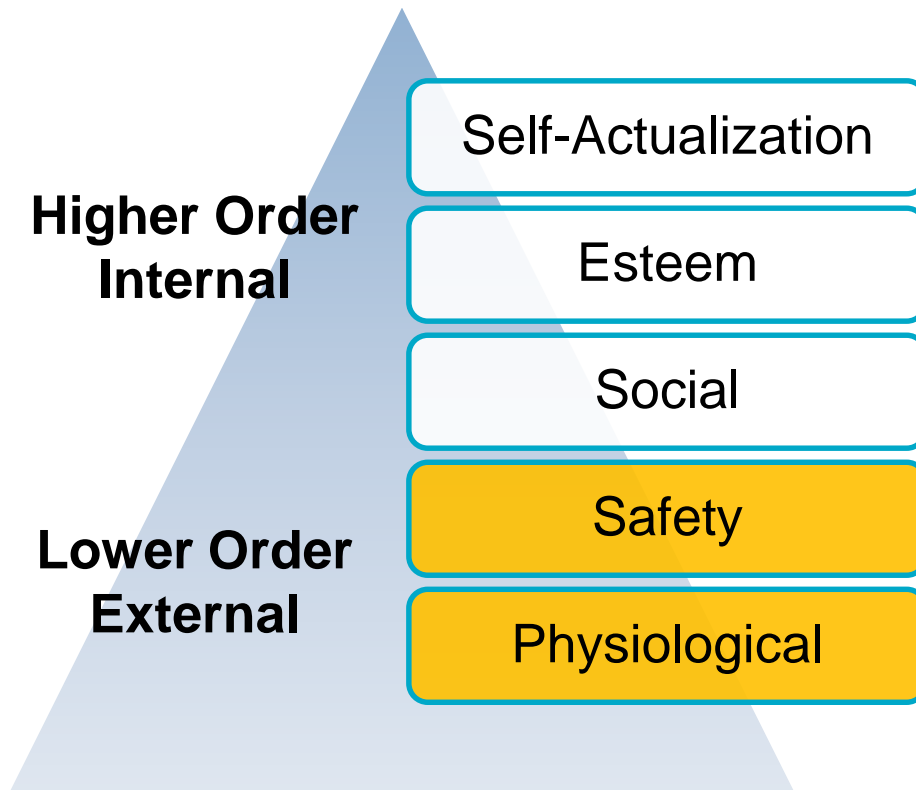
Early Theories of Motivation

These early theories may not be valid, but they do form the basis for contemporary theories and are still used by practicing managers.

1. Maslow's Hierarchy of Needs Theory
2. McGregor's Theory X and Theory Y
3. Herzberg's Two-Factor Theory
4. McClelland's Theory of Needs

1. Maslow's Hierarchy of Needs

There is a hierarchy of five needs. As each need is substantially satisfied, the next need becomes dominant.



Assumptions

- Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied
- Must move in hierarchical order

2. McGregors Theory X and Theory Y

- Two distinct views of human beings: Theory X (basically negative) and Theory Y (positive).
 - Managers used a set of assumptions based on their view
 - The assumptions molded their behavior toward employees

Theory X
<ul style="list-style-type: none">• Workers have <u>little ambition</u>• <u>Dislike</u> work• <u>Avoid</u> responsibility

Theory Y
<ul style="list-style-type: none">• Workers are <u>self-directed</u>• <u>Enjoy</u> work• <u>Accept</u> responsibility

- No empirical evidence to support this theory.

Theory X and Theory Y

⌘ Theory X:

In “CHAKDE INDIA” we can relate this theory to Bindia Naik.

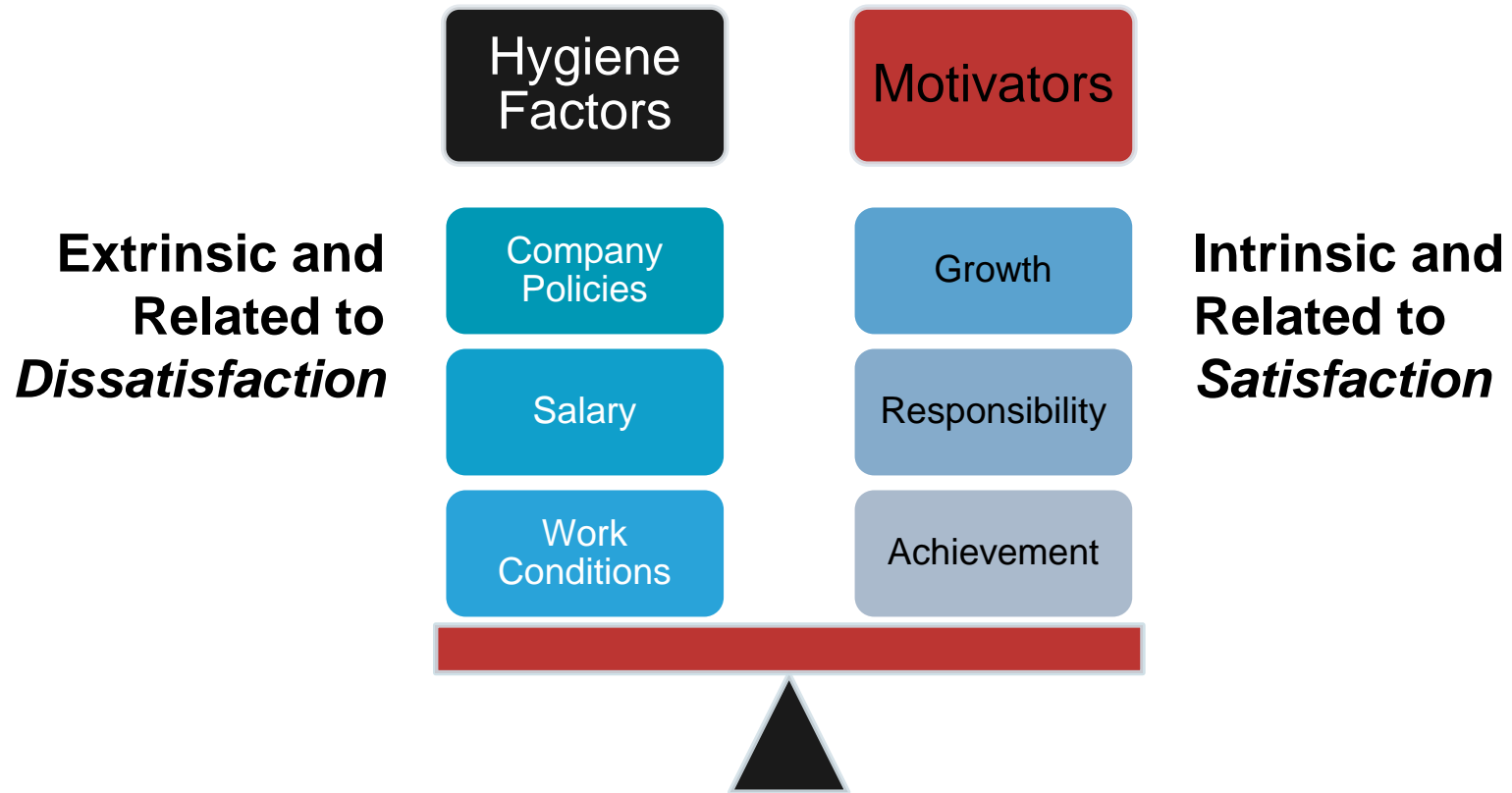
⌘ Theory Y:

This theory can be associated with the team captain Vidya Sharma.



3. Herzberg's Two-Factor Theory

Key Point: Satisfaction and dissatisfaction are not opposites but separate constructs



Criticisms of the Two-Factor Theory

Herzberg says that hygiene factors must be met to remove dissatisfaction.

If motivators are given, then satisfaction can occur.

- Herzberg is limited by his methodology
 - Participants had self-serving bias
- Reliability of raters questioned
 - Bias or errors of observation
- No overall measure of satisfaction was used
- Herzberg assumed, but didn't research, a strong relationship between satisfaction and productivity

4. McClelland's Three Needs Theory

- **Need for Achievement (nAch)**

- The drive to excel, to achieve in relation to a set of standards, to strive to succeed. Eg good entrepreneurs but not good leaders/sales managers.

- **Need for Power (nPow)**

- The need to make others behave in a way that they would not have behaved otherwise. Eg. Good managers

- **Need for Affiliation (nAff)**

- The desire for friendly and close interpersonal relationships. Eg. Good leaders

- People have varying levels of each of the three needs.

- Hard to measure

Thank you

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