CHAPTER III
THEORIES OF MOTIVATION

The study of motivation is concerned with why people behave in a certain way, and why they choose a particular course of action in preference to others. The underlying concept of motivation is some driving force with in individuals by which they attempt to achieve some goal inorder to satisfy some need or expectation. Individuals have a variety of changing, and often competing, needs and expectations which they attempt to satisfy in a number of different ways.

One useful threefold classification of individual needs and expectations at work is economic, intrinsic and social. If a person's motivational driving force is blocked before reaching a desired goal, there are two possible sets of outcomes - constructive behaviour or frustration. Main reactions to frustration are aggression, regression, fixation and withdrawal.¹

The development of different approaches to organisation and management have highlighted the changing concept of motivation at work. These different approaches have led through the rational-economic concept of motivation, the social concept of motivtion, the self actualisation concept of motivation, to the complex-person concept of motivation.
There are many competing theories to explain motivation at work. These theories are not conclusive and all have their critics or have been subject to alternative findings, particularly the content theories. However, it is because of the complexity of motivation that these different theories are important to the manager. They show that there are many motives which influence people's behaviour at work. They provide a framework within which to direct attention to the problem of how best to motivate staff to work willingly and effectively.

The different theories of motivation may be divided into two contrasting groups: content theories and process theories. Main content theories include: Maslow's hierarchy of needs model; Alderfer's need hierarchy model; Herzberg's two-factor theory; and McClelland's achievement motivation.

Process theories place emphasis on the actual process of motivation. These theories are concerned with the relationships among the dynamic variables which make up motivation, and with how behaviour is initiated, directed and sustained. Many of the process theories cannot be linked to a single writer but include: expectancy-based models; equity theory; and Porter-Lawler model.

These different theories provide a basis for study and discussion, and for review of the most effective motivational style. The manager must
judge the relevance of these different theories and how best to apply them to particular work situation.

**Content Theories of Motivation**

Content theories place emphasis on what motivates and are concerned with identifying people's needs and their relative strengths, and the goals they persue, in order to satisfy these needs. Main theories in this group are:

**Abraham Maslow's Hierarchy of Needs**

Maslow placed the human needs under five categories on a hierarchy as below:

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  Self Actualisation
    Esteem needs
      Affiliation Needs (Social Needs)
        Safety Needs
          Physiological Needs
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Physiological needs which are of urgent nature appear first, at the bottom of the hierarchy. Once these primary needs are satisfied further higher levels of needs appear. When the physiological needs are gratified they may no more remain the prominent motivating factors. Then a higher need "safety need" becomes a priority need which acts as a motivating factor and so on. Self-actualisation needs are placed at the top of the hierarchy of needs according to Maslow. A job, which provides an opportunity for fulfilment will be a source of happiness and job satisfaction. The greater the job satisfaction greater would be the morale and the greater would be the productivity.

Alderfer's Modified Need Hierarchy Model

A modified need hierarchy model has been presented by Alderfer. This model condenses Maslow's five levels of need into only three levels based on the core needs of existence, relatedness and growth (ERG Theory). Existence needs are concerned with sustaining human existence and survival, and cover physiological and safety needs of a material nature. Relatedness needs are concerned with relationships to the social environment, and cover love or belonging, affiliation and meaningful interpersonal relationships of a safety or esteem nature.

Growth needs are concerned with the development of potential and cover self esteem and self actualisation.
ERG theory states that an individual is motivated to satisfy one or more basic sets of needs. Therefore if a person's needs at a particular level are blocked then attention should be focussed on the satisfaction of needs at the other levels.

**Herzberg's Motivation Hygiene Theory**

Herzberg's theory is based on a study conducted on 200 accountants and engineers, formulated as "two factor theory". The two factor hypothesis suggested that the factors involved in producing job satisfaction were separate and distinct from the factors that led to job dissatisfaction. ie. the opposite of job satisfaction would not be job dissatisfaction, but 'no job satisfaction'; and the opposite of job dissatisfaction is not job satisfaction, but 'no job dissatisfaction'. The two factors projected by Herzberg are: satisfiers and dissatisfiers.\(^4\) Factors like achievement, recognition for achievement, intrinsic interest in the work, responsibility and advancement lead to workers' satisfaction (Satisfiers). The company policy and administrative practices, supervision, interpersonal relationships, working conditions and pay contribute very little to job satisfaction (Dissatisfiers). 'Hygiene factors' are the dissatisfiers and motivators are the satisfiers. This theory has a scope for interpreting the industrial relations from two angles: (1) what makes an employee happy? and (2) what makes him unhappy?
<table>
<thead>
<tr>
<th>Hygiene Factors</th>
<th>Motivators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proper Company Policy and Administration</td>
<td>Achievement</td>
</tr>
<tr>
<td>Working conditions (Conducive)</td>
<td>Advancement</td>
</tr>
<tr>
<td>Pay (Proper remuneration)</td>
<td>Recognition</td>
</tr>
<tr>
<td>Interpersonal relations with superiors, co-workers and subordinates</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Quality of supervision</td>
<td>Growth opportunities</td>
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</tbody>
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Relationship among Maslow's, Alderfer's and Herzberg's theories

<table>
<thead>
<tr>
<th>Maslow's Hierarchy of Needs</th>
<th>Alderfer's ERG theory</th>
<th>Herzberg's two-factor theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physiological</td>
<td>Existence</td>
<td>Hygiene Factors</td>
</tr>
<tr>
<td>Safety</td>
<td>Relatedness</td>
<td></td>
</tr>
<tr>
<td>Love</td>
<td>Growth</td>
<td>Motivators</td>
</tr>
<tr>
<td>Esteem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Self-Actualisation</td>
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Need Theory of McClelland

'The need for power' is considered as a desire to influence others which comes between Maslow's esteem needs and self actualisation needs. The positive or socialised face of power is characterised by a concern for group goals, for finding those goals that will move men, for helping the
group to formulate them, for taking some initiative in providing members of a group with the means for achieving such goals, and for giving group members a feeling of strength and competency they need to work hard for such goals.

The need for achievement can also be placed between Maslow's esteem needs and self-actualisation. This need is satisfied with the process to successfully compete the work meant for achievement. People with high achievement motivation must be given tasks and powers enabling them to make their full potential effective resulting in achievement at the expected level. Giving opportunities to make their efforts for higher achievements can be considered as motivation for them.

The need for affiliation is identical to Maslow's affiliation needs. People dominated by affiliative need would be attracted to jobs that allow considerable social interaction. Managers should establish a bridge with such people, maintain a benevolent posture, and encourage them to affiliate themselves so that their affiliative needs are satisfied.

McClelland's contribution on need concept of motivation concentrates on three types of needs: Need for power, need for achievement and need for affiliation.
Process Theories of Motivation

Under process theories of motivation, need satisfaction is not the only aspect of a person's content behaviour. Individual perceptions, expectations, expected outcome of a given behaviour etc. also play a vital role in motivation. Three major process theories are Expectancy theory, Equity theory and Porter-Lawler model.

Valence Theory (Expectancy Theory)

This theory is associated with the work of Victor Vroom. According to him need must be backed by an expectation to achieve the need satisfaction.

When the people have an expectancy that a particular work environment will provide them with what they are looking for, they are motivated to work. Workers are rational individuals who think about what they have to do to get the rewards they expect. The environment, from which they can get their expectation fulfilled, will motivate them to work in that environment. thus the valence theory focuses its attention on the environment first and then on the individual needs. Three determinants of motivation under this theory are:

1. The expectancy is that effort which result in performance. Effort Performance Expectancies (EP).
2. The expectancy is that performance will result in rewards. Performance Outcome Expectancies (PO) and

3. There is valence of rewards. Valence refers to the personal value workers assign to the rewards for making a particular performance. i.e. the rewards which workers may get, would make little motivation if the reward is of little value for them.

A worker can be highly motivated if all these three factors are high. It also means that motivation may not be effective if any one of these is absent.

Motivation = EP x PO x Valence

Equity Theory

J.S. Adams has put forth an equity concept of how individuals channel and maintain their efforts to achieve goals. This theory states that individuals subjectively determine the ratio of reward received and effort made on every performance. They compare such ratios with those of other people doing similar work, for determining the equity aspect of the rewards. If the individual notices inequity or imbalance in the remuneration, the one who gets lesser reward may have psychological tension. He may then try to reduce tension by changing his efforts level or the reward received for restoring balance (equity). Thus equity theory
embarks on equity of rewards. i.e. equity exists when an individual concludes that his own outcome/input ratio is equal to that of other people.

Porter-Lawler Model

Porter and Lawler have put forth their model of motivation incorporating the important aspects of both expectancy and equity theories. Performance is determined by an individual's effort, abilities, traits and perception of his role. Effort is influenced by the perceived value of the reward and the expectation that a certain level of effort will result in a certain reward. Thus a positive relationship is established between rewards and performance. Five important variables are projected in the model; effort, perception, performance, rewards and satisfaction. Porter and Lawler tried to explore the complex relationship between motivation, satisfaction and performance and point out that effort does not directly lead to performance. Performance is a function of three important factors:

1. one must be motivated
2. one must have necessary abilities and traits, and
3. one must have fairly clear role perceptions.

Other Theories

Douglas McGregor's Theory X and Theory Y

Theory X is based on three primary assumptions:
1. The average human being dislikes work and will avoid it, if possible.

2. Because of this dislike for work, most people must be coerced, controlled, directed, threatened with punishment to bring them towards the achievement of organisational goals; and

3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition and wants security above all.

Thus, under theory X, management is considered as the process of getting things done through others, using any or all of the methods like persuasion, punishment, direction and control.\textsuperscript{9}

But in course of time, management thinkers and practitioners emphasised the need for motivation rather than the relevance of theory X. Maintaining better human relations and motivating the workforce to contribute better are, therefore, considered important. Consequently, McGregor himself has initiated the Theory Y.

Theory Y:

Major postulates of Theory Y

1. External control and the threat of punishment are not the only means for bringing about effort towards organisational objectives. Human
beings have the capacity to exercise self control and self-direction towards the corporate objectives.

2. Average individual learns not only to accept but to seek responsibility.

3. Commitment to objectives can be a function of the rewards expected or offered for it.

4. Making physical or mental effort in work is as natural as play or rest.

All individuals cannot be indolent and lazy, since the effort and willingness to work are natural. Ability for self-control, self-direction and self-restraint can be treated as part of any human personality. Hence individuals can be motivated if a proper organisational philosophy, organisational climate and organisational culture conducive to self-control can be created. In this way, theory Y represents a human resource motivation approach.

An ideal organisation is the one which provides opportunity and motivation for its people to make their best contribution to the goals and objectives of the organisation and to their own personal growth and development.

Theory Z

Theory Z is a new way of viewing the essential nature of man and the factors that motivate him. It has originated from the Japanese management
philosophy. Management experts had tried to analyse "how the companies in Japan are doing exceptionally well" and the result of their analysis is the "Theory Z." There are three apparent reasons for the relative success of Japanese system - their technology, culture and the management system. William Ouchi and Alfred Jaeger have been responsible for this theory 'Z', who have been exploring the differences in styles of management of American and Japanese companies. Theory 'Z' companies will combine some characteristics of type A companies (American Companies) with some characteristics of type J companies (Japanese companies), mainly in the following six factors.11

1. Longterm employment of type J firms.
2. The formal controls of type A firms.
3. The longterm thinking of type J firms.
4. Frequent cross-training and job rotation of type J firms.
5. Participative decision making of type J firms.

Rensis Likert (1903-1972)

Management of human resources is the focal point of management concentrated on employee-centred supervision than on job-oriented supervision for higher productivity. Clear-cut objectives and freedom of
action are the two prerequisites for greater productivity and higher performance according to Likert.

He has identified four types of supervision.¹²

1. Exploitative autocratic supervision (No trust in subordinates).
2. Benevolent autocratic supervision (Master-servant relation)
3. Participative supervision (Substantial trust in subordinates)
4. Democratic supervision (Complete trust + confidence in subordinate)

Though the first two are common in most of the organisations, the 4th form of supervision results in higher productivity, low cost, favourable attitudes and good labour relations. He has advocated a group-to-group (not person to person) supervisory pattern.

Goal Theory or The Theory of Goal Setting

This theory is mainly based on the work of Locke. The basic premise of goal theory is that people's goals or intentions play an important part in determining behaviour. Locke accepts the importance of perceived value as indicated in expectancy theories of motivation, and suggests that these values give rise to the experience of emotions and desires. Goals guide people's responses and actions. Goals direct work behaviour and performance, and lead to certain consequences or feedback. People with specific quantitative goals (such as a defined level of performance, or a
given deadline for completion of a task) will perform better than people with a vague goal. People who have difficult goals will perform better than people with easier goals. Locke subsequently pointed out that 'goal-setting is more appropriately viewed as a motivational technique rather than as a formal theory of motivation.\textsuperscript{13}

\textbf{Attribution Theory}

This theory is initiated by Heider, who suggests that behaviour is determined by a combination of perceived internal forces and external forces.

Internal forces relate to personal attributes such as ability, skill, amount of effort or fatigue.

External forces relate to environmental factors such as organisational rules and policies, the manner of superiors or the weather.

Behaviour at work may be explained by the locus of control, that is whether the individual perceives outcomes as controlled by themselves, or by external factors. Employees with an internal control orientation are more likely to believe that they can influence their level of performance through their own abilities, skills or efforts. Employees with an external control orientation are more likely to believe that their level of performance is determined by external factors beyond their influence.\textsuperscript{14}
Maturity-Immaturity Theory

Chris Argyris has introduced a descriptive and multidimensional developmental process along which individuals in an organisation grow. Argyris examined industrial organisations to determine the effect of management practices on individual behaviour and their personal growth within work environment.\textsuperscript{15} He noticed seven basic changes that take place in the mature people over the years:

<table>
<thead>
<tr>
<th>Immaturity</th>
<th>Maturity</th>
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<tbody>
<tr>
<td>Passive as an infant</td>
<td>Active as an adult</td>
</tr>
<tr>
<td>Dependence on others</td>
<td>Independence</td>
</tr>
<tr>
<td>Behave only in a few ways</td>
<td>Behave in many different ways</td>
</tr>
<tr>
<td>Having shallow, casual abilities</td>
<td>Developing a few abilities in depth</td>
</tr>
<tr>
<td>Having a short time perspective</td>
<td>Long time perspective</td>
</tr>
<tr>
<td>Subordinate position</td>
<td>Subordinate or equal position</td>
</tr>
<tr>
<td>Lack of awareness of self</td>
<td>Awareness and control over self</td>
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Argyris poses a challenge before the management to provide a work climate in which everyone has a chance to grow and mature as individuals. He places a high value on autonomy, inner direction and the quest for maximum self development.\textsuperscript{16}
References


