

Human Resource Development

MOTIVATION THEORIES

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FLOW OF PRESENTATION

- ❖ Maslow's Hierarchy of Needs Theory
- ❖ Alderfer's ERG Theory
- ❖ Herzberg's Two-Factor Theory
- ❖ Equity Theory
- ❖ Expectancy Theory
- ❖ Goal-Setting Theory
- ❖ Reinforcement Theory
- ❖ Social Learning Theory



What is motivation?

- ❖ MOTIVATION is the term used to describe the forces within the individual that account for the level, direction, and persistence of effort expended at work.



Three Types of Motivation Theory

❖ Content Theory

- Needs are physiological and psychological deficiencies that an individual feels some compulsion to eliminate.

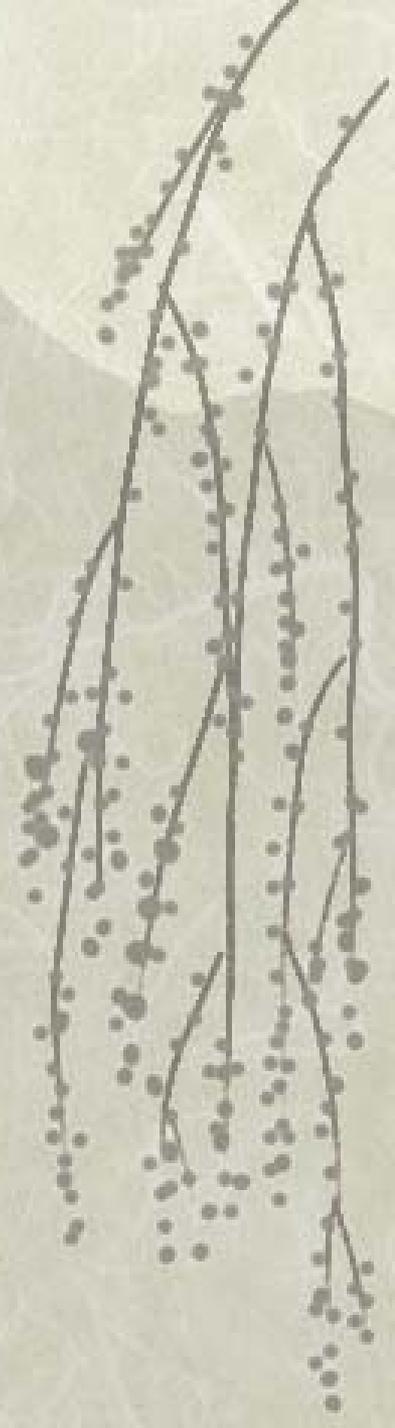
❖ Process Theory

- People give meaning to rewards and the work opportunities available to them.

❖ Reinforcement Theory

- People's behavior is influenced by its environmental consequences.

Content Theory



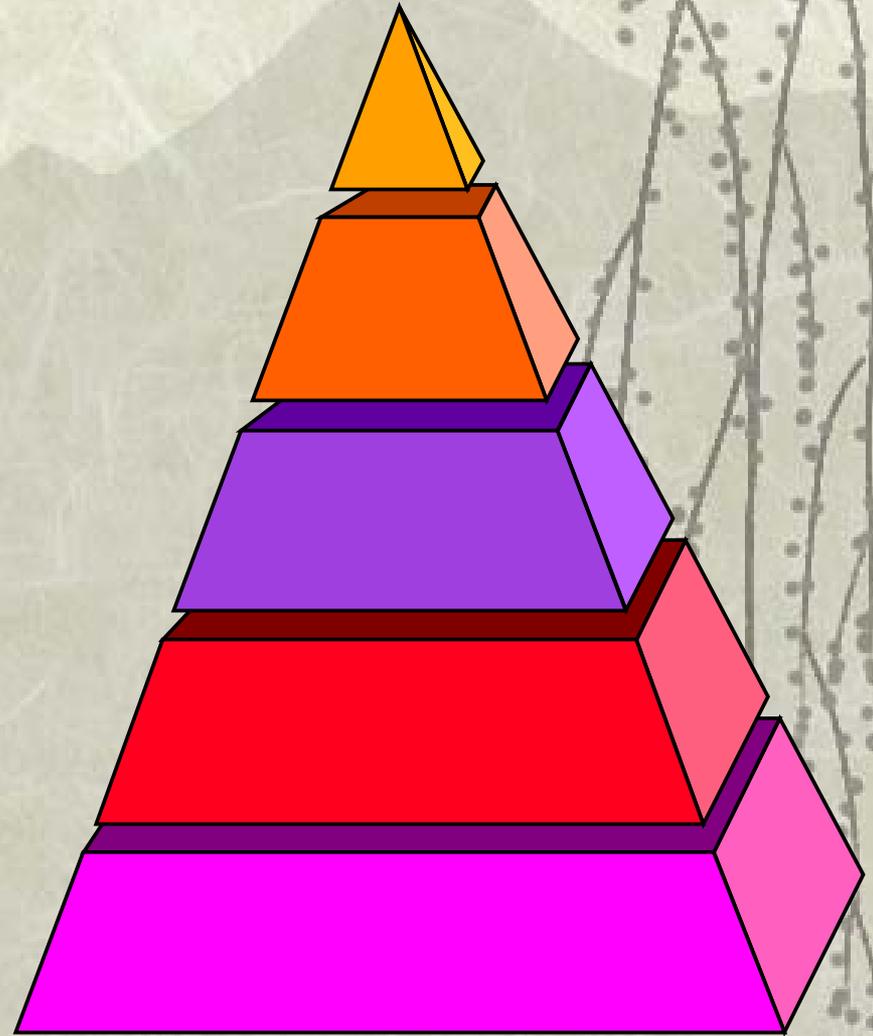
Maslow's Hierarchy of Needs Theory

– Lower Order Needs

- Physiological
- Safety
- Social

– Higher Order Needs

- Esteem
- Self-actualization



Alderfer's ERG Theory

- ❖ An extension of Maslow's theory that proposes the existence of three needs as opposed to five.
 - Existence Needs: Desires for physiological and material well-being.
 - Relationship Needs: Desires for satisfying interpersonal relationships.
 - Growth Needs: Desires for continued psychological growth and development.

Herzberg's Two-Factor Theory

❖ Hygiene Factors

- Working Conditions
- Interpersonal Relations
- Organizational Policies
- Quality of Supervision
- Base Wage or Salary



❖ Satisfier Factors

- Sense of Achievement
- Feeling of Recognition
- Sense of Responsibility
- Opportunity for Advancement
- Feelings of Personal Growth



Process Theories of Motivation



Equity Theory

- Asserts that when people believe that they have been treated inequitably in comparison to others, they eliminate the discomfort and restore equity.

❖ Perceived Equity

occurs whenever a person perceives that their personal rewards/inputs ratio is equivalent to the rewards/inputs ratio of a comparison other.

❖ Perceived Inequity

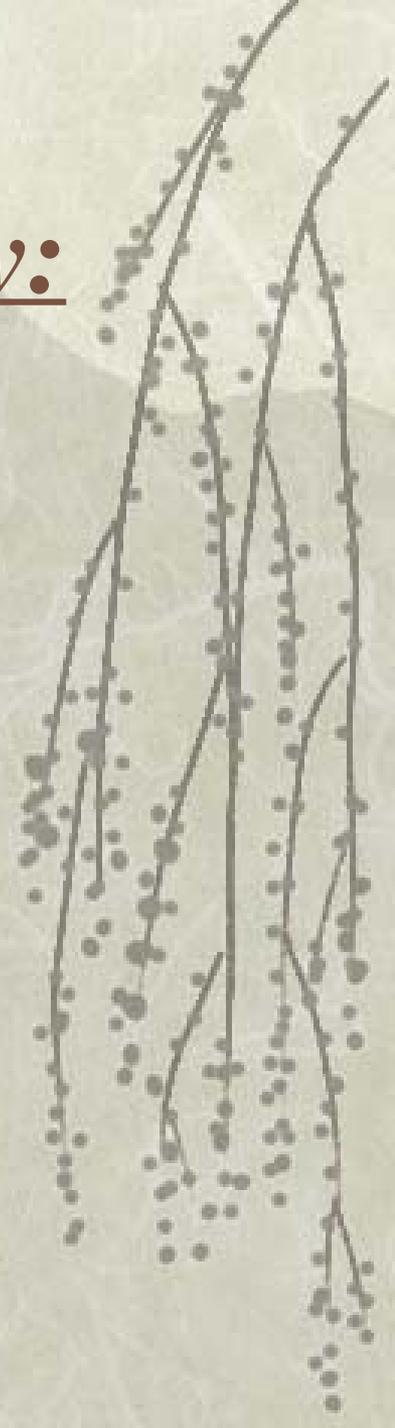
occurs whenever one's rewards/input ratio is perceived to be unequal...

Expectancy Theory

- ❖ Vroom suggests that the motivation to work depends on the relationships between the following three expectancy factors:
 - 1) Expectancy
 - 2) Instrumentality
 - 3) Valence

To Maximize Expectancy:

- Select workers with ability
- Train workers to use ability
- Support work effort
- Clarify performance goals



To Maximize Instrumentality:

- Clarify psychological contracts
- Communicate performance-outcome possibilities
- Demonstrate what rewards are contingent on performance

To Maximize Valence:

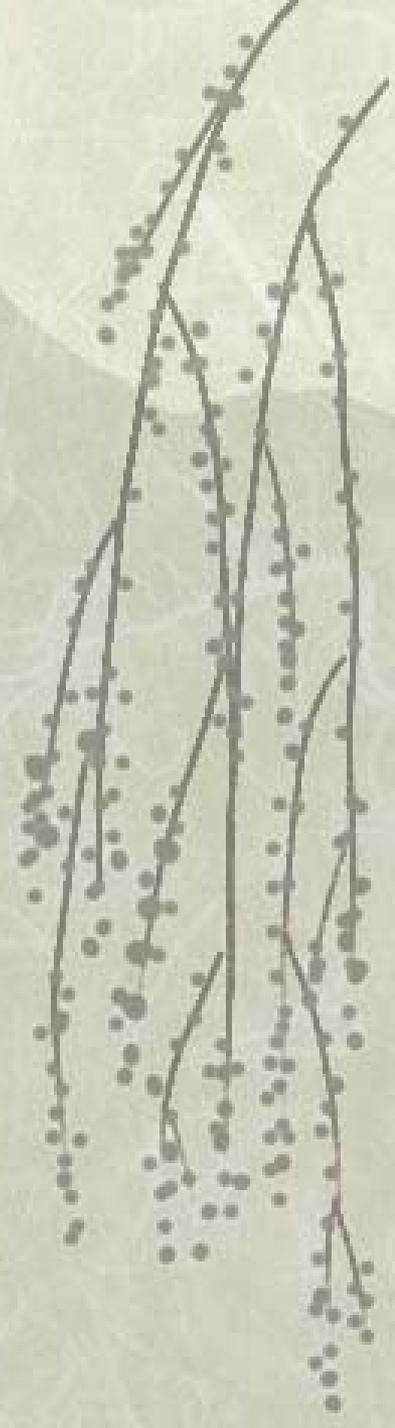
- ID needs and adjust rewards to match.

Goal-Setting Theory

- ❖ Set Specific Goals
- ❖ Set Challenging Goals
- ❖ Build Goal Acceptance and Commitment
- ❖ Clarify Goal Priorities
- ❖ Reward Goal Accomplishment

Management-by-Objectives (MBO) is one example of a goal-setting system which promotes participation.

Reinforcement Theory



Reinforcement Theory

- ❖ The concept of reinforcement means getting the work completed by giving some incentives or rewards to certain person

Types of Reinforcement

Positive Reinforcement

Positive behavior followed by positive consequences
(Manager praises the employee)

Negative Reinforcement

Positive behavior followed by removal of negative consequences
(Manager stops nagging the employee)

Punishment

Negative behavior followed by negative consequences
(Manager demotes the employee)

Extinction

Negative behavior followed by removal of positive consequences
(Manager ignores the behavior)

Why organization use reinforcement theory?

- ❖ To increase productivity
- ❖ To reduce absenteeism
- ❖ To increase safety behaviors
- ❖ To reduce lost time due to injuries

Factors given by management

Bonus, Gift, holidays, trip, incentives, extra facilities.

Social Learning Theory

- ❖ Social Learning Theory has been useful in explaining how people can learn new things and develop new behaviors by observing other people.
- ❖ Observational Learning: The Social Learning Theory says that people can learn by watching other people perform the behavior.





