What is motivation?

‘The force energising, or giving direction to, behaviour’

(Bartol et al. 2008)
Motivation

- Needs
- Behaviours
  - Rewards / Reinforcements
  - Cognitive activities
Maslow’s hierarchy of needs:

- Physiological
- Safety
- Belongingness
- Esteem
- Self-actualisation

Management Challenge:
- Recognise and satisfy emerging needs
Alderfer’s ERG theory:

- **Growth needs**
- **Relatedness needs**
- **Existence needs**

**Management Challenge**
- Multiple needs may have to be satisfied
- Allow employees to satisfy growth needs

**How ERG theory differs from Maslow**
- More than one need may motivate at one time
- Order of needs can be different to different people
- Frustration-regression principle
Contrasting Maslow and ERG Theory

ERG Theory does not rank needs in any particular order

One need may operate at a given time

Contains a "frustration-regression" hypothesis

Important Conclusion

Recognizes multiple needs may be driving an individual at a given point to understand their behavior and to motivate them
Herzberg's two-factor theory:

- **Hygiene factors**
  - High dissatisfaction

- **Motivators**
  - High satisfaction

**Management Challenge**
- Use hygiene factors to reduce dissatisfaction
- Use motivators to create job satisfaction
Motivation – Need theories

McClelland’s acquired needs theory:

- Need for achievement
- Need for power
- Need for affiliation

Which needs make the best manager?