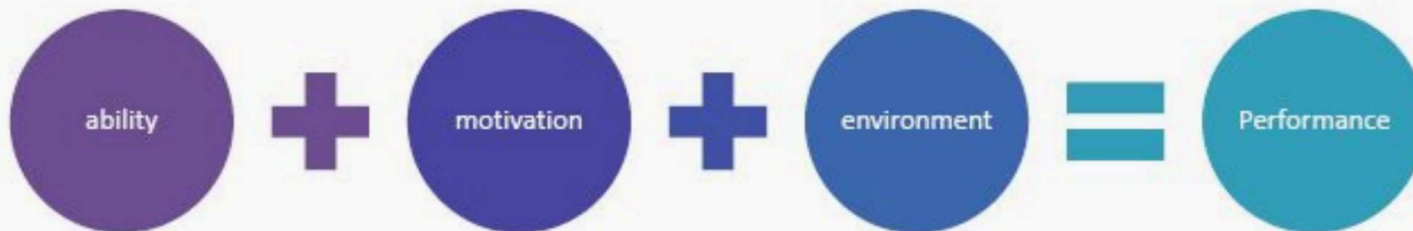


Motivation

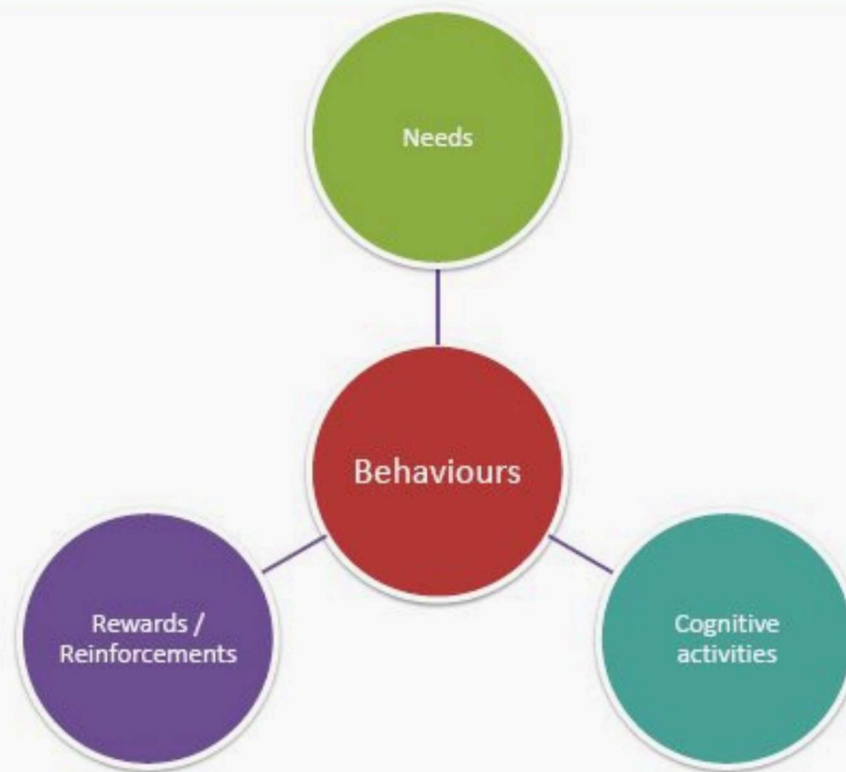
What is motivation?

'The force energising, or giving direction to, behaviour'

(Bartol et al. 2008)

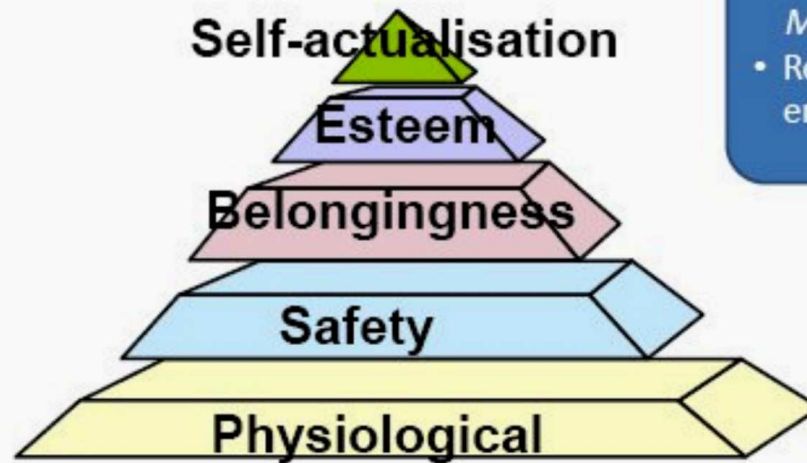


Motivation



Motivation – Need theories

Maslow's hierarchy-of-needs:



Management Challenge

- Recognise and satisfy emerging needs

Motivation – Need theories

Alderfer's ERG theory:



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

Motivation – Need theories

Herzberg's two-factor theory:

Management Challenge

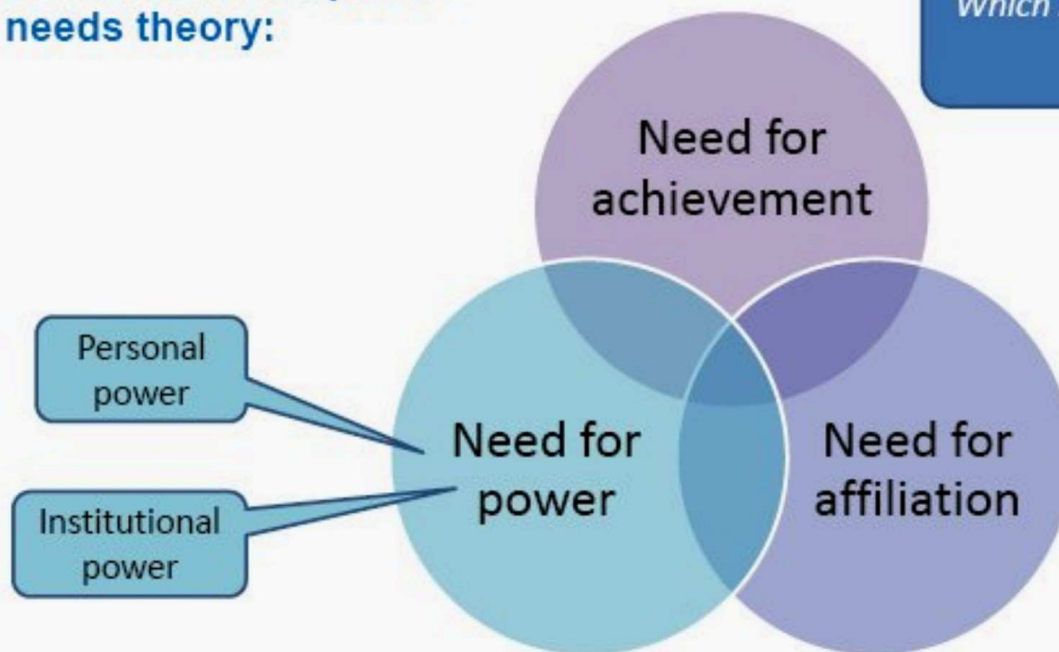
- Use hygiene factors to reduce dissatisfaction
- Use motivators to create job satisfaction



Motivation – Need theories

McClelland's acquired needs theory:

Which needs make the best manager?



Motivation – Cognitive theories

Vroom's Expectancy theory:

