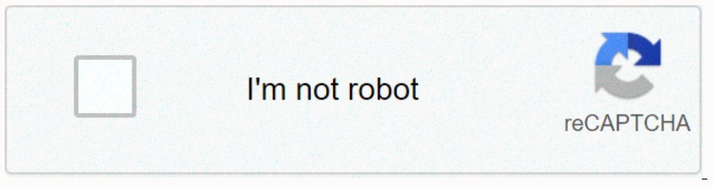

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Theories of motivation review worksheet

To continue to enjoy our site, we ask you to confirm your identity as a human being. Thank you very much for your cooperation. The main idea behind this report is to understand the main theories of motivation in an organization that includes Maslow Theory, McGregor Theory X and Theory Y and Herzberg's two factor theory. The research explains the details of these theories along with their research methodologies applied ant criticism. The research begins with a short introduction of motivation and its requirement in an organization and then explains the three main theories of motivation and their criticism. Maslow's need hierarchy theory explains the five levels of need requirement of an individual. Maslow's theory is based on the different needs of different people, and their motivational needs are also different. Herzberg's two-factor theory is based on hygiene and motivating factors. According to Herzberg, et.al hygiene factors are extrinsic factors that are the basic needs of employees and motivational factors are intrinsic factors. Herzberg and his team applied random data collection approach to 250 employees, and is considered the replica of Maslow's need hierarchy theory with a narrow scope. But this theory formed the basis for many important theories about human resources. McGregor Theory X and Theory Y, is based on assumptions to treat employees by applying theory X or Theory Y, but McGregor was always in favor of the application of Theory y. Research using predetermined theories in the past tries to analyze and understand the motivational theories and their application in an organization. INTRODUCTION Motivation is one of the most challenging tasks that managers face today. Motivation is the process of bringing out the best in the employees by inspiring them to do their best. Every manager wants to have the best performing employees in his organization and this can only come from motivated employess. Motivated employees are more dedicated to their work and their organs. It's a challenge because it's not that easy to motivate employees. Motivator is an internal emotion that stems from attitudes, behaviour and thinking (Bandura, 1977). Mangers need to understand how to motivate their employees and create a favorable working environment, so that employees are motivated and contribute effectively to the success of their organization. There are several techniques to motivate to engage, such as: Set the goals and standards for employees that will help to measure their performance (Bandura, 1977), Create a healthy work environment that motivates employees (Bandura, 1977), Reward employee for their good performance and they (Eisenberger, 1999), Have open communication in the system (Bandura, 1977). The motivating techniques that Mangers use depend on which ones implement them and how they implement in their organization (Wright & Kacmar, 1995). There are the main motivational theories: Maslow theory- Maslow theory of motivation says that the need of man is diverse. A) Physiological needs, i.e. food, water, clothing shelter that require the necessary to survive. B) Safety needs-Safety needs means financial security, personal safety, family safety, health and individual safety that provide comfort to individuals and assure them a safe future C) Love and belonging-This is the interpersonal need for a sense of belongings that need service. Love, care, cooperation motivate employees to perform in a better way D) Self-esteem-self-esteem is the desire of man to be respected by individuals, being values by others and having their self-respect in the society in which they live. Thsi is in need of recognition, status, fame and glory that every human being desires E) Self-updating–These needs are the ultimate needs that motivate employee to achieve something they have always dreamed of. This is a need and desire to become more and achieve more. McGregor's Theory X and Theory Y McGregor's theory sets there are two types of individuals in the organization: Theory X employees are the ones who are less committed to their work, such people hate work, and always want to avoid work in any way possible at any time Such people lack ambition can take no responsibility and have no goals and goals in life. Such employees are motivated by the managers by using the policy of coercion, punishment and control programs. Strict measures are taken to convince them to give better performance Theory Y employee are those who are committed to their work and like to give up their best to achieve their goals and organizational goals. They have certain goals and dais and they take responsibility making them a goof performer. Such employees are motivated by rewarding them for their beat performance and giving them incentives and appreciation, as well as creating a favorable working environment for them where they can show their creativity. Hertzberg's Theory Hertzberg theory of motivation says there are factors that are motivating factors in the organization and there are a number of factors that motivate employees and prevent dissatisfaction. According to him, there are hygiene factors and Motivator factors Hygiene factors There are among other salary factors, benefits, compensation, fringe benefits, company policy, job security, status and the working environment, which, if absent from the organization, can to dissatisfaction among employees Motivational factors are based on individual desires, need for and are need for growth, this includes feeling of achivenmnt, recognition and self-esteem, growth opportunities, challenging and interesting work. If these are defective, they can employee to provide above-average performance in the organization. Thus, we can see that each of the relevant motivational theory act as a guide for the managers and with the help of these Managers can decide which motivating technique they can use for their employee, depending on the type of employee and the saturation as well. So in the freshest discussion I have the Maslow theory of motivation which I think is most relevant to maslow's organizational growth theory Maslow theory of motivation focuses on all the need of an individual that are desired by every human being. The needs of an individual are diversified and vary from individual to individual, but there are basic needs that are desired by everyone. Source: Lint (2011). Maslow's Theory of Basic Needs and learning, available at: . Maslow has regulated the needs of the individual in the form of pyramid consisting of: Physiological needs Safety and Security Social needs Self-respect Self-reciation Physiological needs-These are the fundamental need of individual leek food, clothing a shelter that is again required by every human for their survival (Maslow, 1943). These needs cannot be ignored day an individual and if these are again not met everyone can not work. For example, an employee will not receive as much salary that meets his basic needs, he will work harder to achieve these needs or may be looking for a better opportunity that will meet his claims. This acts as a motivating factor because one cannot survive without these basic needs. There are other needs such as self-esteem and security that cannot be met if not fulfilled are basic needs of life. Manager needs to realize that how can he motivate his employees so that they can reach their basics. Mangers need to understand that they have to pay so much salary to their employee who will meet their basic need for surviaval. Appropriare lunch breaks and dining options should be provided so that physically and mentally fit to work. Thre must be a concept of a fair wage that will actually meet these needs of workers. No one can delay this need to meet this biological need, should be the priority for the managers. They should try to determine whether or not they are fulfilled for the entire employee if immediate action is not required. Safety and security needs Safety needs include physical, emotional and environmental safety and security. These are the need for protection. For egg financial security, so that one spends a safe and helathylliving financially, environmental safety i.e. are dangers or may be workplace hazards, job security i.e. one have a stable career and there is no fear of job loss any time. These needs Rae connected with the psychological fear of losing the job, or may be those well or natural or or Danger. Every employee wants there to be good laws, rights that give him security in different situations. There should be no danger to the workplace and a safe working environment is provided to him. They need protection from physical hazards such as fire, flood, earthwash etc. Finnacial security is one of the most important safety needs if everyone thinks they have a future where they can live happily even if they are not working and so there will be the need to cover retirement, retirement plans, insurance. These needs come after the physiologgi needs and they act as motivating force if they are not satisfied. Mangers must ensure that these safety needs for employees are met and that they feel safe in the organization they organize. If an employee is not sure that he is

physically and financially secure in the organization, he will not be motivated to contribute to the growth of the organization. Social needs Social needs are the need for love care and belonging. Every worker needs that to be treated as a social animal, because no one can survive alone in this world. Social need is man's main need to make life effective and efficient while all day of work and so tightly routine throughout the day. There needs to be an environment of love and cooperation in the oragnsiation and this can be increased by teamwork in the organization, where each gets a chance to communicate, and everyone is accepted into the organization with love and care. If an employee doesn't get an environment where he's not supported by his colleagues, seniors, his loose interest in his work, and this affects the productivity of the entire organization. Managers need to see that employees need some refreshment and affection to get them motivated and encourage them to move forward and get positivity in themselves. Group activities and interactions make employees more effective and refreshed, and in this way we can relax and get their energy back to work again with the same or even more efficiency. It's kind of a motivation for the improvement in doing and thinking. It makes all day more effective this will definitely result in better output and helps in achieving the goal of our lives. Every employee needs this for the competitiveness and motivation in the self. A good and favourable working environment leads to higher productivity. Self-esteem needs Self-esteem needs are of two types: Internal esteem needs and external esteem needs; These two are the basic needs of the individual that each individual wants to fulfill. External needs are the need for power, status, recognition and admiration. These needs specify that each individual wants to be respected, and appreciated for their work, they can become a prestigious prestigious recognisable position in their workplace and have a status for themselves where they are identified for their work (Maslow, 1943). Once safety and social needs are met an individual thinks he should be appreciated for the work he does and this comes from the thirst of reputation and recognition. This is a kind of personal ego that needs to be understood to survive. Such needs act as motivating force if they are recognized in a timely manner by manger and used effectively. Every employee should be appreciated for tee piece work he does.this will meet his morality, trust, his eleven esteem and he will be motivated to work more effectively. Once an employee is judged on the work he does, he thinks to work more effectively so that he can receive more incentives, and so this will meet his financial needsThsi will also give him the sense of feeling of possessions and increase his commitment to the oragnsiation. Self-respect only takes action when previous needs have not been met Self-updating needs Self-updating is the highest needs of individuals. These needs are the ones that state that each individual needs to achieve the ultimate needs of his life for his growth. These are needs that every individual thinks to be and achieve in his life. A persona after reaching and fulfilling his earlier thinks of achieving these needs, a sense of achieving more and more. He feels he has to achieve everything in life, after he has won enough money, built up his status and reputation in his life. His urge to achieve more in his life is increasing, and he thinks he needs to achieve more and more. He may want to disown himself in social service, other creative work and aesthetic, such need motivate an individual to contribute more effectively to organizational growth, because an individual's urge to get more motivate him to work harder and become committed. This can also contribute to the development of society, apart from the organization.some people get involved in Ngo helped the poor and needy. But these are never satisfied at once, because this aesthetic need and continues to increase and increase. Because the odds remain individual and when one chance goes, another comes up, so that such needs are never fully satisfied as these are the needs for individual growth and satisfaction (Maslow, 1943). Weakness of Maslow Theory Maslow theory is very popular among all organizations, and provides management guidelines for effective decagons making. But Maslow theory itself ahs many limitations 1) It focuses on the individual needs, but there is lack of cause and effect relationship between individual need and his It cannot really be inferred why such behaviour occurs as what desire motivates him to work harder. 2) 2) theory does not take into account other factors such as experience, expectations and individual perception that shoal are taken into account 3) Each employee has different needs and desires and the hirecahy mentioned by Maslow may not be relevant to all uniform. The hierarchy is not uniform for everyone. Some workers do not have the self-functioning needs; they are satisfied by their safety, social and physiological needs. So the pattern of hierarchy is not the same for all individuals 4) Maslow does not include all the needs of individuals and some needs remain unaffected by this Maslow hierarchy pattern 5) There is no rich evidence to support Maslow need theory. It's not tested and largely preliminary so it's just a simple philosophical theory rather than scientific. So we can say that the Maslow theory of need has some positive points and some negative points Herzberg's Theory Hertzberg theory of motivation says that there are factors that are motivating factors in the organization and there are a number of factors that motivate employees and prevent dissatisfaction. According to him, there are hygiene factors and Motivator factors Hygiene factors There are among other salary factors, benefits, compensation, fringe benefits, company policy, job security, status and the working environment, which, if absent from the organization can lead to dissatisfaction among employees Motivational factors are based on individual desires, need for growth, this includes feeling of performance, recognition and self-esteem, growth opportunities, challenging and interesting work. If these are defective, they can motivate employees to give above-average performance in the organization. Herzberg's two factor theory of motivation was published in the year 1959, but was most controversial theory of the time and was considered the replicated theory, but became the basis for many important theories of the development of human resources and organizational behavior (Stello n.d). according to Herzberg's theory, employee job satisfaction or dissatisfaction is based on two factors, namely job satisfaction is influenced by motivator factors where job dissatisfaction is due to hygiene factors. Hygiene factors include: working conditions, relationships with colleagues, supervisor, rules and policies of the company, basic etclay and wages, while the motivator bfactor performance, responsibility, recognition, work, growth etc. Herzberg categorized hygiene factors as extrinsic and motivator factors as intrinsic factors for employees. According to his motivation theory, hygiene factors do not motivate the employees, but their absence would lead to dissatisfaction of the work and its motivator factors intrinsically in nature and their presence has positive effects on job satisfaction and output and also motivates the employees (Herzberg et. al. 1959). The two factors of Herzberg's Herzberg's explained below: Source: Wilf H. Ratzburg, (nd). Herzberg's Two Factor Theory. Available from: Hygiene Factors: The hygiene factors in the Herzberg theory are also considered the maintenance factors in the organization and involve physiological, safety and love needs of Maslow's hierarchy of lower level needs. These factors are not directly related to the task, but are related to the environment and working conditions around the job. These factors when are not present in the organization dissatisfied the employees, but their presence does not develop strong motivation in employees Gibson (2000). The hygiene factors of Herzberg's theory are; rules and policies of the company, administration, supervision, interpersonal relationships with subordinates, with supervisor, with colleagues, salary, incentives, work environment, job security, personal life and status (Baah and Amoako, 2011). Herzberg categorized these variables as hygiene factors because they are essential to maintain a minimum of satisfaction, but their absence can also lead to employee dissatisfaction. According to him, these factors are not motivators, but are necessary to prevent dissatisfaction among employees, Huling (2003). Motivating factors: According to Herzberg, the motivations for employees are inherent in the function itself. It is about the physiological need for growth and development, recognition, responsibilities, performance and work itself. Herzberg mentioned that the lack of these motivator factors does not lead to satisfaction of the employees, but that their presence develops a strong degree of motivation among employees and results in good work performance. The Herzberg motivators are also known as the motivators of satisfier, including; performance, recognition, growth and progress etc (Baah and Amoako, 2011). Critical analysis of the theory According to various management experts, Herzberg's theory has a limited scope and is not good under all circumstances. As the research was done on only 200 employees who are either accountants or engineers (Raghuwanshi 2008). So the scope was limited to engineeers and accountants and also the theory asseses that the extrinsic factors and intrinsic factors exist separately. But both factors go hand in hand. According to Herzberg, the lack of extrinsic factors does not affect the motivation level of employees, but an increase in salary or salary or interpersonal relationalaships are considered large motivators (Raghuwanshi 2008). The theory is also seen as a replica of Maslows model, where herzberg's hygiene factors are comparable to the lower level need of and motivation factors were equal to higher level needs in Maslow's theory. (Jones and and 2005). McGregor's Theory X and Theory Y McGregor's theory sets there are two types of individuals in the organization: Theory X employees are the ones who are less committed to their work, such people hate work, and always want to avoid work in any way at any time Such people lack ambition can take no responsibility and have no goals and goals in life. Such employees are motivated by the managers by using the policy of coercion, punishment and control programs. Strict measures are taken to convince them to give better performance Theory Y employee are those who are committed to their work and like to give up their best to achieve their goals and organizational goals. They have certain goals and dais and they take responsibility making them a goof performer. Such employees are motivated by rewarding them for their beat performance and giving them incentives and appreciation, as well as creating a favorable working environment for them where they can show their creativity. Source: Douglas McGregor Theory X and Theory Y, available at: Application of theory: The theory gives simple and beneficial reminders of the normal rules of managing people, which are generally forgotten in routine activities. The theory explains two fundamental approaches to managing people. And have been observed that the manbbes using theory Y get better results than those applying theory X. Assumptions of: Theory X An average employee doesn't like to work and tries to avoid it. So people are forced to work, by threatening or punishing to achieve organizational goals. An employee must avoid direction if the responsibilities are unambitious and requires safety above all else. Theory Y: Employees of course put their efforts into it. Employees are self-directed and themselves focused on achieving the organizational objectives. Engagement People seek and accept responsibilities And McGregor found that in the industry the real potential of the employees is only used first and foremost. Outcomes of Theory X: Work resources to a goal Strengthened rigid lines of responsibility and authority Managers who take Theory X gets Theory X. Criticism of Theory X and Theory Y Although Douglas theory of motivation gave a perspective to managers to understand each employee as an individual and then apply the required strategy of motivation. Douglas believed that employees are not machines and that each individual has its own complexity. Although his theory was accepted by many but is also criticized for the following reasons: The theory is on the same lines of Maslow's need hierarchy The theory X and theory Y are insufficiently found in accounting all conditions According to Nathan Harter, Theory X managers are not necessarily to be Theory X suffers from diseconomies of scale Management is necessary to work monitoring Theory X employees The assumption of Theory Y, creating a right environment for everyone, is impossible, because every employee is different and thus their motivational requirements. Conclusion Individual needs are not defined and it increases, but it never matters, so mangers need to identify how these human needs should be identified, and then used to motivate workers so that they can contribute to the growth of the oragnsiation. Employees are not only motivated by their dissatisfied needs, but sometimes the satisfied need also creates an urge to satisfy the dissatisfied (Jessup & Stahelski, 1999). So Manger needs to understand how to motivate their employees. Concept of merit pay grid can be introduced. Compensation includes not only the monetary part, but also the remuneration, benefits, leaves, incentives and other services (Deci, 1972). It includes both material and intangible benefits. An intangible benefit includes insurance, paid leave, sick leave, insurance, and employee discounts and all of these are an important part of motivating an employee. Merit salary grades are the source of positive motivating factor in any organization because it motivates employees to work harder and become more effective and efficient. Each employee will make an extra effort to his work only if he gets something extra apart from his base salary. Remuneration system should always be based on merit, as it will also motivate the less productive worker to work harder. System in which pay is not based on merit sees more of employees leave because they are not rewarded for being the company's more productive source. Once an employee has worked long enough in a company he will see for his progress that may be in his salary, promotions, and other intangible services. A regualr training programme should be introduced that will increase the belonglinees of an employee to his organisation (Eisenberger, 1999). Performance is the end result for every organization they expect from all employees. Training helps to continuously improve their criteria for improving product quality and category and services. If employees have the new safety standards, then only they can perform to the best of their ability. All organizations are very innovative and dedicated to the development of human resource. They believe in motivation and development of employees in an integrated and efficient way. Training is required to inform the employee about new rules, standards and regulations that are brought into the organization on innovation (Cullen, 1997). Managers need to provide the right opportunities and challenge SOT employees so that they can live up to their potential and realize their growth along with the growth of the organization. So So understand the potential of their employees and the different pattern of needs of employees . This will help to determine the right financial and non-financial motivation and then the manager can decide accordingly how to motivate employees for the growth of the organization. This will ultimately help to increase the productivity and profitability of the organization. If you want to help Human Resources Assignment Help study samples to help you write professional custom essay and essay writing. Get the help of our talented and knowledgeable writers! 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