**Theorist’s Motivational Theories**

**Alderfer’s ERG Theory**

* About subjective states of satisfaction and desire
* 3 primary categories of human needs
* existence needs – need for material and energy exchange
* relatedness needs – transactions with human environment, process of sharing or mutuality
* growth needs – people make creative or productive efforts for themselves

**McClelland’s needs**

* Based mainly on studies of managers
* 3 most important needs:
* achievement – need for competitive success measured against a personal standard of excellence
* affiliation – need for warm, friendly relationships with others
* power – need to control and influence others

**Herzbergs two-factor model**

* Motivators – factors that really motivate people,
* Hygiene factors – dissatisfiers; their absence would demotivate people, but their presence not
* necessarily improves motivation; essentially describe the environment, little effect on positive job attitudes

**Process cognitive theory**

* Emphasis on psychological processes that effect motivation and on basic needs
* Concerned with peoples perceptions and the way they interpret and understand it
* People will be highly motivated if they can control the means to attain their goals
* **Expectancy theory**

**By Vroom**

* Value, instrumentality (belief that if we do one thing it will lead to another), expectancy (probability that action or effort will lead to an outcome)
* Strength of expectations may be based on past experiences
* Motivation is only likely when a clearly perceived relationship exists between performance and an outcome that is seen as a means of satisfying needs
* Porter and Lawler: two factors determining the effort people put into their jobs:
* Value of rewards to individuals in so far as they satisfy their needs
* Probability that rewards depend on effort, as perceived by individuals, their expectation about relationships between effort and reward
* Two additional variables:
* Ability – individual characteristics and skills
* Role perceptions – what he wants to do or thinks he is required to do, good if they correspond with the viewpoint of the organisation

**Goal theory**

Latham and Locke

* Motivation and performance are higher when individuals are set specific goals
* Goals have to be difficult but accepted
* Feedback on performance
* Participation in goal setting is important – goals need to be agreed
* As long as they are accepted – demanding goals lead to better performance than easy goals

**Reactance theory**

Brehm

* Individuals are not passive receivers but responders
* They seek to reduce uncertainty by seeking control about factors influencing rewards
* **Equity theory**
* Adams
* Perceptions people have about how they are being treated as compared with others
* Involves feelings and perceptions, is always a comparative process
* People will work better if they are treated equitably
* Two forms of equity:
* Distributive – fairness people feel they are rewarded in accordance with their contribution and in comparison with others
* Procedural – perceptions of employees about fairness of company procedures
* We hope/expect that the inputs we give into our job equal the outputs we get

**Other theories**

* Behavioural theory (Skinner): behaviour is learnt from experience, learning takes place mainly through reinforcement
* Social learning theory (Bandura) significance of reinforcement as a determinant of future behaviour, importance of internal psychological factors, esp. Expectancies
* Attribution theory (Guest) explanation of performance after we have invested considerable effort and motivation in a task; 4 types of explanations: ability, effort, task difficulty, luck; motivation depends on the factor used to explain success or failure