

Chapter 4: **MOTIVATION**

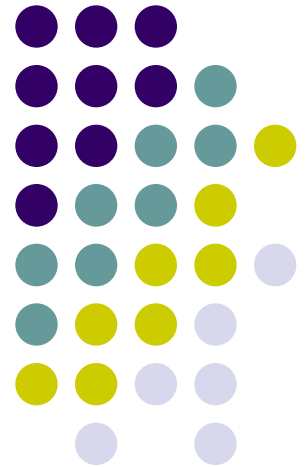
Week 12th October 2009

Introduction To Management

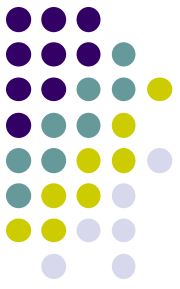
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Ms. Hj/Rozie Hj Ariff



Lecture Online



- Definition
- Theories of Motivation
- Maslow's 'Hierarchy of Needs' Theory'
- McGregor's Theory X & Y
- Herzberg's Two Factor of Theory
 - Hygiene Factors of Dissatisfiers
 - Satisfiers or Motivators

DEFINITION



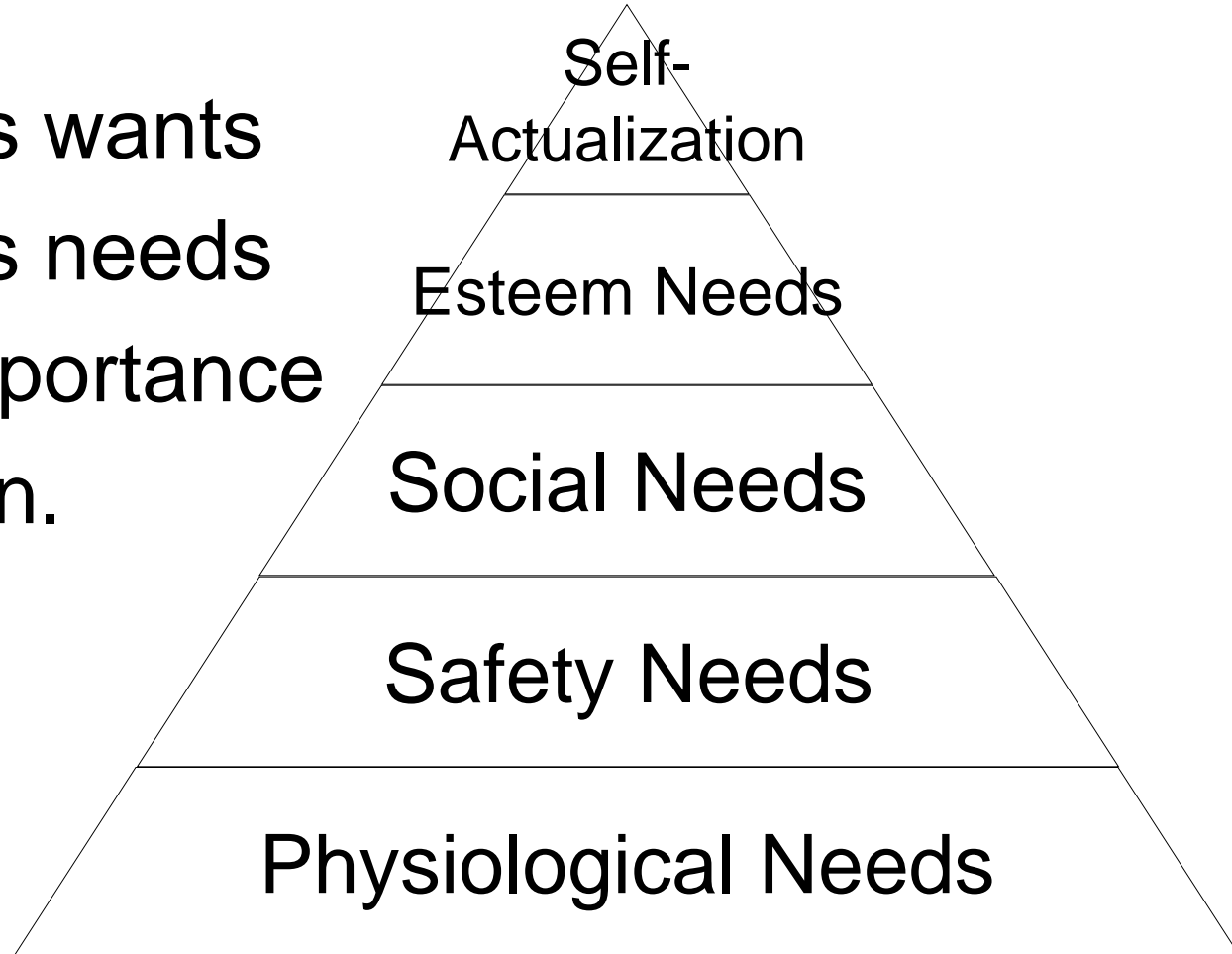
- The decision-making process, through which the individual chooses the desired outcomes and sets in motion the behaviour appropriate to them.
- The set of reasons that determines one to engage in a particular behaviour.

Theories of Motivation



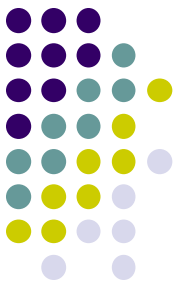
1) Maslow's 'Hierarchy of Needs' Theory

- Based on:
 1. Human's wants
 2. Human's needs
 3. What importance to human.



Limitations or Criticisms of Needs

Hierarchy Theory



- Individual behaviour seems to respond to several needs – not just one.
- The same need may cause quite different behaviour in different individuals
- There is a problem in deciding when a level has actually been “satisfied”
- It is difficult to see how it can predict behaviour.

Theories of Motivation (con't)



2) McGregor's Theory X and Theory Y

i) Theory X

- Dislike work
- Need to be coerced (pressured), controlled, directed and threatened with punishment.
- Avoid responsibility, has little ambition and wants security above all.

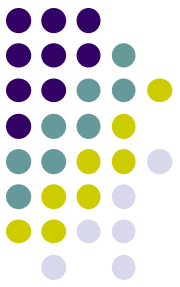
McGregor's Theory (con't)



ii) Theory Y

- Effort in work as natural as play or rest.
- Self-directed and self-controlled.
- Commitment to objectives is related to the reward associated with their achievement.
- Accept and seek responsibility.

3) Herzberg's Two Factor Theory (con't)



i) Hygiene Factors

- Includes:
 - Perceived Fairness of Company policy and administration.
 - Wages, salaries and other financial remuneration.
 - Working conditions.
 - Relations with one's supervisor.
 - Relations with co-workers.

3) Herzberg's Two Factor Theory (con't)



ii) Motivators Factors

- Includes:
 - Status
 - Opportunity for advancement
 - Gaining recognition
 - Responsibility
 - Challenging / stimulating work
 - Sense of personal achievement & personal growth in a job