



LAUREA / B.A.  
IN BUSINESS ADMINISTRATION

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# Management and Organization

## Human Factors and Motivation



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TA of::

Fundamentals of Business(BSc)

Management and Organization (BSc)

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# MCGREGOR'S THEORY X AND THEORY Y

- Theory X

Average people dislike work

(Pessimistic, static and rigid)



- Theory Y

People will exercise self-control and self-direction

(Optimistic, dynamic and flexible)



# CLARIFICATION OF THEORY X AND Y



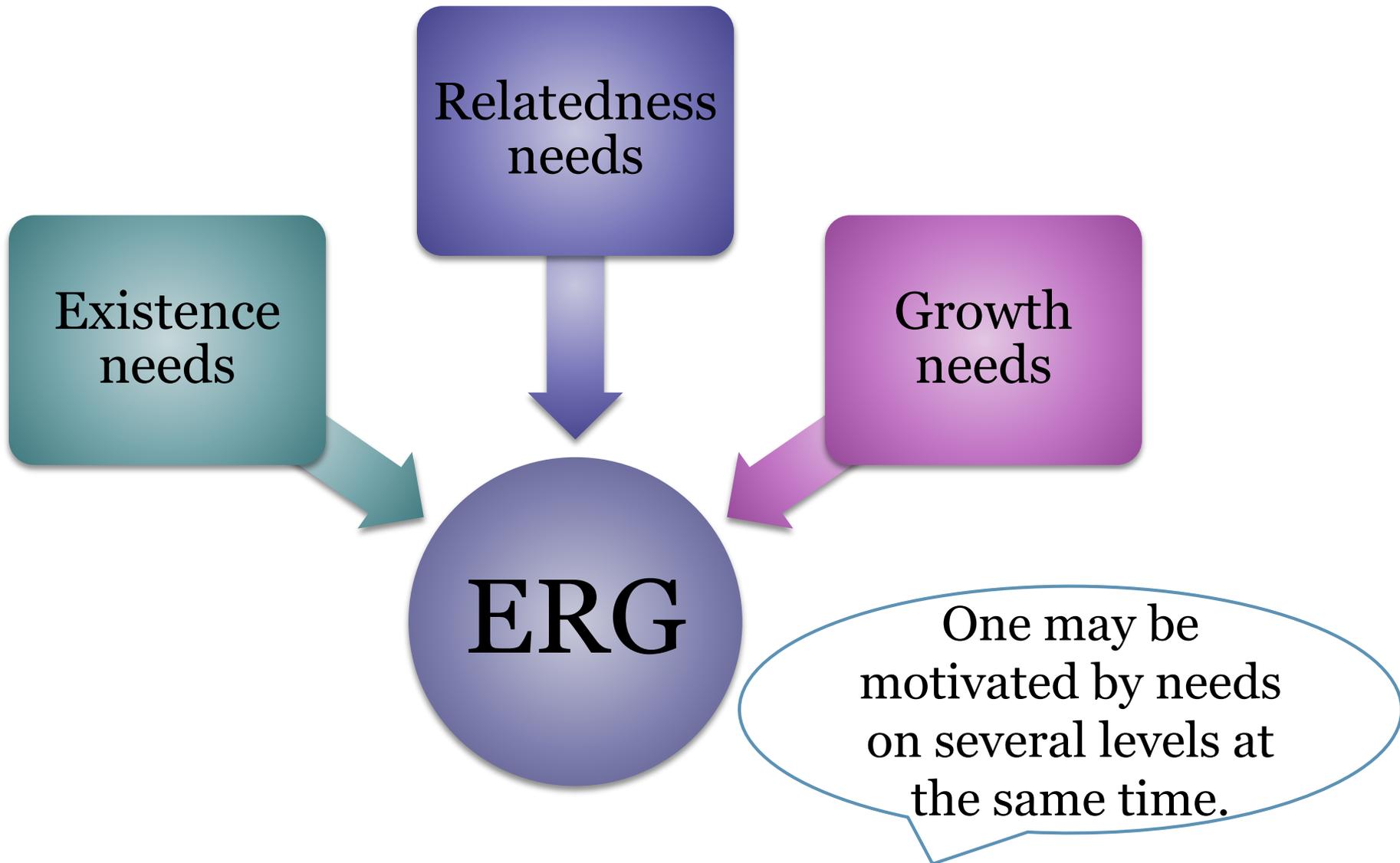
- Theory X and Y are just ONLY assumptions
- They do not mean “hard” or “soft” management
- They are not on a continuous scale, with X and Y on opposite extremes
- They are DIFFERENT view

# MASLOW'S NEEDS THEORY

## Questioning The Needs Hierarchy

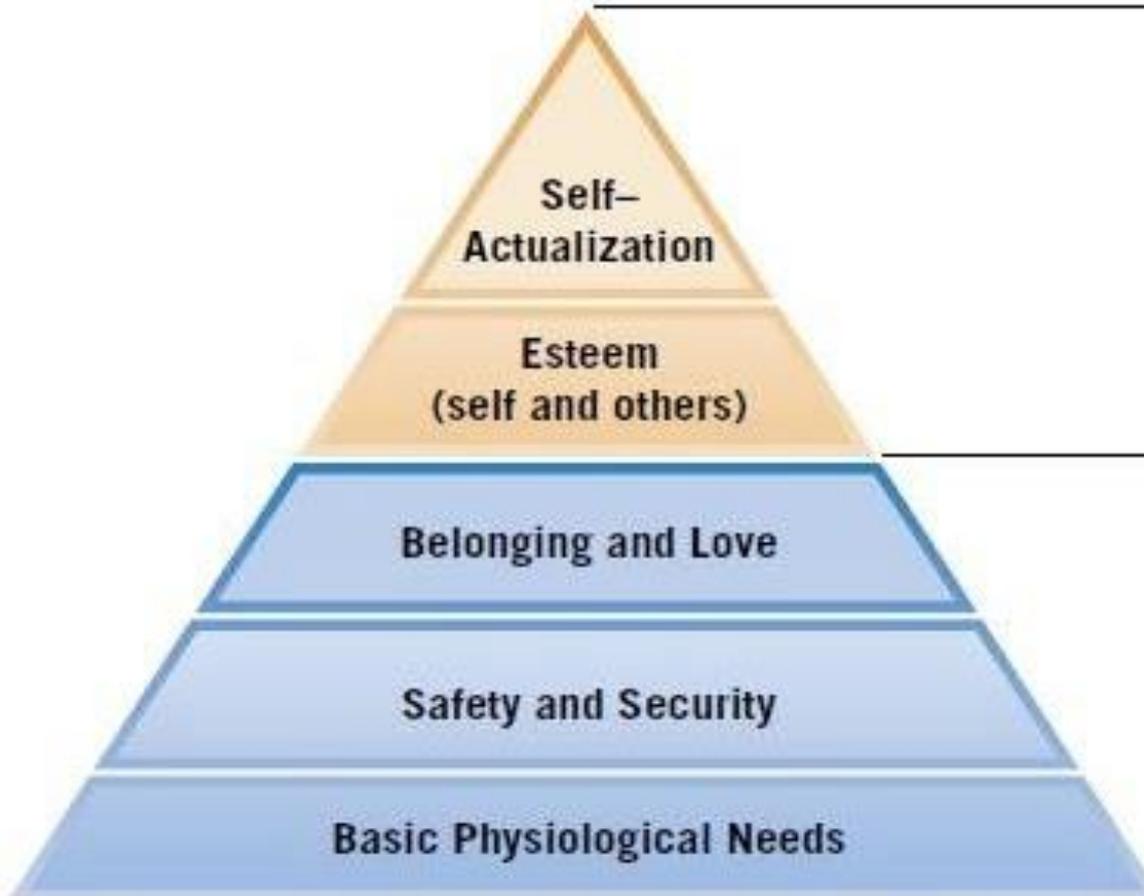
- Other study: little evidence to support Maslow's Theory, Two levels of needs –biological and other needs
- As managers advance in an organization, their physiological and safety needs to decrease in importance, while their need for affiliation , esteem, and self-actualization tend to increase

# ALDERFER'S ERG THEORY



# COMPARISON OF MASLOW'S AND HERZBERG'S THEORIES OF MOTIVATION

## Maslow's Hierarchy of Needs



## Herzberg's Two Factors

### Motivators

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement

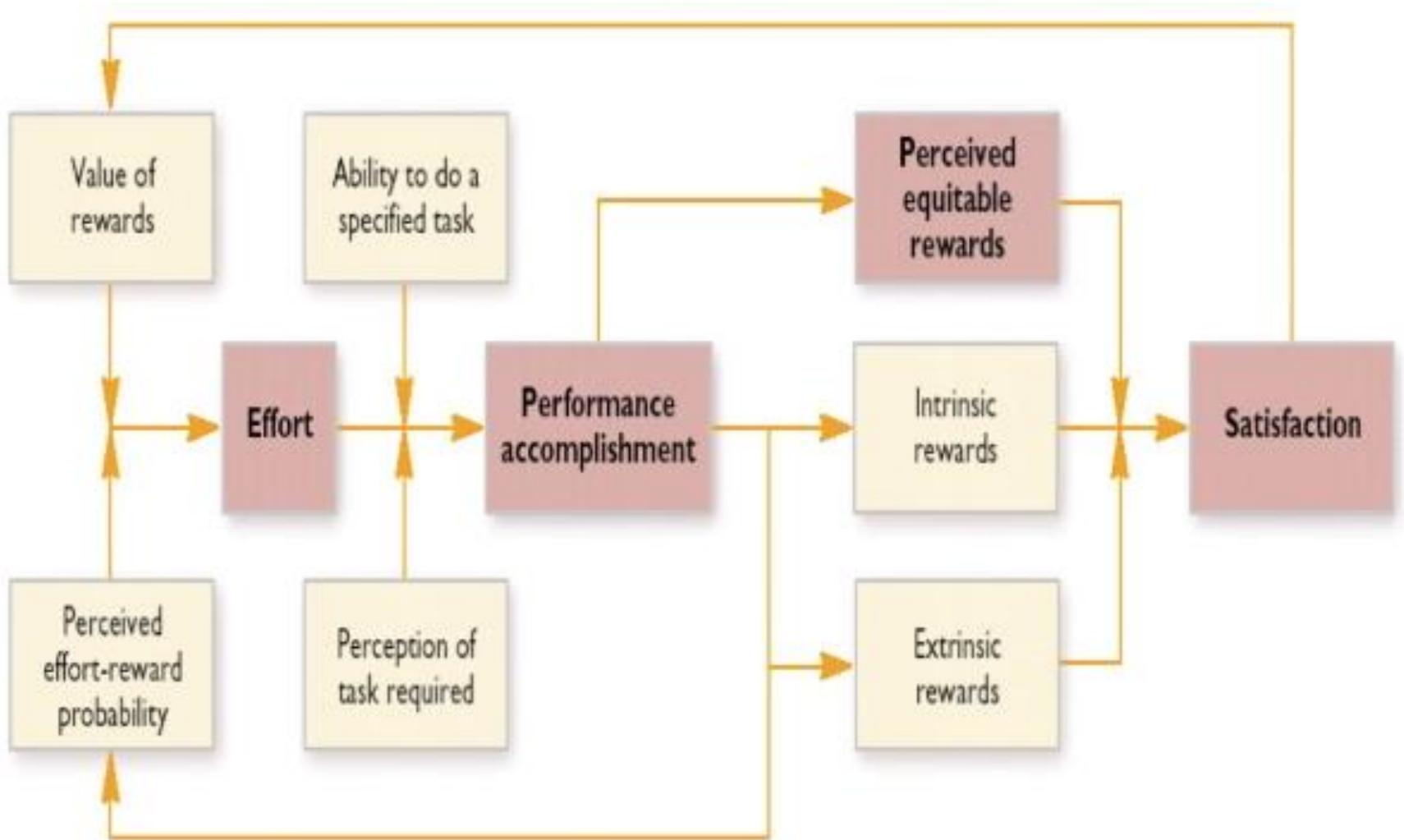
### Hygiene Factors

- Interpersonal relations
- Company policy/ administration
- Supervision
- Salary
- Working conditions

# VROOM'S EXPECTANCY THEORY

- **FORCE** = **VALENCE** x **Expectancy**
  - **Force**: strength of a person's motivation
  - **Valence**: strength of an individual's preference for an outcome
  - **Expectancy**: probability that a particular action will lead to a desired outcome

# PORTER AND LAWLER'S MOTIVATION MODEL



# EQUITY THEORY

## PERCEIVED RATIO COMPARISON\*

$$\frac{\text{Outcomes A}}{\text{Inputs A}} < \frac{\text{Outcomes B}}{\text{Inputs B}}$$

$$\frac{\text{Outcomes A}}{\text{Inputs A}} = \frac{\text{Outcomes B}}{\text{Inputs B}}$$

$$\frac{\text{Outcomes A}}{\text{Inputs A}} > \frac{\text{Outcomes B}}{\text{Inputs B}}$$

## EMPLOYEE'S ASSESSMENT

**Inequity (underrewarded)**

**Equity**

**Inequity (overrewarded)**

\*Person A is the employee, and Person B is a relevant other or referent.

# GOAL SETTING THEORY OF MOTIVATION

Objectives must be:

- Meaningful,
- Clear,
- attainable,
- Verifiable,
- reasonable,
- Challenging.



# SKINNER'S REINFORCEMENT THEORY

Individuals can be motivated by

work environment,

admiration for their performance,

punishment for poor performance.

# MCCLELLAND'S NEEDS THEORY

The basic motivating needs are:

- Power,
- Affiliation,
- Achievement.

# SPECIAL MOTIVATIONAL TECHNIQUES

## INTRINSIC Motivation

- motivation that is driven by an interest
- exists within the individual



## EXTRINSIC Motivation

- comes from the outside of an individual

take a smile  
& Thank you

