



LAUREA / B.A.
IN BUSINESS ADMINISTRATION

AA 2015/2016

Management and Organization

Human Factors and Motivation



Niloofar Kazemargi

PhD Candidate

Email : niloofarkargi@gmail.com

TA of::

Fundamentals of Business(BSc)

Management and Organization (BSc)

Procurement and Supply Chain Management (MSc)



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



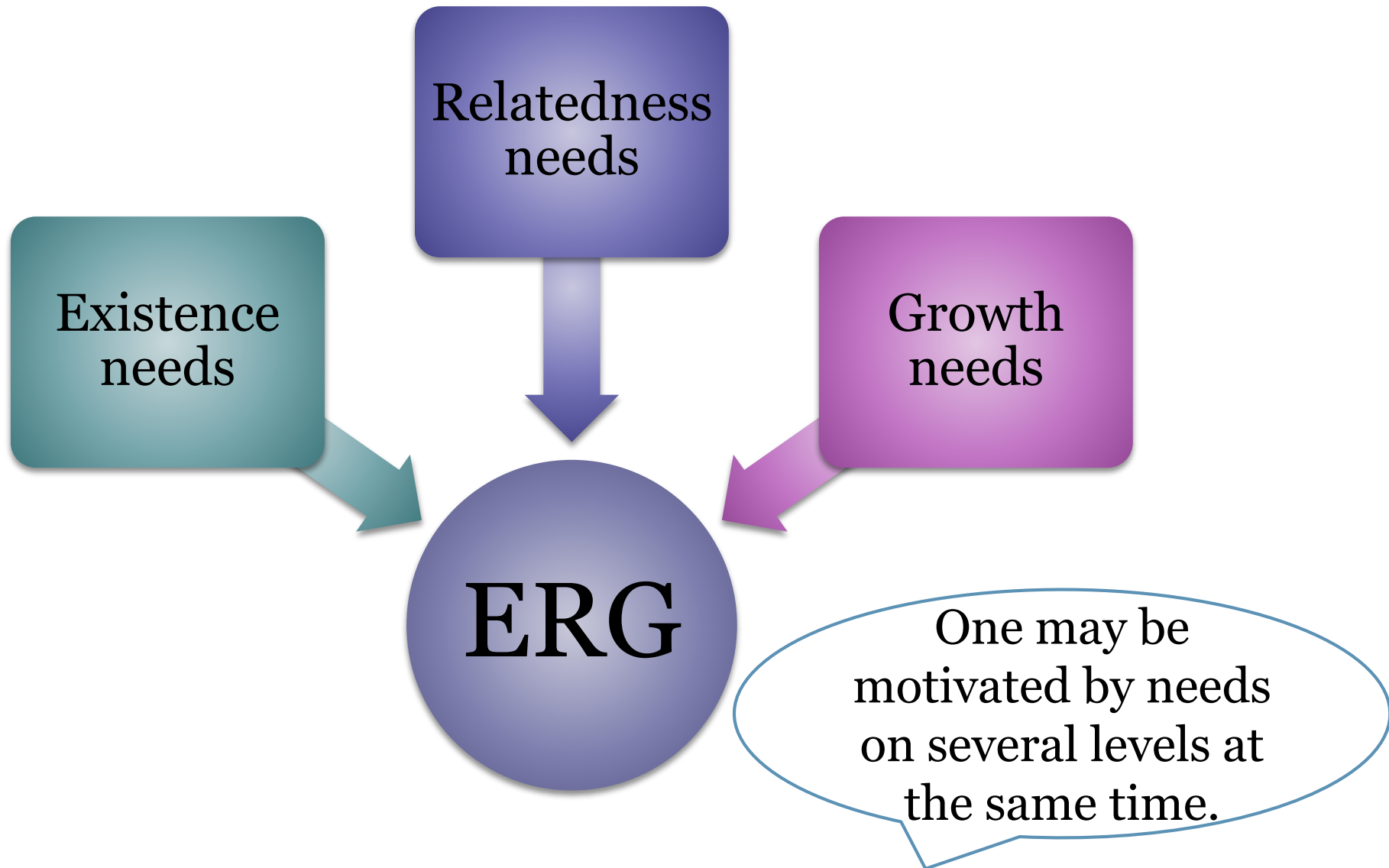
- Theory X and Y are just ONLY assumptions
- They do not mean “hard” or “soft” management
- They are not on a continuous scale, with X and Y on opposite extremes
- They are DIFFERENT view

MASLOW'S NEEDS THEORY

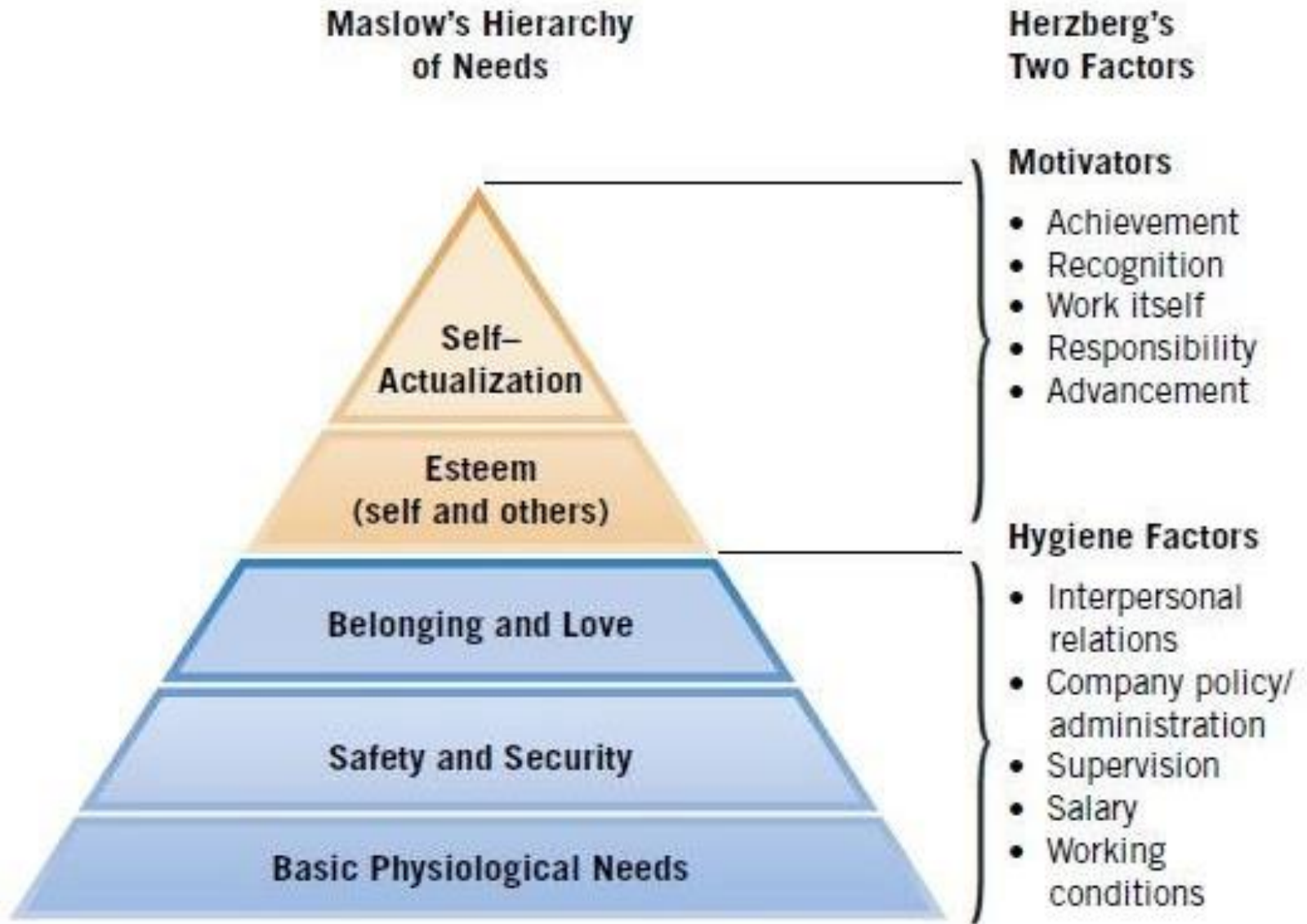
Questioning The Needs Hierarchy

- 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



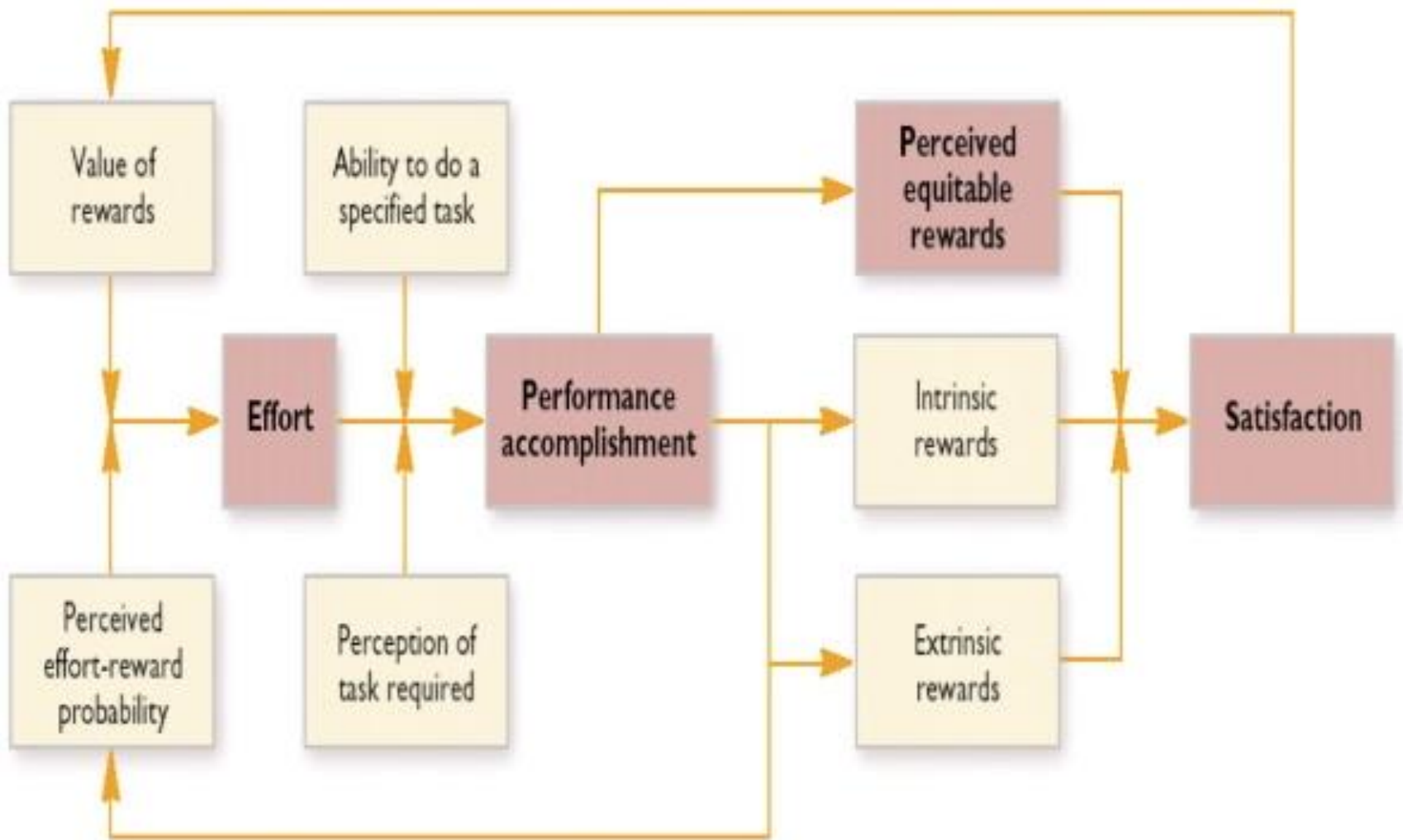
COMPARISON OF MASLOW'S AND HERZBERG'S THEORIES OF MOTIVATION



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 desire 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

(:

(:

(:

(:

(: