S.D. School of Commerce, Gujarat University

A Presentation by

Tankeh Garvin Akwolaga (tankehgarvin@gmail.com)

M.Com Semester 1

Topic

A Comparison of 5 Theories of Motivation:

Alderfer's ERG Theory, Skinner's Theory, Adam's Equity Theory, Goal Setting Theory, and McClelland's Theory.

What do you see?

Alderfer's ERG Theory

Alderfer's ERG Theory

- This theory of motivation is a condensed form of Maslow's Hierarchy of Needs developed by Clayton Paul Alderfer.

- Alderfer summarized Maslow's 5 needs into 3 broad groups – Existence, Relatedness, and Growth- ERG.

Alderfer's ERG Theory

Alderfer's ERG Theory

- **Existence (E)** is has to do with basic needs for survival. They include food, shelter, clothing, sleep, health, and security.

- **Relatedness (R)** is about the need to meet interpersonal and social needs. The need for love, friendship, good relationships and belongingness fall in this category.

- **Growth (G)** is concerned with the need for growth and personal development, which are usually the outcomes of employee efforts.

B.F. Skinner's Reinforcement Theory

B.F. Skinner's Reinforcement Theory

- This theory is also called **Behaviorism** or **Operant Conditioning**.

- B.F. Skinner's theory states that behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953).

- It is based on the idea that a person's 'behavior is a function of its consequences'. This is based on Thorndike's (1898) **law of effect**.

- In other words, the claim is that behavior is shaped by stimuli.

B.F. Skinner's Reinforcement Theory

- Positive reinforcement, negative reinforcement, positive punishment, and negative punishment are approaches to reinforcement theory.

- The applications of reinforcement theory can be found in child upbringing, animal training, and motivating employees at work.

- Unlike needs theories that focus on personal states, reinforcement theories focus on observable behavior.

Adams' Equity Theory

- Adams' Equity Theory is concerned about the need for a fair balance between an employee's **inputs** and an employee's **outputs.**

- This theory of motivation states that positive outcomes and high levels of motivation can be expected only when employees perceive their treatment to be fair.

Adams' Equity Theory
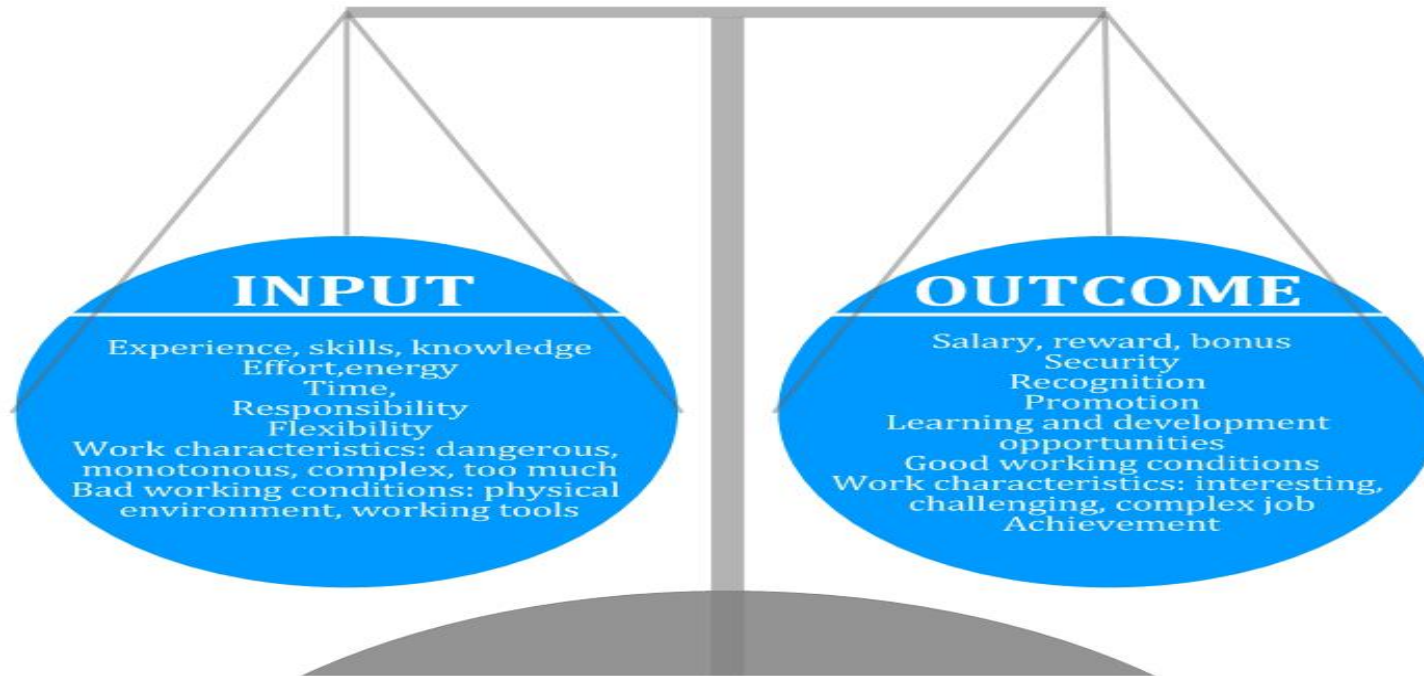
Locke's Goal Setting Theory

- Locke's theory states that goal setting is basically linked to task performance.

- It states that specific and challenging goals, together with appropriate feedback, contribute to higher and better task performance.

- Locke's theory is based on achievement and recognition of employee goals. Work ,in itself, is a main motivational factor of both goals.

- The theory requires clear challenging goals and employee participation.

Locke's Goal Setting Theory
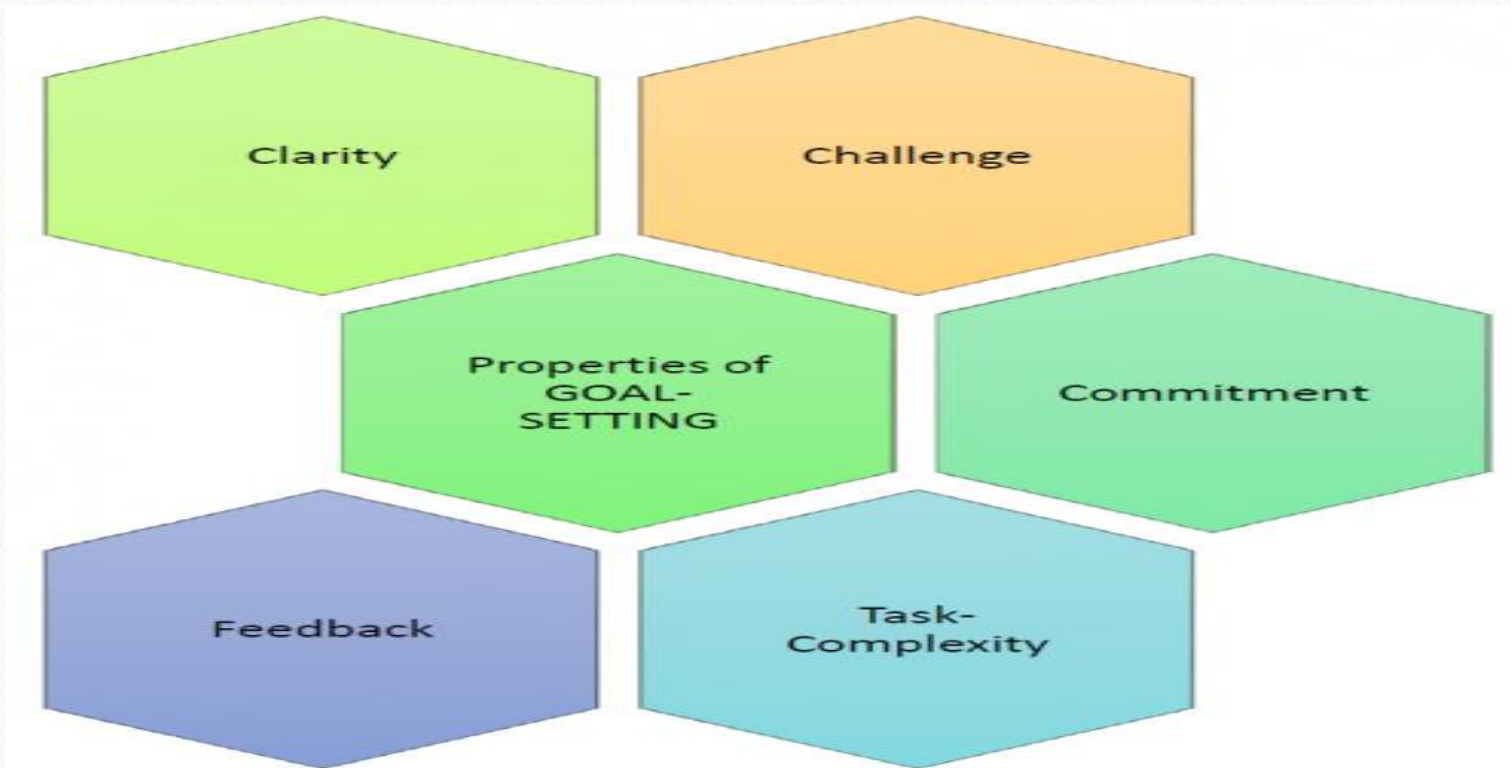
McClelland's Theory of Needs

- McClelland's theory of Needs states that human behavior is affected by three needs:
  - ✓ Need for Achievement ,
  - ✓ Need for Power, and
  - ✓ Need for Affiliation.

McClelland's Theory of Needs

- **Need for achievement** is the urge to excel and to accomplish a set of standards. High achievement is directly linked to high performance. For lawyer, it is the need to win court cases and be recognized.

- **Need for power** is the desire to influence the behavior of other people in line with your desires. Power motivators like to lead teams to reach goals.

- **Need for affiliation** is a need for open and sociable interpersonal relationships. People motivated by this need prefer to join a group and to collaborate with others.

McClelland's Theory of Needs

McClelland's Motivational Needs

The Need for Power

The Need for Affiliation

The Need for Achievement

McClelland's Theory of Needs

- The individuals with high achievement needs are highly motivated by challenging work and perceive achievement of goals as a reward more valuable than money.

- The individuals who are motivated by power have a strong urge to be influential and controlling.

- People with high affiliation needs want to be liked by others so they generally cannot be good leaders.

Similarities

- All the theories are formulated to explain human motivation in influencing behavior.

- All theories seek to create motivation for people, including employees.

- It takes a long period of time to acquire all needs for motivation.

Similarities

- Each theory makes employees choose the needs/goals/factors which will motivate them.

- Alderfer's ERG theory, Adam's Equity theory, and McClelland's theory have needs arranged in some form of order, with some needs coming before others.

- Both Alderfer's ERG theory and McClelland's Needs theory categorize needs into 3 levels.

Similarities

- Alderfer's ERG theory and McClelland's Needs theory are content theories.

- Adam's Equity theory, Skinner's Reinforcement theory, and Locke's goal setting theory are process theories.

- The theories generally have a need focusing on furthering a relationship and gaining interpersonal relationships.

Similarities

- Like many the other theories of motivation, Adam's Equity Theory acknowledges that certain variable factors affect an employee's assessment and perception of their relationship with their work and their employers.

- Alderfer's ERG theory, McClelland's Needs theory and Locke's Goal Setting theory allow for frustration-regression. This occurs when a person regresses a lower need that is easier to satisfy, after failing to fulfil a higher need.

Similarities

- Like the five levels of needs identified by Maslow and the factors of motivation as classified by Herzberg, the Adams' Equity theory of motivation states that positive outcomes and high levels of motivation can be expected only when employees perceive their treatment to be fair.
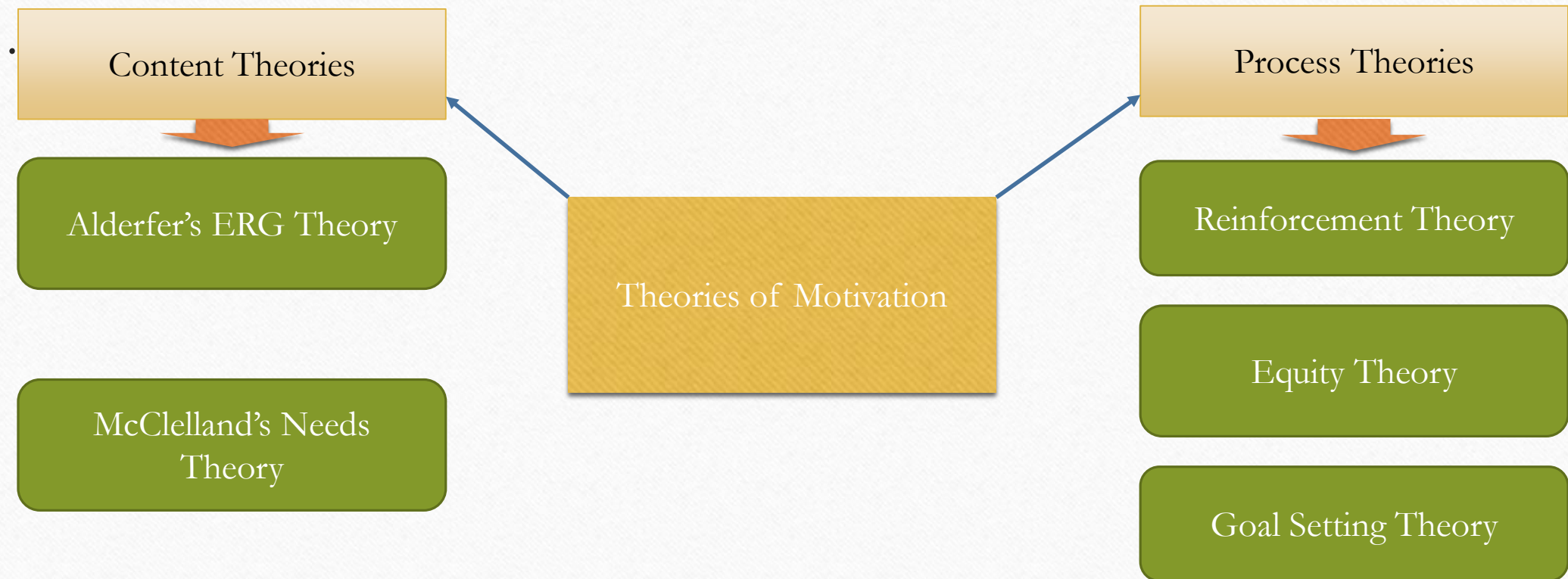
Differences

- Alderfer's ERG needs have been classified and arranged into 3 levels compared with the 2 dimensions of Adam's Equity theory.

- Alderfer's ERG theory and McClelland's Needs theory are content theories whereas Adam's Equity theory, Skinner's Reinforcement theory, and Locke's goal setting theory are process theories.

- Content theories are concerned with what factors motivate people, but process theories address how the people are motivated.

Differences

- Alderfer's ERG theory, Adam's Equity theory and McClelland's Needs theory place needs into categories, but Locke's Goal Setting theory and Skinner's Reinforcement theory do not.

- In the ERG theory, needs can be satisfied at one time despite their level, while in the Goal Setting theory inputs come before outputs.

- McClelland's theory is able to tell based on your dominant need if you are fit to be a leader. But the rest of the theories cannot.

Differences

- Alderfer's, Hertzberg's, McClelland's and Maslow's theories focuses on satisfying needs, but Locke's Goal Setting theory focuses on creating a need and reaching it.

Comparison of Levels of Theories

Comparisons with Other Theories

- Alderfer's ERG Theory has 3 needs but Maslow's Need Hierarchy has 5.

- Hertzberg's theory found what satisfied and motivated employees as well as what dissatisfied them, unlike the other theories.

- Maslow's physiological and safety needs are similar to Hertzberg's hygiene factors because they are essential for life.

Comparisons with Other Theories

- The achievement of a goal in Locke's Goal Setting theory is similar to the achievement of Maslow's self esteem and self-actualization needs.

- Alderfer's theory and Maslow's theory posit that unsatisfied needs motivate individuals.

- McClelland's need for affiliation is similar to Maslow's social needs and Alderfer's relatedness needs.

- Alderfer's existence needs are very similar to Maslow's safety and physiological needs.

Acknowledgment of Sources

- www.uobabylon.edu.iq

- https://www.tankonyvtar.hu/hu/tartalom/tamop412A/2011-0023_Psychology/030300.scorml

- www.tankonyvtar.hu, 'Examples for the inputs and outcomes in the equity theory'

- picar.us, 'Adams Equity Theory. motivation theory comparison value generation partners'

- https://www.projectguru.in/publications/goal-setting-theory-performance-management-system/

Tankeh Garvin Akwolaga