



**UNIVERSITY OF NICOSIA**  
**ΠΑΝΕΠΙΣΤΗΜΙΟ ΛΕΥΚΩΣΙΑΣ**

# Motivation

Harry Kogetsidis  
School of Business

# Lecture's topics

- What is motivation?
- What motivates people?
- How should we motivate people at work?

# Motivation

**Motivation** is the willingness to exert high levels of effort in order to reach a goal.



How can we motivate people so that they put higher levels of effort in order to achieve success?

# Motivation

People have different motivations – a reward that is attractive to one may be unimportant to another.

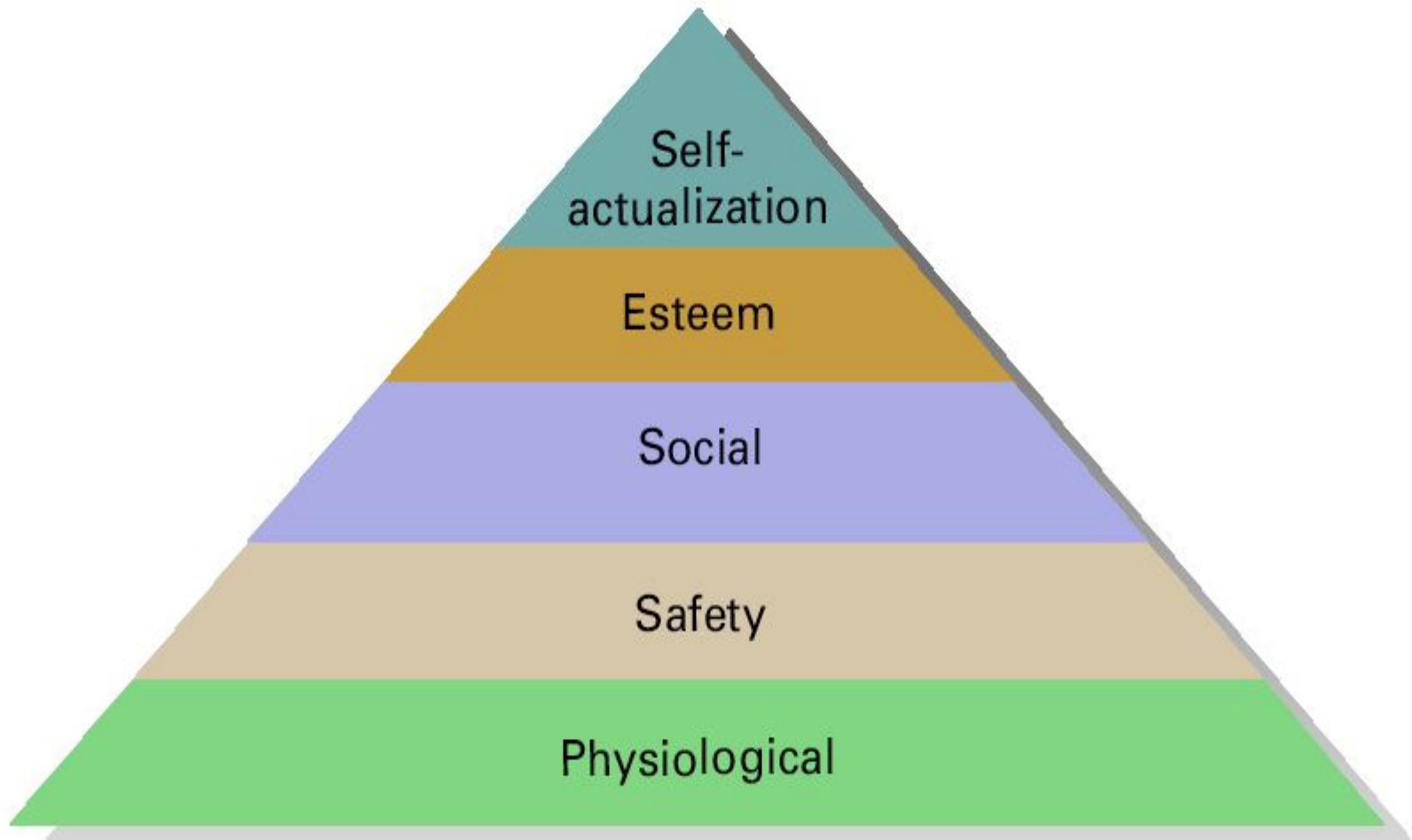
# Classic Theories of Motivation

- Hierarchy of Needs Theory (Abraham Maslow)
- Two-Factor Theory (Frederick Herzberg)
- Theory X & Theory Y (Douglas McGregor)

# Maslow's Hierarchy of Needs Theory

- People are motivated to satisfy different levels of needs.
- As each level of needs is substantially satisfied, the next need becomes dominant.
- A substantially satisfied need no longer motivates.

# Maslow's Hierarchy of Needs Theory



# Maslow's Hierarchy of Needs Theory

Physiological needs (level 1):

basic human needs like food and water.

Safety needs (level 2):

security and protection – both physical and emotional.

Social needs (level 3):

affection, acceptance and friendship.



# Maslow's Hierarchy of Needs Theory

## Esteem needs (level 4):

internal esteem factors (e.g. self-respect and autonomy) and external esteem factors (e.g. status and recognition).

## Self-actualization needs (level 5):

achieving full potential.

# Herzberg's Two-Factor Theory

The factors which produce job satisfaction are separate and distinct from those that lead to job dissatisfaction.

# Herzberg's Two-Factor Theory

## Traditional View



## Herzberg's View



# Herzberg's Two-Factor Theory

## Hygiene Factors

- Salary
  - Security
  - Working conditions
  - Company policies
  - Supervision
  - Relationship with colleagues
- etc

# Herzberg's Two-Factor Theory

## Motivators

- The work itself
- Achievement
- Responsibility
- Recognition
- Advancement
- Growth

etc

# McGregor's Theory X & Theory Y

- A manager's view of human nature is based on a group of assumptions, which are either positive or negative.
- These assumptions determine a manager's behaviour towards his or her employees.

# McGregor's Theory X & Theory Y

Employees dislike work and, whenever possible, will attempt to avoid it.

**Theory X**

Because employees dislike work, they must be coerced, controlled, or threatened with punishment to achieve desired goals.

Most workers place security above all other factors associated with work and will display little ambition.

# McGregor's Theory X & Theory Y

Employees can view work as being as natural as rest or play.

Employees can learn to accept, or **Theory Y** even seek, responsibility in the workplace.

The ability to make good decisions is not necessarily a manager's job.



# McGregor's Theory X & Theory Y

## Theory X

Assumes that employees are dominated by physiological and safety needs.

## Theory Y

Assumes that employees are dominated by social and esteem needs.

# Group Work

Describe a situation where you had to work on a specific task and produce some output (this could be at work, university, or in any other context). Which of McGregor's theories (Theory X or Theory Y) was the behaviour of the people overlooking your work (managers, teachers etc) consistent with? How did this affect your motivation and performance in meeting the objectives of the task? What lessons can be drawn from this experience?