



THEORIES OF MOTIVATION: TAXONOMY AND IMPLICATIONS FOR ORGANIZATIONS

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Abstract

Organizations use motivation of employees to maintain sustainability, employee commitment, and increased productivity. Satisfied and motivated employees may help the organization to benefit from high job performance, increased customer satisfaction, and profit. This study explores motivation theories and how managers could apply them to their organizations. Motivation in the work place may reduce business problems when managers promote motivation theories to create a conducive working environment, nurturing enthusiasm, and productivity. Motivation is not always based on financial rewards, but non-financial rewards methods such as achievement, promotion, growth, and recognition could also be used to derive the best out of employees. When employees perform their duties diligently, the organization which is result oriented may inspired and motivate the employees for them to reach their goals. Psychologists and management experts develop motivation theories to detect factors that motivate an employee. A motivated worker is likely to perform better than an unmotivated member of staff at work, because they derive satisfaction from their professional engagement. Organizations should implement motivational theories such as equity theory, two-factor theory, ERG theory, and Vrooms expectancy theory to create a reliable productive workforce.

Keywords:

Motivation, two-factor theory, ERG theory, Vrooms expectancy theory, equity theory

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Introduction

Declaration of vacancies by organization does not attract the employees interest to a particular organization. When employees are motivated, it becomes one of the best news for the organization. The important thing is for management to advise the organizations to prevent under employment and encourage employees to enhance retention or make them to be happy with the job. This leads to motivating workers. McFarland(1974) considered motivation as intricate of forces that urges,drives individual needs, aspirations, and controls the behaviour of human beings. Apparently, motivation could be defined as the instruments that energize or influence the behavior of employees to higher performance (Nwinye, 2020). Motivation connotes inspiration process which encourages employees to express loyalty and commitment for accomplishing desired goals. Managers may also motivate subordinates by performing tasks that will satisfy their desires such as job security, promotion, approval of training and co-worker supervision. Organizations should provide conducive environment that drives persistent efforts to productivity. Consequently, employers of labour that create an environment which promotes motivation and builds inclusiveness are capable of achieving high job performance. Organizational performance is a function of motivation, workers effort, and the beneficial work environment.The secret of experiencing customer patronage and profitability is to develop a corporate culture of motivation that delivers basic workplace needs and employee desires. This paper examines theories of motivation and the implications for organizations.

Literature Review

Motivation symbolizes those forces within an individual that instigate or push him to fulfil basic needs (Yorks.1976). Moreover, Dessler (1986) narrated that motivation is ultimately derived from a tension that comes from important needs which are unsatisfied. Russell (1971) maintained that three qualities represent the meaning of motivation: it is a presumed internal force, that energizes for action, and determines the direction of action.Motivation signifies intervening variables that activate satisfaction among the workforce.The level of employee needs may determine the kind of rewards which satisfy an employee.

Functions of Motivation

- i. Motivation assists employees to accomplish goals. When employees are motivated, they exhibit joy and transfer the satisfaction into high production.
- ii. Motivation enables salary earners to improve on their skills and knowledge so that they may contribute to the success of the organization.
- iii. It reduces absenteeism and labour turnover.
- iv. It encourages employees to develop the willingness to work effectively and organizational commitment.
- v. Motivation contributes to industrial harmony between the management and the workers. For example, if employees are motivated or satisfied the conflict within the workplace may be minimized.

Theories of Motivation

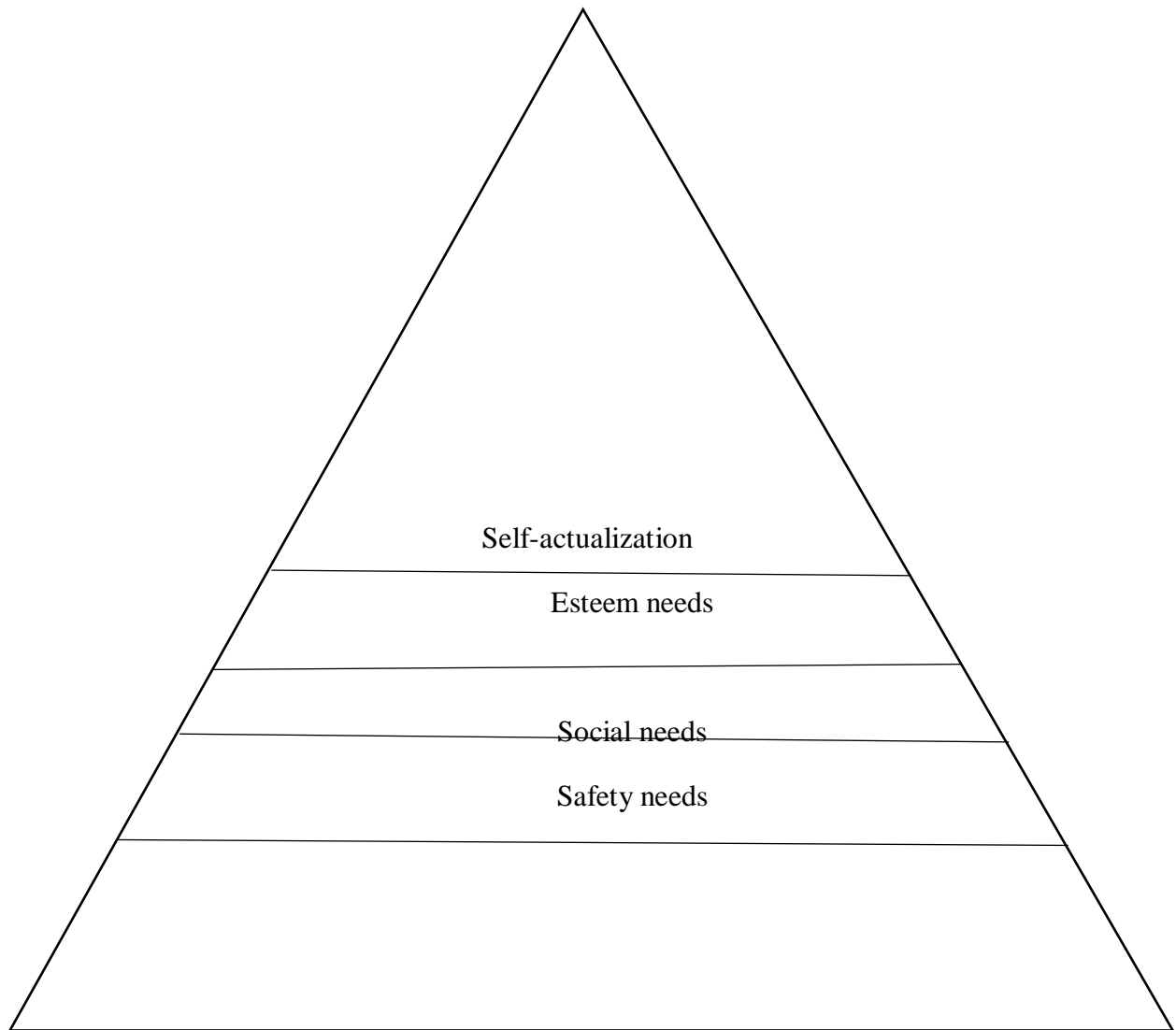
Motivational theories are specifically divided into two areas such as need or content theory and processor cognitive theory (Likert, R. (1961). The need or content theory connotes individual needs that motivate employees in the organization. These are needs that drive behaviour of workers especially when fulfilled it leads to job performance. Organizations that provide basic needs of workers and staff welfare encourage employees to express satisfaction and commitment. Need theory consists of Maslow's hierarchy of needs, Herzberg's two factor theory, ERG theory, and McClelland's needs theory (Dubin, 1974). Precisely need theory focuses on the behaviour of workers arising from their needs. Process theory signifies a rational approach that identifies the environment and the feelings or reactions of the employees about their work which influence their job attitudes. If the working condition is attractive the employees may experience motivation. The main effort in process theory is basically on the work or environment that motivates employees. On the other hand, process or cognitive theory relates to the nature of work which determines motivation of workers. Thus, process theory includes vroom's expectancy theory, equity theory, and reinforcement theory (Dubin, 1974).

Need or Content Theory of Motivation

Maslow 's Hierarchy of Needs

Maslow (1954) an American psychologist developed hierarchy of needs theory. He noted that humans have different needs and their needs are insatiable. This theory emphasized that accomplishment of individual needs lead to motivated behaviour and satisfaction. These needs are arranged in a hierarchy as people achieve their basic needs other higher needs keep them restless. Human needs move from lower level to the highest level, if lower-level need is satisfied it ceases to be a motivator. Human needs were classified into five varieties such as physiological needs, safety or security needs, affiliation or social needs, esteem or ego needs and self-actualization needs (Maslow, 1954).

Figure 1
Maslow Hierarchy of Needs.



Sources: Adapted from Maslow, 1954.

Physiological Needs

These are rudimentary needs that sustain human life. The needs are necessary to provide comfort and improve the life of the employees. Physiological needs include food, clothes, shelter, medical service, water, sex, and sleep. Apparently, employees that have all these basic needs through their job may be happy and satisfied to remain in the organization. An employee with low income may not afford food and shelter of his choice which create dissatisfaction, absenteeism, and turnover.

Safety or Security Needs

Safety needs entail protection against threats, danger, and fear of job termination in the future. These needs guide against denial of employees from enjoying the physiological needs. Employees are motivated or satisfied when their job guarantees job security preventing them from either emotional harm or environmental hazards. Safety or security needs are inherent in job security, safety measures, insurance and company clinics. This second level needs could also be feasible through pensions plan, participating in union and protection of employees from discrimination and unlawful termination of employment. Most persons like to work in organizations that have job security irrespective of the salary structure.

Social or Affiliation Needs

Accepting employees or giving workers sense of belongings is very important method of motivation. When members of the organization are given the opportunity to belong to associations of their choice, exhibit workplace friendship and accepted by their neighbours the workers appear to be satisfied. However, if the job does not allow the workers to attend social and domestic functions the employees may express dissatisfaction which hinder their level of commitment. These needs comprise of acceptance, cooperation, teamwork, work-life balance, love, friendship, affection, belonging to associations and social interaction. Social needs endorse the principle of love thy neighbour within and outside the organization. It is imperative for organizations to have canteen, staff club and game room which facilitate feelings of belonging and co-worker relationship.

Esteem or Ego Needs

Esteem needs are the desires that attract recognition, feeling of self-confidence, independence, honour and self-respect. Employees are obliged to be respected irrespective of the nature of their jobs. Competent and skilled employees have pride that influence their work behaviour. It is an aspect of achievement that gives prestige, power with high status. Indeed, workers are motivated when the organization offers praise and recognition where they perform credibly. Esteem needs protect individual reputation so that employees may have some positive effect on their organizations (Katz,1964). It requires both internal and external recognition or appreciation. Esteem needs could be accomplished through the Provision of promotion opportunities at work, formal reward systems, high rank, job titles and recognition. Employees express satisfaction when their job accord them recognition including the praise or support, they received from the managers also enhance organizational commitment.

Self-Actualization Needs.

This refers to achieving the dream career of an individual. Basically, these needs arise when an employee has attained the highest level of his career. For example, a lecturer who eventually became a professor is self-actualized. Similarly, a senior police officer who is elevated to the position of Commissioner of Police or Inspector General of Police has satisfy self-actualization needs. It is the needs that lead to fulfillment of individual life goals which may be manifested through acquiring new skills, training and development, creativity, innovation, reading, managing challenges, growth opportunities and advancement. This need represents the highest level of need in Maslow's hierarchy which is galvanized as a motivator

when all other needs have been reasonably satisfied. Ordinarily, it is also need that maximizes individual's potentials or personal ambition.

Criticisms of Maslow 's Hierarchy of Needs

- i. The theory assumes that human behaviour is constant which is not possible every person does not have the same behaviour or thinking by stating that when lower needs are satisfied it leads to demand of higher needs. For example, most persons put social needs such as respect, affiliation and social status first before safety needs.
- ii. It did not put into consideration the cultural differences of other countries. The study in Maslow hierarchy of needs was conducted in United State of America where USA practiced individual decision making and individual responsibilities. Thus, this assumption cannot be applied in Japan that operates with collective decision making and collective responsibilities.
- iii. Another weakness of Maslow hierarchy of needs is that the arrangement of the needs from lower needs like physiological, safety, affection to the highest need, may not represent the reality in modern society because some individuals believed that social connection or recognition could provide food, shelter, and clothes. Similarly, building houses and preparation of food require the cooperation of other persons including team work.

Herzberg 's Two Factor Theory

Herzberg (1965) conducted a study using 200 accountants and engineers employed in companies within Western Pennsylvania. He expanded the work of Maslow and introduced a new motivation theory called Herzberg two-factor theory of motivation. Herzberg (1965) reported that the two-factor theory consists of hygiene or maintenance factors and motivators. The hygiene or maintenance factors include supervision, company policy and administration, salary, fringe benefits, working conditions and interpersonal relations. Motivators are growth, praise, challenges, achievement, recognition, advancement and participation in decision making. Hygiene or maintenance factors are also known as dissatisfies when the organization have unfavorable company policies, abusive supervision and poor salary. However, if the organization provides favourable working conditions or salary, and supervisor support, workers may express satisfaction, reduce absenteeism, which lead to staying longer in the organization. Hygiene factors are not motivators but necessary for preventing dissatisfaction and to maintain status quo. Ordinarily, the hygiene factors are also called extrinsic because the employees saw the factors in the organization it does not make them increase productivity (Deci & Ryan, 1985). These are conditions provided in the organizations that facilitate job performance. The present of ideal hygiene factors help to prevent loss and maintain the workers by keeping them on the job. Motivators are also called satisfiers and intrinsic in nature. This arises when employees exercise hard effort to increase productivity. Motivators are factors that the workers earn through their commitment in achieving organizational goals. Availability of motivators enable workers to have sense of belonging and satisfaction.

Criticisms of Herzberg's Two Factor Theory

- i. The results of this study did not represent the reality of life hence the researcher limited the study to accountants and engineers.
- ii. The sample size of 200 employees was not sufficient which cannot be generalized.
- iii. This theory focuses on white collar workers which are high or senior level employees without giving attention to the lower-level employees who perceived hygiene factors as motivational factors. The lower-level employees assumed that they are motivated when they receive financial rewards.

ERG Theory

Alderfer (1972) formulated ERG theory. This theory was a modification of Maslow's hierarchy of needs. Apparently, ERG signifies Existence, Relatedness and Growth. Apart from the Maslow's five hierarchy of needs, Alderfer divided basic human needs into three forms namely Existence, Relatedness and Growth. The Existence needs include the two lower needs of Maslow namely physiological and security needs. Relatedness comprises social or affiliation needs whereas Growth represents esteem needs and the self-actualization needs. ERG theory relates to human needs which do not have permanent location it changes from time to time. Individual needs could move forward or backward they are not sacrosanct. It is also situation adjustment theory. Similarly, ERG theory states that where a person plans to use the higher needs to achieve an objective and the higher needs are not possible, he may go back to the lower needs to fulfill the set objective. For example, if an employee has the intention to open fast food restaurant as soon as he becomes a manager. Meanwhile, to get such position is not easy it takes a number of years. He has to utilize the lower needs by saving his income to achieve the objective.

McClelland's Needs Theory

McClelland (1961) formulated needs theory and identified three important needs that influence employees work attitude. The needs include need for achievement, need for power, and need for affiliation. These needs are acquired by individuals which motivate employees to contribute in accomplishing organizational success.

Need for Achievement

Every person has need for success, pleasure dislikes pains and hardship. Employees that are creative, strategic planners, experience, intelligent and innovative may have high need for achievement. Although, for employees to succeed it requires hard work, taking of risks, improvement and commitment. Most persons are conscious of having personal achievement which is driven by the ability to do better or more efficient activities. Individuals with high need for achievement do not compromise with failure, they like progress, assume personal responsibilities with prompt feedback to ensure that the job is adequately performed (McClelland, 1985). High achievers are not afraid of performing challenging tasks they

engage in finding solutions to problems. Ordinarily, people that have need for achievement struggle for the achievement not lazy or gamblers.

Need for Power

This entails the desire to be in charge having influence over others and control the behaviour of persons. Individuals that like power may be involved in seeking for positions of leadership which people respect and express loyalty. However, power may be used positively when it relates to protection of general interest but power is negatively applied when it involves autocratic or dictatorship leadership (McClelland, 1985). Managers with a high need for power influence employees to do things against their will. Several persons acquire power with the authority to give instructions to subordinates and negotiate for more resources that enhance job performance for the department. It is important for leaders or managers that are privileged to have power to be aware of the commencement date of the power or position and the expiring date of the power. This principle may prevent the manager to use power arbitrary or to offend people. A good leader should use power to build strong institutions and good relationship among people. The need for power induces people to strive for recognition or for popularity and to improve their living standard.

Need for Affiliation

Need for affiliation occurs when an employee wants to be accepted or liked by people. Individuals with affiliation need embraces friendship, belonging to associations, co-operation, interpersonal relationship and participate in useful discussion. Most persons attach interest in affiliating with people who have similar orientation, beliefs, backgrounds, religion and education. Indeed, workers are motivated when their organization provides the opportunities for them to attend social and domestic occasions. It is worrisome when employees are deprived from belonging to associations of their choice by virtue of the nature of the work. Employees with high need for affiliation work carefully to avoid conflict and to have good public relation.

Process Theory of Motivation

Vroom's Expectancy Theory

Vroom (1964) stipulates that an individual is willing to add more efforts in his work when he perceives that his commitment to job gives him reward. Expectancy theory states that humans are rational creatures that do not like to work in vain but select an alternative that attracts the most benefit. Indeed, employees are motivated if they know that organizations provide reward opportunities for workers who are dedicated to duties. The expectancy theory is based on the assumption that individual work attitude depends on the expectation that the act may be accompanied by a given attractiveness of the outcome. The concept of expectancy theory is established in three variables namely expectancy, instrumentality, and valence.

Expectancy: This signifies the probability or expectation that the effort or commitment individuals put in his job result in good performance and reward. Employees assume that if organization motivates workers their efforts may lead to high performance. Expectancy

relates to the seriousness of an employee in his job leads to high job performance which enables the organization to motivate him. The emphasis is on effort performance relationship. Similarly, if a student adds more efforts in his studies there is the possibility that he may have a better grade.

Instrumentality: The perception that a person performance may lead to fulfillment of desired objective. When an employee does his job credibly, he achieves a good performance which attract rewards such as improve salary, promotion and training. Instrumentality is the outcome of good performance that improve the living standard of people. For example, if a senior lecturer works hard through publishing several journals, books, standard teaching, research, and eventually becomes a professor.

Valence: This represents the value which people attach to a specific reward. Any reward that does not satisfy the workers has no value. Employees have value for rewards that are commensurate to their service. Rewards with satisfaction motivates employees to enhance performance. It is not the actual value of the reward regarding the cost that is important but people are interested in the beneficial reward.

Equity Theory

Adams (1963) formulated equity theory and narrated that people are motivated or happy when they are treated fairly. Equity theory refers to fairness of reward which the employees received from the organization. This theory assumes that workers are dissatisfied when the management decision is against humanity and the policies are unfair. He asserted that individuals are expected to have equitable reward and employment opportunities. Furthermore, equity theory is the comparison process of how a person is treated relating to his inputs such as experience, efforts and education with the rewards of other persons. People should receive a balance reward and if employees perceive inequitable reward, they may be dissatisfied thereby transfer their anger into low productivity and turnover. However, reasonable reward enhances satisfaction, production and retention. It is not justifiable when two employees with the same job title or rank and experience perform the same task earn different remuneration. Members of the public are motivated by a sense of fairness in their social comparison.

Conclusion

Organizations have a big task in meeting the needs and achieving the goals of both the employer and employees. To be successful, the managers are to motivate or work collaboratively with the employees to help the organization in achieving its goals. Most managers do not understand the taxonomy or classifications, concepts, and principles of motivation. Organization could improve employee job performance by providing extrinsic rewards that may enable the workers to be intrinsically satisfied or motivated to maintain retention and become committed or top performers. Motivation gives direction and intensity to human behaviour, it follows that people may be highly motivated when they believe that their positive behaviour to work may lead to certain rewards. Organizations need to know that motivation energizes human behaviour, as well as realize that different employees want

various things from their job and not one method of motivation could satisfy the workers. Therefore, organizations should be proactive to provide rewards that respond to the needs of employees, for them to be satisfied. Management should implement motivational theories such as equity theory, two-factor theory, ERG theory, and Vrooms expectancy theory to generate job satisfaction.

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