Content vs. Process

Content

Maslow, Alderfer, Herzberg and McCelland studied motivation from a “content” perspective.

Content Theories deal with “what” motivates people and it is concerned with individual needs and goals.

Process

Vroom, Porter & Lawler, Adams and Locke studied motivation from a “process” perspective.

Process Theories deal with the “process” of motivation and is concerned with “how” motivation occurs.

Content: Incentive Theory

Employee will increase effort to obtain a reward

Based on principle of reinforcement

Outcome is usually money

Based on theory that man is rational, based on 'economic man'

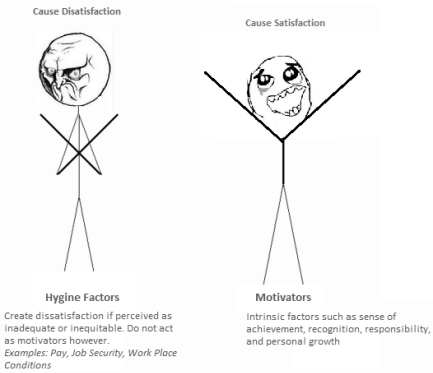
Content: Herzbergs Two Factor Theory

Hygine Factors	create dissatisfaction if individuals perceive them as inadequate or inequitable, yet individuals will not be significantly motivated if these factors are viewed as adequate or good. Salery, job security, working conditions
Motivators:	intrinsic factors such as sense of achievement, recognition, responsibility, and personal growth.

Hygiene factors determine dissatisfaction

Motivators determine satisfaction

Two Factor Diagram



Herzbergs Two Factor Theory

Content: Maslow Hierarchy of Needs

According to this theory, individual strives to seek a higher need when lower needs are fulfilled.

1st physiological needs	Basic survival needs, such as air, water and food.
2nd safety needs	personal security, health, well-being and safety
3rd belonging	Sense of belonging and acceptance. Relationships, families and friendship.
4th self-esteem needs	Be respected / self respect

5th self-actualization needs

Heirarchy of needs diagram



Maslow's Heirarchy of Needs

Content: Alderfers ERG Theory

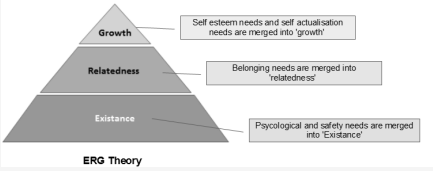
Physiological and Safety needs are merged in Existence Needs,

Belonging needs is named as Relatedness Needs,

Self-esteem and Self-actualization needs are merged in Growth Needs

Growth, Relatedness, Existence

ERG diagram



ERG Theory

Content: McClellands Achievement Need Theory

Three basic needs that people develop and acquire from their life experiences .

Needs for achievement	Seeks achievement and tries to attain challenging goals. Strong need for feedback as to achievement and progress, and a need for a sense of accomplishment
Needs for affiliation	High need for affiliation needs harmonious relationships
Needs for power:	Wants to direct and command other people

Although these categories of needs are not exlusive, generally individuals develop a dominant bias or emphasis towards one of the three needs. Entrepreneurs usually have high degree of achivement needs.



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Process: Adams Equity Theory

If individual feels rewards are fair then they feel satisfied.

Adams says employees seek to maintain equity between the inputs that they bring to a job and the outcomes recieved.

Measure against the perceived inputs and outcomes of others.

Process: Expectancy Theory

Expectancy: E -> P	belief that effort (E) will result in attainment of desired performance (P) goals.
Instrumentality: P -> R	belief of reward (R) if performance (P) expectation is met
Valence	Value of the reward according to the person

Suggests human behaviour is directed by subjective probability.

Process: Goal Theory

Proposes motivation and performance high if goals are challenging, but accepted, and feedback is given.

Two important findings:

Setting specific goals	= higher performance than general goals
The goals that are hard to achieve	are linearly and positively connected to performance. The harder the goal, the more a person will work to reach it.



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