

It is to be ultimately happy. This need is also called need for self-actualisation or self-realisation. This process continues up the need hierarchy as is level of needs become dominant.

### ***3.3 Herzberg's Two Factor Theory:-***

Maslow's hierarchy of need provides some insides about people and their behaviour . Using this as a base,we can now look more specially at work motivation. Perhaps, the most popular theory of work motivation is based on Research started by Frederic.

In the original study, Herzberg's and it associates Interviewed 200 Engineers and Accountants. They asked them to think of time when they felt specially good about their job and they felt particularly bad about their jobs.

The Engineer and Accountants were ask to describe the factor that lead to these particular feeling. Firstly, all of them talking about especially bad times. The Engineers and Accountants browse up things like:- Unfair Salary, Unfair Policy, Poor Relationships with their Boss and Co-worker and Low pay. When talking about especially good-time job experience . They generally mention these factors instead when they talk about recognition they have received for a well done job or opportunity their job gain them personal growth and development.

Herzberg's and their associates represented with variety of workers in different type of organization . These result are generally some based on their finding.

#### ***Herzberg's develop two worker:-***

**A).Maintenance of Hygiene factor.**

**B).Motivator/Satisfier factor.**

### **A).Maintenance of Hygiene factor.**

a).They are necessary to maintain a reasonable level of Satisfaction.

b).He conclude that there are 10(ten) maintenance factor namely.

1).Fair Company Policy and Administrator.

2).Superior who knows the work.

3).Good relationship with Supervisor.

4). Good relationship with Co-worker.

5). Good relationship with Sub-ordinates.

6).A fair salary.

7).Job security.

8).Good working condition.

9).Status.

10).Personal life.

### **B).Motivator/Satisfier factor.**

To build up Motivation and Job satisfaction a different set of factor necessary. However these factor are not present they are not in themselves leads who strong these satisfaction . Herzberg's called these are Motivator of Satisfier factor.

**These are six(6) in number:-**

1).Opportunity to accomplish something significant.

2).Recognition for significant accomplishment.

3). Opportunity to grow and develop on the job.

4). Chance for advancement.

5). Chance for increase responsibility.

6). Job itself.

Herzberg's noted that the 2(two) factors are directional i.e. affect can be seen in one direction only.

### ***3.4 Mc Gregor's X and Y Theory.***

In 1957, Douglas Mc Gregor's presented a convincing argument that most management flow directly whatever theory of Human Behaviour they hold.

#### **Theory 'X'**

That is for the people who dislikes for and try avoid it if they can.

#### **Theory 'Y'**

To implies a more human and supportive approach to managing people.

#### **Theory 'X' (Conclusion)**

1). A typical person who dislikes work and will avoid it if it is possible.

2). The typical person lacks responsibilities has little ambition and seeks security above all.

3). Most people thus i.e. controlled and threatened with punishment to get them to work.

4). With these assumption, the management role is to control implies.

### **Theory 'Y' (Conclusion)**

- 1). Work is as natural as play or rest.
- 2). People are inherently not Lazy . They become that way as a result of experience.
- 3). People will exercise self-direction and self-control in the service of objectives to which they are committed.
- 4). Managerial role is to develop in the potential in employee and help them to release the potential.

### **3.5                      *Victor H Vroom's Expectancy Theory***

***OR***

### ***Expectancy Model***

- 1). Avoidly approach to Motivation is the Victor H Vroom's Expectancy Theory.
- 2). Vroom's explained that Motivation is the product of three factor:-
  - a). How much one want a reward(valence).
  - b). Once estimate of the probability that effort and result in successful performance(Expectancy).
  - c). Once estimate that performance will result in receiving reward (Instrumentality).
- 3). The relationship is stated in the formula:-