Six Major Theories of Motivation

**Equity Theory**
- Name: John Adams
- Advice to Managers: Make certain that all employees are treated fairly. Address issues of inequity immediately.
- Theory Summary: People compare themselves with their peers to see if they are being treated equitably and adjust their own efforts accordingly.

**Two Factor Theory**
- Name: Frederick Herzberg
- Advice to Managers: Address employee motivation and dissatisfaction as separate issues. Redesign work and jobs to build in motivation.
- Theory Summary: People are motivated by things like policies, especially "red tape" and working conditions.

**Hierarchy of Needs**
- Name: Abraham Maslow
- Advice to Managers: Ensure that employee’s lower level needs are satisfied; provide opportunities to meet higher level needs.
- Theory Summary: People are motivated by five levels of needs: (1) physical, (2) safety, (3) social, (4) esteem and (5) self-actualization. As lower level needs are met, those at higher levels become more important.

**Three Needs Theory**
- Name: David McClelland
- Advice to Managers: Set moderately difficult goals for employees; provide lots of concrete feedback regarding achievement.
- Theory Summary: People have three basic needs: (1) achievement (nAch), (2) affiliation (nAf) & (3) power (nPow). A sense of achievement is particularly important in the workplace.

**Goal Setting Theory**
- Name: George Odiorne
- Advice to Managers: Establish measurable objectives in consultation with employees; link objectives to larger company goals; provide regular feedback.
- Theory Summary: People are motivated when they participate in setting challenging goals for themselves, understand their role in achieving those goals, and progress can be determined.

**Expectancy Theory**
- Name: Victor Vroom
- Advice to Managers: Give employees many opportunities to succeed; ample reward success; make clear the links between rewards and success.
- Theory Summary: People are motivated when they expect their effort will succeed in producing a particular outcome and that outcome has value for the person.