

Leadership and Motivation

Evaluate the motivational theories of Maslow and McGregor. (25m)(LCHL 2005 – Q4(c))

The Marks:	Maslow:	5 points at 2 marks each = 10 marks
	McGregor:	2 points at 5 marks each (2 marks for basic points plus 3 marks for detail) = 10 marks
	Evaluation:	5 marks (2 for basic points + 3 for elaboration)

A SAMPLE ANSWER:

Maslow's theory states that we are controlled by needs. He grouped these needs into five categories, and arranged these categories in a hierarchy (an order of importance). Each such need becomes a motivator when the needs below it are satisfied. These needs are: Physiological/Physical, e.g. food, shelter; 'Safety', e.g. for feeling secure about the future; Social, e.g. for acceptance within the peer group; Esteem, e.g. for appreciation of others (e.g. job title); Self-actualisation, e.g. to achieve personal goals.

McGregor's Theory states that there are two basic types of Manager:

X: believes that workers dislike work and don't want responsibility, so they have to be 'bribed' (by pay) or coerced (by threat of sanctions) to do work, so they must be closely supervised to make sure they do it right.

Y: believes that workers like responsibility and challenge, and like to show they are trustworthy. So the manager must arrange work to suit these needs, thereby getting better work done.

Evaluation: Maslow's theory understands that workers are motivated by a variety of needs and that 'lower' needs fail to motivate workers further once satisfied. McGregor identified two common types of manager and pointed out that the 'Y' manager gets much better work from employees. Autocratic managers use Theory 'X'; Democratic managers use Theory 'Y'.