

Exam 3 Review Sheet - Chapters 12, 14, & 16

Chapter 12

Motivation - Psychological processes that arouse and direct goal-directed behavior (your search for ways to satisfy the need)

Extrinsic Rewards - the payoff a person receives from others for performing a particular task

Intrinsic Rewards - the satisfaction a person receives from performing the particular task itself

Question Slide 12-6

Answer: A(an intrinsic reward)

Hierarchy of Needs (5 Levels) - Figure 12.2

What are the 5 components?

Self Actualization

Esteem

Love

Safety

Physiological

ERG Theory - assumes that **three** basic needs influence behavior-existence relatedness and growth

Existence - desire for physiological & material well-being

Relatedness - desire to have meaningful relationships with people who are significant to us

Growth - desire to grow as human beings and to use our abilities to their fullest potential

Acquired Needs Theory (3) - three needs(achievement, affiliation, & power) are major motives determining people's behavior in the workplace

Achievement - desire to achieve excellence in challenging tasks

Affiliation - desire for friendly and warm relations with other people

Power - desire to be responsible for or control other people

Want these three to be "well-balanced"

Question Slide 12-15

Answer: A(high need for achievement)

Two-Factor Theory - Proposes work satisfaction and dissatisfaction arise from two different factors: work satisfaction(motivating factors) and dissatisfaction(hygiene factors)

Hygiene factors - factors associated with job dissatisfaction which affect the job context in which people work

Motivating factors - factors associated with job satisfaction which affects the job content or the rewards of work performance

Two step process

Eliminate hygiene factors

Then go on and truly motivate someone

Equity Theory - motivation based on how fairly you are treated compared to another employee

Inputs, Outputs, & Comparison

My inputs compared with other employees inputs

My outputs compared with other employees outputs

How does it seem the ratio of my inputs and outputs compares with the ratio of theirs? Are they fair or unfair?

Practical Lessons from Equity Theory:

1. Employee perceptions are what count
2. Employee participation helps
3. Having an appeal process helps

Expectancy Theory - motivated by two things 3 Levels

1. How much they want it

2. How likely they think they are to get it

Expectancy - belief that a particular level of effort will lead to a particular level of performance

Instrumentality - expectation that successful performance will lead to the desired outcome

Valence - the value a worker assigns to an outcome

Goal-setting theory

Goals should be:

1. Specific

2. Challenging
3. Achievable
4. Linked to action plans

Job design perspectives

Job Design - division of an organization's work among its employees and the application of motivational theories to jobs to increase satisfaction and performance

Job simplification

Job enlargement

Job enrichment

Question Slide 12-27

Answer: B(job rotation)

Job Characteristic Model -

Five Core Job Characteristics

Skill Variety

Task Identity

Task Significance

Autonomy

Feedback

Three Psychological States

Experienced meaningfulness of work

Experienced responsibility for work outcomes

Knowledge of actual results of the work

Work Outcomes

High Work motivation

High Work Performance

High Work Satisfaction

Low absenteeism & turnover

Contingency Factors

Knowledge & skill

Desire for personal growth

Context satisfactions