

CHAPTER 5: FOUNDATIONS OF EMPLOYEE MOTIVATION

How Does It Work?

- **Motivation:** describes the psychological processes "that underline the direction, intensity, and persistence of behavior or thought"
- **Extrinsic Motivation:** results from the potential or actual receipt of external rewards
- **Intrinsic Motivation:** occurs when an individual is inspired by "the positive internal feelings that are generated by doing well"

The Two Fundamental Perspectives on Motivation: An Overview

- Researchers have proposed two general categories of motivation theories: content theories and process theories
- **Content Theories:** identify internal factors such as needs and satisfaction that energize employee motivation
- **Process Theories:** explain the process by which internal factors and situational factors influence employee motivation
- It's important to understand both motivational perspectives because they offer different solutions for handling motivational problems

Content Theories of Motivation

- **Content Theories of Motivation:** based on the idea that an employee's needs influence his or her motivation
- **Needs:** are defined as physiological or psychological deficiencies that arouse behavior
- They can be strong or weak and are influenced by environmental factors. This tells you that human needs vary over time and place

McGregor's Theory X and Theory Y

- **Theory X:** a pessimistic view of employees: They dislike work, must be monitored, and can be motivated only with rewards and punishment ("carrots and sticks")
- **Theory Y:** a modern and positive set of assumptions about people at work: They are self-engaged, committed, responsible, and creative

Maslow's Need Hierarchy Theory: Five Levels of Needs

- In 1943, psychologist Abraham Maslow published his now-famous need hierarchy theory of motivation. Although the theory was based on his clinical observation of a few neurotic individuals, it has subsequently been used to explain the entire spectrum of human behavior
- **The Need Hierarchy Theory:** states that motivation is a function of five basic needs: psychological, safety, love, esteem, and self-actualization

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**Dan L. Costley, Carmen Santana-
Melgoza, Ralph Todd**



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Fundamentals of Organizational Behavior Andrew J. DuBrin, 2013-09-17 *Fundamentals of Organizational Behavior An Applied Perspective* Second Edition examines the behavior of people in organizations Topics covered range from political maneuvering in organizations office politics to the stresses facing people in managerial and professional positions A conceptual framework for organizational behavior is presented along with numerous case illustrations and examples from live organizational settings This monograph consists of 14 chapters and opens with an introduction to organizational behavior and how it is influenced by principles of human behavior The three main subareas or schools of management thought are discussed together with the difference between knowledge work and non knowledge work how research and theory contribute to an understanding of organizational behavior and the distinction between structure and process The following chapters explore how the meaning of work relates to work motivation as well as the link between work motivation and job performance behavioral aspects of decision making stresses in managerial and professional life and political maneuvering in organizations Small group behavior leadership styles and interpersonal communications are also considered along with intergroup conflict and organizational effectiveness This book will be of interest to students managers and staff specialists as well as behavioral scientists and management theorists **Organizational Behavior** Joseph E. Champoux, 2016-07-22 *Organizational Behavior* concisely covers the essential theories and concepts students need to understand about behavior in organizational settings in the twenty first century Readers interested in management will find insight into their own behavior and the behavior of others to help them perform effectively in organizations Champoux has carefully selected the topics and built them into frameworks useful for explaining analyzing and diagnosing organizational processes Covering both micro and macro perspectives on organizational behavior the book includes new topics on leadership styles generational differences and technology in the workplace as well as plenty of examples to help students understand the application of various concepts and theories Upper level students of organizational behavior will find the book a useful explanation of managerial and organizational situations A companion website featuring instructor manual test bank and PowerPoint slides provides additional support for students and instructors Organizational Behavior, Theory, and Design in Health Care Nancy Borkowski, Katherine A. Meese, 2021-03-17 *Organizational Behavior Theory and Design* Third Edition was written to provide health services administration students managers and other professionals with an in depth analysis of the theories and concepts of organizational behavior and organization theory while embracing the uniqueness and complexity of the healthcare industry Using an applied focus this book provides a clear and concise overview of the essential topics in organizational behavior and organization theory from the healthcare manager's perspective The Third Edition offers New case studies throughout underscore key theories and concepts and illustrate practical application in the current health delivery environment In depth discussion of the industry's redesign of health services offers a major focus

on patient safety and quality centeredness and consumerism Current examples reflect changes in the environment due to health reform initiatives And more

Organizational Behavior and the Practice of Management, Fourth Edition David R. Hampton,1982 Organizational Behavior Ricky W. Griffin,Gregory Moorhead,1986 **Organizational Behavior** Robert Kreitner,Angelo Kinicki,1989 **Organizational Behavior** O. Jeff Harris,Sandra J. Hartman,2001 This text uses realistic case examples discussion questions and self tests to illustrate principles of workplace psychology Each chapter begins by posing a difficult work situation which may be a conflict a motivation problem or an issue of diversity then goes on to discuss principles and theories that apply to the case covering areas of ethics problem employees and organizational culture as well as neglected areas such as the physical atmosphere of the workplace the effects of new technologies on workers and workplace gossip Harris teaches management at the University of Louisiana Monroe Hartman at the University of New Orleans Annotation copyrighted by Book News Inc Portland OR

Management and Organisational Behaviour Laurie J. Mullins,2002 Presenting a managerial approach to the study of organizational behaviour with an emphasis on improving working performance through a better understanding of human resources this book contains summaries review questions and assignments Managerial Process and Organizational Behavior Alan C. Filley,Robert J. House,Steven Kerr,1976 *A Primer on Organizational Behavior* James L. Bowditch,Anthony F. Buono,2004-05-21 This book introduces the reader to terms and concepts that are necessary to understand organization behavior and their application to modern organizations This edition features new material on emotional intelligence knowledge management group dynamics virtual teams organizational change and organizational structure *Understanding and Managing Organizational Behavior* Jennifer M. George,Gareth R. Jones,1999 This text provides information suitable for both classic organizational behaviour courses and for management courses Topics covered include ethics sexual harassment cross cultural communication and negotiation

Management Dalton E. McFarland,1979 Abstract A textbook provides systematic descriptions of modern and traditional management concepts and approaches The emphasis is on business organizations but the information also can be applied to governmental religious social educational and voluntary organizations The behavioral science viewpoint is utilized and incident cases are included for student analysis in each chapter along with references and illustrations Four general topic areas covered are basic management concepts decision making and action organizational dynamics and managerial behavior and organizational development kbc *Getting Things Done Without Getting Done in* Dennis J. Moberg,David F. Caldwell,1989 Management, Systems, and Society Richard Arvid Johnson,1976 Understanding People in Organizations Robert C. Dailey,1988 Human Relations in Organizations Dan L. Costley,Carmen Santana-Melgoza,Ralph Todd,1994 Noted for comprehensive and current coverage the fifth edition provides a strong emphasis on diversity with new pedagogical features Focus on Diversity and a new English to Spanish glossary Also features more real world examples from a wide range of organizations and situations **Management 7th Ed.** Stephen P. Robbins,2003 Strategic

Organizational Communication Charles Conrad, 1985 Topics addressed in Unit II include power and politics in organizations analyzing organizational situations adapting to organizational situations managing conflict managing stress and sex roles The text addresses the process of communication as an integral part of organizational life and stresses the importance of an employee being able to analyze a situation select an appropriate communication strategy and employ it effectively

Throw Away the Textbook & be a Better Manager Wilfred E. Jordan, 2000 *Management of Organizational Behavior* Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson, 2001 Used by more than a million people throughout the world this highly readable book provides a comprehensive examination of the applied behavioral sciences and focuses on fundamental ideas which have stood the test of years of application in academic business not for profit and administrative environments Complete coverage of motivation and behavior situational leadership building effective relationships planning and implementing change leadership strategies the organizational cone and integrating situational leadership with the Classics For individuals interested in expanding their knowledge of and proficiency in leadership strategies

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