

### McClelland's Theory of Needs

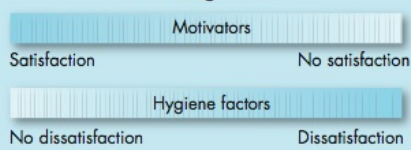
A theory that achievement, power, and affiliation are three important needs that help explain motivation

### Two-Factor Theory (need focused)

#### Traditional view



#### Herzberg's view



Motivation (emphasize factors associated with the work itself or with outcomes directly derived from it) and hygiene (Job Conditions) are two factors people base job satisfaction.

### Hierarchy of Needs Theory



Within every human being there is a hierarchy of five needs:

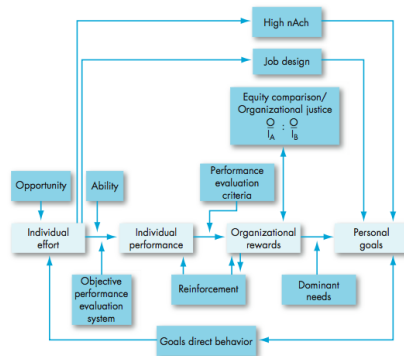
- Physiological. bodily needs.
- Safety-security. Security and protection from physical and emotional harm.
- Social-belongingness.
- Esteem: Internal factors (self-respect, autonomy, and achievement), and external factors (status, recognition, and attention)
- Self-actualization. Drive to become what we are capable of becoming; includes growth, achieving our potential, and self-fulfillment.

### Motivation Potential Score

$$MPS = \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Predictive analytic using JCM elements

### INTEGRATING CONTEMPORARY THEORIES OF MOTIVATION



### Work Arrangements to Motivate Employees

- Flextime
- Job Sharing
- Telecommuting
- Participative management
- Representative management
- Pay structure

### Job Characteristics Model

- Skill variety
  - Task identity
  - Task significance
  - Autonomy
  - Feedback
- Work structured has a big impact on an individual's motivation. These are five core job dimensions.

### Contemporary Theories of Motivation

**Self-Determination Theory**  
Proposes that people prefer to feel they have control over their actions. Extrinsic rewards for employees are not viewed as coercive, but instead provide information about competence and relatedness

**Goal Setting Theory**  
Clear and difficult goals often lead to higher levels of employee productivity

**Self-efficacy theory**  
An individual's belief that he or she is capable of performing a task.

### Contemporary Theories of Motivation (cont)

**Reinforcement theory**  
A theory that behavior is a function of its consequences. • Behaviorism - A theory that behavior follows stimuli in a relatively unthinking manner. • Social-learning theory The view that we can learn through both observation and direct experience.

**Equity Theory/ Organizational Justice**  
that individuals compare their job inputs and outcomes with those of others and then respond to eliminate any inequities.

### Contemporary Theories of Motivation (cont)

Expectancy Theory the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual



By **j.boone125**  
[cheatography.com/j-boone125/](http://cheatography.com/j-boone125/)

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