

McClelland's Theory of Needs

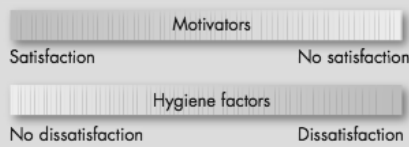
A theory that achievement, power, and affiliation are three important needs that help explain motivation

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:

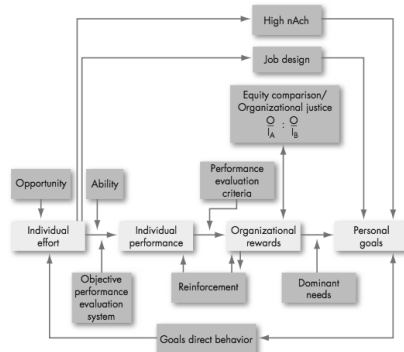
- Physiological. bodily needs.
- Safety-security. Security and protection from physical and emotional harm.
- Social-belongingness.
- Esteem: Internal factors (self-respect, autonomy, and achievement), and external factors (status, recognition, and attention)
- Self-actualization. Drive to become what 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

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