

# Chapter Summary

1. Early economic theories of motivation emphasized extrinsic incentives as the basis for motivation and technology as a force multiplier.

2. Maslow's hierarchy of needs theory of motivation was the basis for McGregor's Theory X and Theory Y assumptions about people at work.

3. According to McClelland, the needs for achievement, power, and affiliation are learned needs that differ among diverse cultures.

4. The two-factor theory found that the presence of motivation factors led to job satisfaction, and
- the presence of hygiene factors prevented job dissatisfaction.

5. New ideas in motivation emphasize eustress, hope, positive energy, and full engagement.

6. Social exchange theory holds that people form calculated working relationships and expect fair, equitable, ethical treatment.

7. Expectancy theory argues that effort is the basis for motivation, and that people want their effort to lead to performance and rewards.

8. Theories of motivation are culturally bound, and differences occur among nations.

## Key Terms

benevolents (p. 178)	instrumentality (p. 179)	need hierarchy (p. 165)
entitled (p. 179)	moral maturity (p. 182)	psychoanalysis (p. 163)
equity sensitives (p. 178)	motivation (p. 162)	self-interest (p. 164)
eustress (p. 174)	motivation factor (p. 171)	Theory X (p. 166)
expectancy (p. 179)	need for achievement (p. 168)	Theory Y (p. 166)
hygiene factor (p. 171)	need for affiliation (p. 169)	valence (p. 179)
inequity (p. 177)	need for power (p. 169)	

## Review Questions

1. How can knowledge of motivation theories help managers?

2. What are the five categories of motivational needs described by Maslow? Give an example of how each can be satisfied.

3. What are the Theory X and Theory Y assumptions about people at work? How do they relate to the hierarchy of needs?

4. What three manifest needs does McClelland identify?
5. How do hygiene and motivational factors differ? What are the implications of the two-factor theory for managers?

6. What are two new ideas in motivation that managers are using?

7. How is inequity determined by a person in an organization? How can inequity be resolved if it exists?

8. What are the key concepts in the expectancy theory of motivation?

## Discussion and Communication Questions

1. What do you think are the most important motivational needs for the majority of people? Do you think your needs differ from those of most people?

2. At what level in Maslow's hierarchy of needs are you living? Are you basically satisfied at this level?

3. Assume you are leaving your current job to look for employment elsewhere. What will you look for that you do not have? If you do not have a job, assume you will be looking for one soon. What are the most important factors you will seek?
4. If you were being inequitably paid in your job, which strategy do you think would be the most helpful to you in resolving the inequity? What tactics would you consider using?

5. Do you believe you can do a better job of working or studying than you are currently doing? Do you think you would get more pay and benefits or better grades if you did a better job? Do you care about the rewards (or grades) in your organization (or university)?