

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

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 manager of a small business?
2. If you were being inequitably paid to work for a...