

Chapter Review

5

Motivation- The Early Theorists

Objectives...

- 1 explain what is meant by the term motivation (in the work place)
- 2 compare the work of several prominent social scientists on motivation at work

Key Terms

Content theories of motivation

These theories attempt to explain those specific things which actually motivate the individual at work and are concerned with identifying people's needs, the strength of those needs and the goals they pursue in order to satisfy those needs

Hierarchy of Needs

a theory of motivation developed by Maslow which states that people's behaviour is determined by their desire to satisfy a progression of physiological, social and psychological needs

Motivation

A driving force that encourages an individual to behave in particular ways as they seek to achieve a goal

The word "motivation" is often used to describe certain sorts of behaviour. This (and the next) chapter is mainly concerned with the basic management and leadership problem of how we motivate or persuade others to do what we want them to do. Since it is part of a manager's job to get work done through others, managers need to understand why people do things (that is, what motivates them) so they can influence others to work towards the goals of the organisation. The chapter began with an explanation of the basic concept of motivation, and was followed by a summary of different models of motivation; we provided an account of the Hawthorne Studies and continued with an outline of the work of a number of American social scientists, namely Follett, Maslow, McGregor, Herzberg, Likert, Argyris and McClelland.