

Motivation- The Early Theorists

In this recording we summarise the content of chapter 5 Motivation- The Early Theorists. Studying this chapter should help you explain what is meant by the term motivation (in the work place); compare the work of several prominent social scientists on motivation at work; .

Introducing the chapter, the authors start with 1. This is the first chapter devoted to Human Relations and Social Psychological Theories. Whereas the exponents of classical theory were principally concerned with the structure and mechanics of organisations, the human relations and social psychological theorists focused on the human factor at work – people's behaviour in the workplace. They were particularly interested in human motivation, group relationships and leadership. Chapter 5 introduces the concept of 'motivation', and motivation theory. The chapter begins with an explanation of the basic concept of motivation, and follows this with a summary of different models of motivation proposed by Schein (1988). Next we provide an account of the celebrated Hawthorne Studies, conducted in the USA some seventy years ago. The chapter continues with an outline of the work of a number of American social scientists, namely Follett, Maslow, McGregor, Herzberg, Likert, Argyris and McClelland..

The key concepts discussed within this chapter are:

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; .

Other terms discussed include:

Extrinsic motivation; Hawthorne studies; Hygiene factors; Job Enrichment; McGregor's Theory X and Theory Y; Need for achievement (nAch); Need for power (nPow); Process theories of motivation; Rational-economic concept of motivation; Self-actualization; .

Summarising and concluding, the author(s) make the following comments - 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..

We have now reached the end of the chapter 'Motivation- The Early Theorists'.

There are a number of references for this chapter where further reading opportunities are identified for you.

Additionally, there are questions or activities to help develop and test your understanding of this chapter