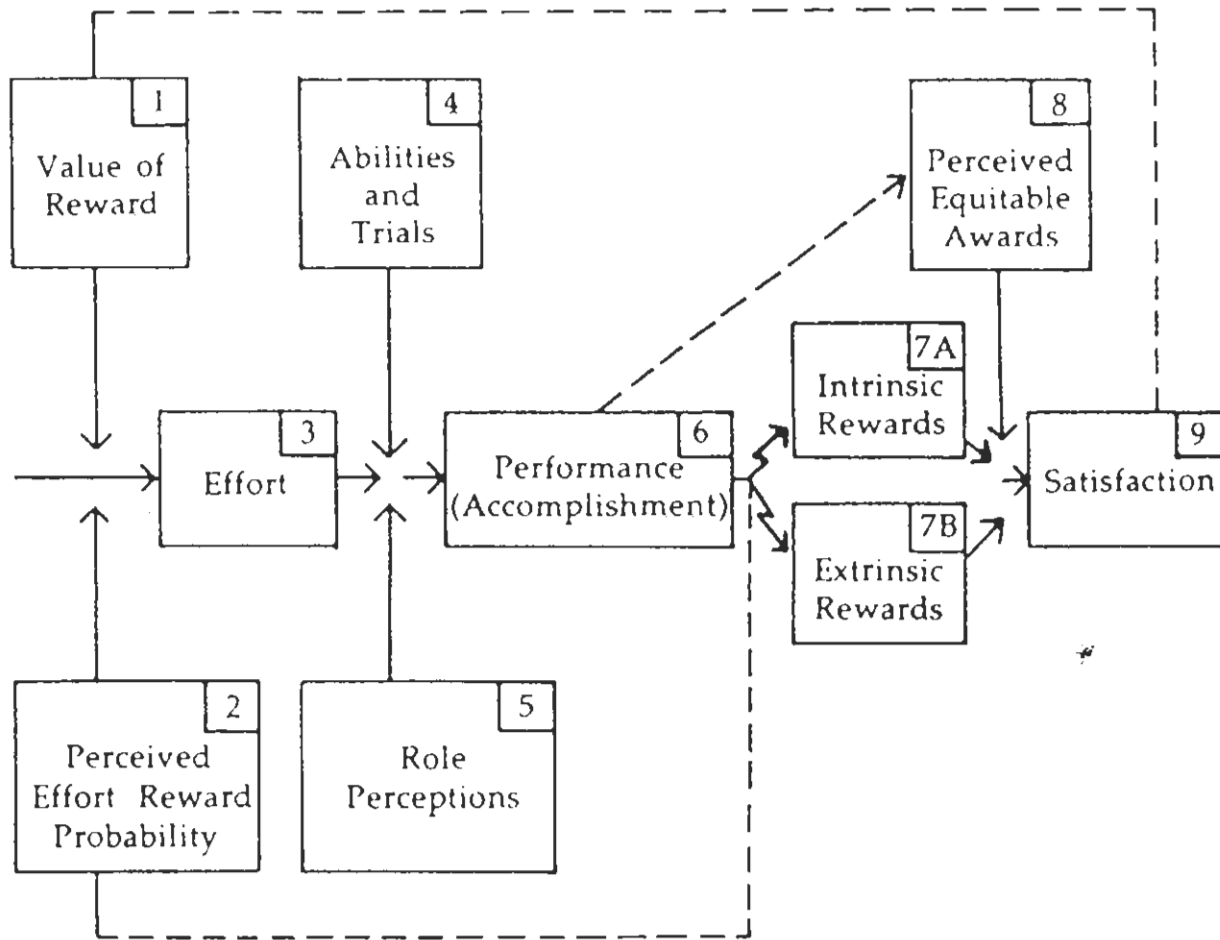


Table 5-2 Approaches to Improving Work Motivation

		Exogenous variables					
Imperative and programs	1. Personal motives and values	2. Incentives and rewards	3. Reinforcement	4. Goal-setting techniques	5. Personal and material resources	6. Social and group factors	7. Sociotechnical systems
Motivational imperative	Workers' motives and values must be appropriate for their jobs	Make jobs attractive, interesting, and satisfying	Effective performance must be positively reinforced, but not ineffective performance	Work goals must be clear, challenging, attainable, attractive	Provide needed resources and eliminate constraints to performance	Interpersonal and group processes must support goal attainment	Personal, social, and technological parameters must be harmonious
Illustrative programs	Personnel selection, job previews, motive training, socialization	Financial compensation, promotion, participation, job security, career development, considerate supervision, job enrichment, benefits, flexible hours, recognition, "cafeteria" plans	Financial incentive plans, behavioral analysis, praise and criticism, self-management	Goal setting, management by objectives, modeling, quality circles, appraisal and feedback	Training and development, coaching and counseling, equipment, technology, supervision, methods improvement, problem solving groups	Division of labor, group composition, team development, sensitivity training, leadership, norm building	Quality of worklife programs, sociotechnical systems design, organizational development, Scanlon plan

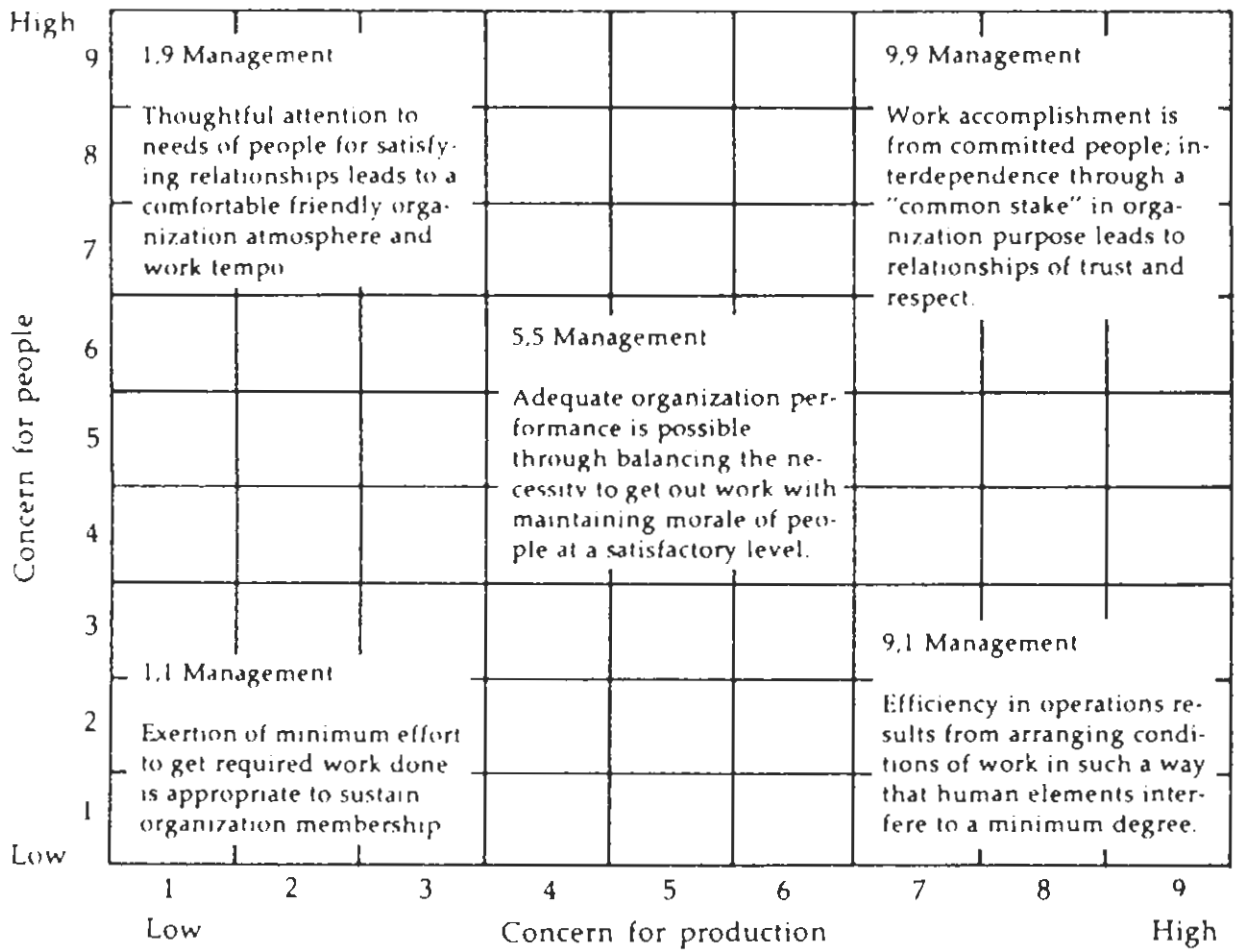
Source: Raymond Katzell and Donna Thompson, "Work Motivation Theory and Practice," *American Psychologist* 45 (February 1990): 147

Figure 5-1 The Porter and Lawler Model of Expectancy Theory



Source: Lyman Porter and Edward Lawler. *Managerial Attitudes and Performance* (Homewood, Ill.: Irwin, 1968), p. 17. Reproduced by permission.

Figure 5-2 The Leadership Grid[®] Figure



Source Robert R. Blake and Anne Adams McCauley, *The Leadership Grid* Figure from *Leadership Dilemmas - Grid Solutions*. Houston: Gulf Publishing Company, Copyright © 1991 by Scientific Methods, Inc., p. 29. Reproduced by permission.