

GOVT 351 ADMINISTRATION IN THE POLITICAL SYSTEM

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Organizational Dynamics & Humanistic Psychology Approaches

(Focusing on Motivation and Psychological and Social Needs)

ABRAHAM MASLOW - Author of A THEORY OF MOTIVATION

★ His famous “**hierarchy of need**” identified 5 categories of needs:

▶ Physiological ▶ Safety, ▶ Affection, ▶ Esteem, ▶ Self-actualization

★ A lower needs requires some measure of satisfaction before a higher needs will motivate

★ People generally ascend the hierarchy in order but at different rates of satisfaction & direction

★ Managers are well advised to understand someone’s level to determine what will motivate

DOUGLAS MCGREGOR - (1906-1964) Wrote The Human Side of Enterprise

★ Postulated 2 contrasting view (mgmt assumptions) about workers: ▶ Theory X & ▶ Theory Y

☆ Theory X - a traditional view: workers are uncreative, lazy, expect orders & close supervision

☆ Theory Y - a mod view that taps human potential: people like to work, create, be responsible

★ A manager’s job is to recognize worker needs and encourage motivation at higher levels by:

☆ Building supportive relationships by listening to and interacting with workers

☆ Establishing condition at work (plans, resources, training..) helping workers to achieve needs

ELTON MAYO (w Fritz Roethlisberger & others) – Harvard Social Psychologist

★ Wrote, Problems of an Industrial Civilization. Founder of “**The Human Relations Movement**”

★ Directed the famous “**Hawthorne Experiments**” at the Western Electric Plant, Cicero, ILL.

★ Began studies following Taylor (Sci Mgt) but w intensive interviewing of Test & Control groups

☆ Interviews conducted after varying many factors of work environment: lighting, tools, breaks

☆ Early results confusing & unexpected: Production was steady or higher under all conditions

★ Experimenters proposed a “**Hawthorne Effect**” (new kinds of attention) explained hi motivation

★ Subsequent follow-up led to popularity of Mgmt sensitivity training, encouraging informal groups

FREDERICK HERZBERG - Conducted many job studies and worker surveys on Job Satisfaction

★ Postulated that opposite of Job Satisfaction was **No Job Satisfaction** rather than **Dissatisfaction**

★ Found that genuine **Motivator (growth) Factors** were intrinsic to job itself, not external to job

☆ These included: achievement, responsibility, advancement, personal growth, & the work itself

★ The Non-Motivator Factors or what he called **Hygiene Factors**, were extrinsic to the job, including

☆ supervision, policy, security, status, working condition, & even interpersonal relations

★ Motivator factors primarily determined satisfaction – Hygiene Factors produced little satisfaction

★ His Two Factor Theory led to recommendations for Job Enrichment - Make jobs more interesting