

## EdAd 636 -- LECTURE NOTES

### TOPIC 5: MAXIMIZING HUMAN RESOURCES (& miscellaneous theories related to personnel administration)

- I. **MOTIVATION**
  - A. **Content Theories**
    - 1. Maslow's Hierarchy of Needs
    - 2. Herzberg's Motivator-Hygiene theory (also considered a theory of job satisfaction)
    - 3. Alderfor's ERG theory --- Existence, Relatedness, Growth
  - B. **Process Theories**
    - 1. Vroom's Expectancy theory
    - 2. House's Path-Goal Theory
  - C. **Other**
    - 1. Ouchi's Theory Z -- focused on employee involvement, participative decision making, and employee investment in work
  
- II. **SATISFACTION**
  - A. **Discrepancy Model -- satisfaction as a measure of discrepancy between:**
    - x) what person feels he SHOULD be receiving and
    - y) what person feels he IS receiving.

If  $x=y$ , then satisfaction  
 $x>y$ , then dissatisfaction  
 $x<y$ , then discomfort, guilt, inequity

(See also satisfaction definition derived from Social Systems Theory)
  - B. **Adams' Equity Theory-- output/input ratio of self relative to that of others --- we tend to value our own inputs higher than that of others**
  - C. **Herzberg (see above)**
  - D. **Relationship to other variables**
    - 1. **Satisfaction- Performance (slight positive, but probably reverse causal order because...)**
    - 2. **Satisfaction - Turnover (weak negative because...)**
    - 3. **Satisfaction - Absenteeism (weak negative because...)**
  
- III. **MORALE -- see model derived from Social Systems Theory**
  
- IV. **WORK CYCLE -- see model**
  
- V. **ORGANIZATIONAL CLIMATE OR ORGANIZATIONAL HEALTH --see overheads**