

Supported Choice Questions:

- 1. Which of the following is not contained in Maslow's hierarchy of needs?**
- a. Physiological
 - b. Belonging
 - c. Financial Reward
 - d. Esteem

Correct answer: C

Reasoning: Maslow's hierarchy of needs suggests that individual needs are organised in hierarchy from the basic physiological and safety needs through to social (love, affection and belonging), esteem and self-actualization needs. This is a content theory of motivation.

- 2. Which of the following is not an element in McClelland and Burnham's theory of motivation**
- a. The need for achievement
 - b. The need to be safe
 - c. The need for power
 - d. The need to be liked

Correct answer: B

Reasoning: The research of McClelland and Burnham focused on managers' motivation identifying three possible sets of motives: the need for achievement, the need for power and the need to be liked. This theory of motivation focuses on the dynamic interaction between an individual and their experience of an organisation and its management.

3. Which of the following are growth or 'motivator factors' according to Herzberg?

- a. Supervision
- b. Recognition
- c. Achievement
- d. Interpersonal Relationship

Correct answer: B and C

Reasoning: According to Herzberg growth or 'motivator factors' are intrinsic to the job and include: achievement, recognition, the work itself, responsibility, and growth and achievement. Whereas the dissatisfaction avoidance factors or 'hygiene factors' are extrinsic to the job and include: company policy and administration, supervision, interpersonal relationships, working conditions, salary, status and security.

4. Which of the following are job characteristics which can make a work meaningful according to Hackman and Oldham?

- a. Skill variety
- b. Supervision
- c. Salary
- d. Task Identity

Correct answer: A and D

Reasoning: Hackman and Oldham refer to the significance of the happy congruence of person and job as dependent on three key conditions: meaningful work, responsibility for results, and knowledge of results. 'Meaningful work itself depends having skill variety, task identity and task significance as job characteristics.

5. Which of the following factors promotes self-motivation?

- a. Social Recognition
- b. Peer Group Feedback
- c. Autonomy
- d. Management Control

Correct answer: A

Reasoning: Theorists such as Luthans and Stajkovic support the view that social recognition can be a powerful motivator. People first anticipate certain outcomes based on recognition received, and then through forethought, they initiate and guide their actions in an anticipatory fashion. By using recognition selectively managers can influence how staff will manage themselves.

6. Which of the following are forms of 'alienation' according to Marx?

- a. Alienation from the profit motive
- b. Alienation from the process of production
- c. Alienation from co-workers
- d. Alienation from others

Correct answer: B and D

Reasoning: Marx identifies four ways in which under capitalism what is humanly produced comes to impoverish the human producer. Capitalism alienates workers from the product of their labour because what they produce is no longer determined by what they and others need. Work is a means to an end and not an end in itself they alienate the worker from the process of production. Under capitalism, relationships between people are demonstrated by the logic of the market thus workers become alienated from others and from them self.

7. Which of the following are motivating factors under capitalism?

- a. The pursuit of profit
- b. Meeting human need
- c. The accumulation of capital
- d. Society is classless

Correct answer: A and C

Reasoning: In a Marxist perspective the interests of labour and owners (including managers) are fundamentally opposed. The consequence for motivation is that it is a problem built into the very nature of capitalist organisations and the solution requires a movement away from capitalism to end the exploitation made possible by private ownership of the means of production.

8. Braverman's concept of de-skilling is a consequence of which of the following?

- a. The separation of mental and manual labour
- b. Job simplification
- c. Job enrichment
- d. The drive for efficiency

Correct answer: A, B and D

Reasoning: According to Braverman, 'Taylorism' is alive and well albeit in different forms and different management tools and techniques. Job simplification is often the consequence of activities in technology and results in less demand for skilled employees and more demand for the less skilled who don't command the same levels of remuneration.

9. Which of the following are associated with Mead's account of the formation of self?

- a. Active selfhood
- b. In-active selfhood
- c. Engaged selfhood
- d. Dis-engaged selfhood

Correct answer: A and C

Reasoning: Mead argues that a sense of self is derived from the authorities of significant others to an individual. An individual's mind is constantly moving very rapidly between engagement with the world and reflection on this engagement. The definition of self is socially constricted. People understand who they are through making sense of their interactions with others.

10. Which of the following are perceived managerial benefits of improving employee motivation?

- a. A happier workforce
- b. A more productive workforce
- c. An easier to manage workforce
- d. An improved contribution to management's objectives

Correct answer: All of them

Reasoning: This is why there has been so much time and effort devoted to finding the 'one best way' to motivate organisational members. There are multiple organisations benefits and this clearly justified the continuing interest by academics and managers in this matter of motivation.