Unit 3 Glossary

Daft – Chapter 16 Key Terms

**Avoidance learning:** The removal of an unpleasant consequence when an undesirable behavior is corrected.

**Behavior modification:** The set of techniques by which reinforcement theory is used to modify human behavior.

**Content theories:** A group of theories that emphasize the needs that motivate people.

**E → P Expectancy:** Expectancy that putting effort into a given task will lead to high performance.

**Empowerment:** The delegation of power and authority to subordinates.

**Engagement:** A situation in which employees enjoy their work, contribute enthusiastically to meeting goals, and feel a sense of belonging and commitment to the organization.

**Equity:** A situation that exists when the ratio of one person’s outcomes to inputs equals that of another’s.

**Equity theory:** A process motivation theory that focuses on individuals’ perceptions of how fairly they are treated relative to others.

**ERG theory:** A modification of the needs hierarchy theory that proposes three categories of needs: existence, relatedness, and growth.

**Expectancy theory:** A process theory that proposes that motivation depends on individuals’ expectations about their ability to perform tasks and receive desired rewards.

**Extinction:** The withholding of a positive reward.

**Extrinsic reward:** A reward given by another person.

**Frustration-regression principle:** The idea that failure to meet a high-order need may cause a regression to an already satisfied lower-order need.

**Goal-setting theory:** A motivation theory in which specific, challenging goals increase motivation and performance when the goals are accepted by subordinates and these subordinates receive feedback to indicate their progress toward goal achievement.

**Hierarchy of needs theory:** A content theory that proposes that people are motivated by five categories of needs — physiological, safety, belongingness, esteem, and self-actualization — that exist in a hierarchical order.
Hygiene factors: Factors that involve the presence or absence of job dissatisfiers, including working conditions, pay, company policies, and interpersonal relationships.

Intrinsic reward: The satisfaction received in the process of performing an action.

Job characteristics model: A model of job design that comprises core job dimensions, critical psychological states, and employee growth-need strength.

Job design: The application of motivational theories to the structure of work for improving productivity and satisfaction.

Job enrichment: A job design that incorporates achievement, recognition, and other high-level motivators into the work.

Law of effect: The assumption that positively reinforced behavior tends to be repeated, and that unreinforced, or negatively reinforced, behavior tends to be inhibited.

Motivation: The arousal, direction, and persistence of behavior.

Motivators: Factors that influence job satisfaction based on fulfillment of high-level needs such as achievement, recognition, responsibility, and opportunity for growth.

P → O Expectancy: Expectancy that successful performance of a task will lead to the desired outcome.

Positive reinforcement: The administration of a pleasant and rewarding consequence following a desired behavior.

Process theories: A group of motivation theories that explain how employees select behaviors with which to meet their needs and determine whether their choices were successful.

Punishment: The imposition of an unpleasant outcome following undesirable behavior.

Reinforcement: Anything that causes a given behavior to be repeated or inhibited.

Reinforcement theory: A motivation theory based on the relationship between a given behavior and its consequences.

Self-efficacy: An individual’s strong belief that he or she can successfully accomplish a specific task or outcome.

Self-reinforcement: Motivating oneself by setting goals and ways of reaching them and then providing positive reinforcement when goals are achieved.

Social learning theory: Proposes that an individual’s motivation can result not just from direct experience of rewards and punishments but also from thoughts, beliefs, and observations of other people’s behavior.

Valence: The value or attraction a specific reward or outcome has for an individual.
Vicarious learning: Occurs when an individual sees others perform certain behaviors and be rewarded for them.

Work redesign: The altering of jobs to increase both the quality of employees’ work experience and their productivity.

Chapter 17 Key Terms

Centralized network: A team communication structure in which team members communicate through a single individual to solve problems or make decisions.

Channel: The carrier of a communication.

Channel richness: The amount of information that can be transmitted during a communication episode.

Communication: The process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behavior.

Communication apprehension: An individual’s level of fear, or anxiety, associated with interpersonal communications.

Decentralized network: A team communication structure in which team members freely communicate with one another and arrive at decisions together.

Decode: To translate the symbols used in a message for the purpose of interpreting its meaning.

Downward communication: Messages sent from top management down to subordinates.

Encode: To select symbols with which to compose a message.

Feedback: A response by the receiver to the sender’s communication.

Formal communication channel: A communication channel that flows within the chain of command or task responsibility defined by the organization.

Grapevine: An informal, person-to-person communication network of employees that is not officially sanctioned by the organization.

Horizontal communication: The lateral or diagonal exchange of messages among peers or coworkers.

Instant Messaging (IM): Electronic communication that allows users to see who is connected to a network and share information instantly.

Listening: The skill of receiving messages to accurately grasp facts and feelings to interpret the genuine meaning.

Message: The tangible formulation of an idea to be sent to a receiver.
Nonverbal communication: A communication transmitted through actions and behaviors rather than through words.

Personal communication channels: Communication channels that exist outside the formally authorized channels and that do not adhere to the organization’s hierarchy of authority.

Personal networking: The acquisition and cultivation of personal relationships that cross departmental, hierarchical, and even organizational boundaries.

Strategic conversation: Dialogue across boundaries and hierarchical levels about the team or organization’s vision, critical-strategic themes, and the values that help achieve important goals.

Upward communication: Messages transmitted from the lower to the higher levels in the organization’s hierarchy.