

## ГЛОССАРИЙ

N п/п	Новые понятия	Содержание
1	2	3
1.	<b>Motivation</b>	The willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.
2.	<b>Need</b>	Some internal state that makes certain outcomes appear attractive.
3.	<b>Hierarchy of Needs Theory</b>	There is a hierarchy of five needs – physiological, safety, social, esteem, and self-actualization – and as each need is sequentially satisfied, the next becomes dominant.
4.	<b>Self-actualization</b>	The drive to become what one is capable of becoming.
5.	<b>Lower-order Needs</b>	Needs that are satisfied externally, physiological and safety needs.
6.	<b>Higher-order Needs</b>	Needs that are satisfied internally; social, esteem, and self-actualization needs.
7.	<b>Theory X</b>	The assumption that employees dislike work, are lazy, dislike responsibility, and must be coerced to perform.
8.	<b>Theory Y</b>	The assumption that employees like work, are creative, seek responsibility, and can exercise self-direction.
9.	<b>Motivation-Hygiene Theory</b>	Intrinsic factors are related to job satisfaction, while extrinsic factors are associated with dissatisfaction.

10.	<b>Hygiene Factors</b>	Those factors – such as company policy and administration, supervision, and salary – that, when adequate in a job, placate workers: When these factors are adequate, people will not be dissatisfied.
11.	<b>ERG Theory</b>	There are three groups of core needs: existence, relatedness, and growth.
12.	<b>McClelland's Theory of Needs</b>	Achievement, power, and affiliation are three important needs that help to understand motivation.
13.	<b>Achievement Need</b>	The drive to excel, to achieve in relation to a set of standards, to strive to succeed.
14.	<b>Power Need</b>	The desire to make others behave in a way that they would not otherwise have behaved in.
15.	<b>Affiliation Need</b>	The desire for friendly and close interpersonal relationships.
16.	<b>Cognitive Evaluation Theory</b>	Allocating extrinsic rewards for behavior that had been previously intrinsically rewarded tends to decrease the overall level of motivation.
17.	<b>Task Characteristics Theories</b>	Seek to identify task characteristics of jobs, how these characteristics are combined to form different jobs, and their relationships to employee motivation, satisfaction, and performance.
18.	<b>Job Characteristic Model</b>	Identifies five job characteristics and their relationship to personal and work outcomes.
19.	<b>Skill Variety</b>	The degree to which the job requires a variety of different activities.
20.	<b>Task Identity</b>	The degree to which the job requires completion of a whole and identifiable piece of work.

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21.	<b>Task Significance</b>	The degree to which the job has a substantial impact on the lives or work of other people.
22.	<b>Autonomy</b>	The degree to which the job provides substantial freedom and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.
23.	<b>Feedback</b>	The degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his or her performance.
24.	<b>Motivating Potential Score</b>	A predictive index suggesting the motivation potential in a job.
25.	<b>Social-Information-Processing Model</b>	Employees adopt attitudes and behaviors in response to the social cues provided by others with whom they have contact.
26.	<b>Goal-Setting Theory</b>	The theory that specific and difficult goals lead to higher performance.
27.	<b>Self-efficacy</b>	The individual's belief that he or she is capable of performing a task.
28.	<b>Reinforcement Theory</b>	Behavior is a function of its consequences.
29.	<b>Equity Theory</b>	Individuals compare their job inputs and outcomes with those of others and then respond so as to eliminate any inequities.
30.	<b>Expectancy Theory</b>	The strength of a tendency to act in a certain way depends on the strength of an expectation that an act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
31.	<b>Opportunity to Perform</b>	High levels of performance are partially a function of an absence of obstacle that constrain the employee.

32.	<b>Management by Objectives (MBO)</b>	A program that encompasses specific goals, participatively set, for an explicit time period, with feedback on goal progress.
33.	<b>OB Mod</b>	A program where managers identify performance – related employee behaviors and then implement an intervention strategy to strengthen desirable behaviors and weaken undesirable behaviors.
34.	<b>Participative Management</b>	A process where subordinates share a significant degree of decision-making power with their immediate superiors.
35.	<b>Quality Circle</b>	A work group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solutions, and take corrective actions.
36.	<b>Performance – Based Compensation</b>	Paying employees on the basis of some performance measure.
37.	<b>Piece – Rate Pay Plans</b>	Workers are paid a fixed sum for each unit of production completed.
38.	<b>Flexible Benefits</b>	Employees tailor their benefit program to meet their personal needs by picking and choosing from a menu of benefit options.
39.	<b>Comparable Worth</b>	A doctrine that holds that jobs equal in value to an organization should be equally compensated, whether or not the work content of those jobs is similar.
40.	<b>Compressed Workweek</b>	A four-day week, with employees working ten hours a day.
41.	<b>Flextime</b>	Employees work during a common core time period each day but have discretion in forming their total workday from a flexible set of hours outside the core.

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42.	<b>Job Sharing</b>	The practice of having two or more people split a forty-hour-a-week job.
43.	<b>Job Design</b>	The way that tasks are combined to form complete jobs.
44.	<b>Job Rotation</b>	The periodic shifting of a worker from one task to another.
45.	<b>Job Enrichment</b>	The vertical expansion of jobs.
46.	<b>Self-Managed Work Teams</b>	Groups are free to determine how the goals assigned to them are to be accomplished and how tasks are to be allocated.
47.	<b>Process</b>	An ongoing series of interactions among elements that result in something different from the original elements.
48.	<b>Perceived Messages</b>	It describes what receivers decode from sensations perceived.
49.	<b>Decoding</b>	It is interpreting what is received.
50.	<b>Message Carriers</b>	The things a person actually says and does while communicating.
51.	<b>Feedback</b>	A receiver's response as interpreted by the source.
52.	<b>Situation</b>	The total context in which the source and the receiver interact.
53.	<b>Perception</b>	The mental process of recognizing the stimuli we receive.
54.	<b>Interpretation</b>	The organizing of incoming stimuli into a meaningful whole.