

Table 13.1. Comparison of content and process perspectives on motivation

Content Perspective

Focus:

Identifying factors within individuals that initiate, sustain, and terminate behaviors

Key studies:

Maslow's five levels of human needs in hierarchy
Alderfer's three levels of human needs in hierarchy
Herzberg's two sets of factors
McClelland's three learned needs

Implication for managers in leading:

Managers must pay attention to the unique and varied needs, desires, and goals of participants

Process Perspective

Focus:

Explaining how behaviors are initiated, sustained, and terminated

Key studies:

Vroom's expectancy theory of choices
Adams' equity theory
Locke's goal-setting theory

Implication for managers in leading:

Managers must understand how the unique and varied needs, desires, and goals of participants interact with their preferences, and with rewards and accomplishments to affect their behavioral choices

Source: Beaufort B. Longest, Jr. *Managing Health Programs and Projects*. 116. San Francisco: Jossey-Bass, 2004.
Reprinted by permission.

From *Managing Health Services Organizations and Systems* (6th ed., Longest & Darr). Health Professions Press, Inc. All rights reserved.
Permission for figure/table access granted for course use only. Permission required for all other uses (see caption above).