Chapter 12
Motivation and Work

Review 12.3: Motivation and Work
Tonya wants to apply her knowledge of psychology in a corporate setting, so she is taking courses in (1) industrial-organizational psychology. She already knows that she doesn’t want to work in human factors psychology, but now she must decide whether she wants to help match workers to skills as a (2) personnel psychologist, or she may want to help motivate workers and improve an organization’s infrastructure, as an (3) organizational psychologist. Tonya must also consider which type of work makes her feel happiest, most focused, and most involved, in other words, experience (4) flow. For example, she may feel happiest analyzing a job, scripting questions, and training interviewers to avoid the interviewer (5) illusion and perform a (6) structured interview that will pinpoint potential employees’ strengths. Or she may prefer working directly with employees, focusing on their (7) achievement motivation by encouraging them to attain a high standard, and attempting to increase employee (8) engagement by finding ways for them to feel involved and satisfied with their work. Part of Tonya’s work in motivating employees would involve teaching managers effective management techniques. She would encourage managers to choose an appropriate (9) leadership style, harness (10) job-relevant strengths, and set specific, challenging (11) goals. In selecting a leadership style, managers must choose between goal-oriented (12) task leadership or group-oriented (13) social leadership, and work toward managing with self-confident charisma. They also know that the most successful leaders tend to have a (14) vision of a goal, an ability to (15) communicate it clearly, and enough optimism and faith in the group to (16) inspire others.