

# individual needs

Motivation is a complex phenomenon. Several theories attempt to explain how motivation works. In management circles the most popular explanations of motivation are based on the needs of the individual.

The basic needs model, referred to as **content theory of motivation**, highlights the specific factors that motivate an individual. Although these factors are found within an individual, things outside the individual can affect them as well.

In short, all people have needs that they want satisfied. Some are **primary needs**, such as those for food, sleep, and water – needs that deal with the physical aspects of behavior and are considered unlearned. These needs are biological in nature and relatively stable. Their influences on behavior are usually obvious and hence easy to identify.

**Secondary needs**, on the other hand, are psychological, which means that they are learned primarily through experience. These needs vary significantly by culture and by individual. Secondary needs consist of internal states, such as the desire for power, achievement, and love. Identifying and interpreting these needs is more difficult because they are demonstrated in a variety of ways. Secondary needs are responsible for most of the behavior that a supervisor is concerned with and for the rewards a person seeks in an organisation.

Several theorists, including Abraham Maslow, Frederick Herzberg and David McClelland have provided theories to help explain needs as a source of motivation.

# hierarchy of needs

Abraham Maslow defined **need** as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence a person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. Maslow's theory is based on the following two principles:

- **Deficit principle:** A satisfied need no longer motivates behavior because people act to satisfy deprived needs.
- **Progression principle:** The five needs he identified exist in a hierarchy, which means that a need at any level only comes into play after a lower-level need has been satisfied.

In his theory, Maslow identified five levels of human needs. The table below illustrates these five levels and provides suggestions for satisfying each need.

		<b>That Satisfy or Offer:</b>
<b>Higher</b>	Self-actualisation needs	Creative and challenging work
		Participation in decision making
		Job flexibility and autonomy
	Esteem needs	Responsibility of an important job
		Promotion to higher status job
		Praise and recognition from boss
<b>Lower</b>	Social needs	Friendly coworkers
		Interaction with customers
		Pleasant supervisor
	Safety needs	Safe working conditions
		Job security
		Base compensation and benefits
	Physiological needs	Rest and refreshment breaks
		Physical comfort on the job
		Reasonable working hours

## two factors

Frederick Herzberg offers another framework for understanding the motivational implications of work environments. In his two-factor theory, Herzberg identifies two sets of factors that impact on motivation in the workplace:

- **Hygiene factors** include salary, job security, working conditions, organisational policies, and technical quality of supervision. Although these factors do not motivate employees, they can cause dissatisfaction if they are missing. Something as simple as adding music to the office place or implementing a no-smoking policy can make people less dissatisfied with these aspects of their work. However, improvements in hygiene factors do not necessarily increase satisfaction.
- **Satisfiers** or **motivators** include such things as responsibility, achievement, growth opportunities, and feelings of recognition, and are the key to job satisfaction and motivation. For example, managers can find out what people really do in their jobs and make improvements, thus increasing job satisfaction and performance.

Following Herzberg's two-factor theory, managers need to ensure that hygiene factors are adequate and then build satisfiers into jobs.

# acquired needs

David McClelland's acquired needs theory recognises that everyone prioritises needs differently. He also believes that individuals are not born with these needs, but that they are actually learned through life experiences. McClelland identifies three specific needs:

- **Need for achievement** is the drive to excel.
- **Need for power** is the desire to cause others to behave in a way that they would not have behaved otherwise.
- **Need for affiliation** is the desire for friendly, close interpersonal relationships and conflict avoidance.

McClelland associates each need with a distinct set of work preferences, and managers can help tailor the environment to meet these needs.

High achievers differentiate themselves from others by their desires to do things better. These individuals are strongly motivated by job situations with personal responsibility, feedback, and an intermediate degree of risk.

An individual with a high need of power is likely to follow a path of continued promotion over time.

People with the need for affiliation seek companionship, social approval, and satisfying interpersonal relationships.

Interestingly enough, a high need to achieve does not necessarily lead to being a good manager, especially in large organizations. People with high achievement needs are usually interested in how well they do personally and not in influencing others to do well. On the other hand, the best managers are high in their needs for power and low in their needs for affiliation.