

McClelland on Motivation

D C McClelland is another theorist who was, from the early 1960s, concerned with the analysis of human needs. He concentrated on **three** key needs:

- **Need for Affiliation**

The need of human beings for friendship and meaningful relationships.

- **Need for Power**

Some people seek power in their work situations; they wish to make a strong impression on people and events.

- **Need to Achieve**

To many people the sense of “getting on”, progressing or being promoted, is very important.

These three points relate to the functioning of people at various levels of authority in an organisation. People “high up” will have a strong drive for power and making an impact. People in the middle reaches have considerable achievement needs and compete with each other. At the lower levels, the drive for affiliation should be strong.

Herzberg's Two-factor Theory

Frederick Herzberg, writing in the late 1950s and early 1960s, identified two distinct sets of needs in individuals working in organisations: the need to avoid pain and discomfort **and** the need to develop psychologically as a person. He identified two areas of concern for the organisation employing people:

- **Hygiene Factors (or Extrinsic Factors)**

These include working conditions, company policy and administration, status and security of job, supervision, interpersonal relations and pay and salary. If these are not adequate there will be dissatisfaction, and work output will suffer. Drawing an analogy between a healthy organisation and a healthy person, Herzberg called these hygiene factors, in the sense that they prevent the "disease" of job dissatisfaction.

- **Motivators**

Under this heading, Herzberg included achievement of work tasks; recognition by supervisors of achievement and quality of work; the giving of increased responsibility as a reward for successful work efforts; the opportunity for psychological development in the work role and growth. Since these are the characteristics that people find intrinsically rewarding, people will work harder to satisfy them through their job.

We can present Herzberg's two-factor theory in the following table:

Hygiene Factors (Dissatisfiers)	Motivators
● Pay	● Achievement
● Fringe benefits	● Recognition for achievement
● Quality of supervision	● Meaningful, interesting work
● Company policy and administration	● Advancement
● Working conditions	● Psychological growth
● Interpersonal relationships	

It is important to understand that the hygiene factors and motivators are not mutually exclusive in their effects. Herzberg acknowledges the short-term motivational impact of a pay rise or an improvement in working conditions. These are, however, short lived. Once hygiene factors are enhanced, the worker will sublimate back to the original level of output. In Herzberg's words, "*a reward once given becomes a right*". To achieve genuine long-term motivation, it is necessary for the leader to focus on the motivators.

Herzberg proposes several ways in which a higher level of motivation might be promoted:

- Good quality training – the more a person can do, the more that person can be motivated.
- Focus on quality of communications, rather than quantity – communication should be direct whenever possible.
- Job rotation – improving the variety of tasks and responsibilities.
- Job enlargement – making a person capable of more.

- Job enrichment – creating meaningful, interesting work – Herzberg believes that it is difficult or impossible to achieve true motivation if the job is basically dull, repetitive or uninteresting.

In Herzberg's model it is possible to avoid job dissatisfaction without necessarily achieving job satisfaction. This is possible where an organisation meets a high level of hygiene factors but fails to provide a high level of motivators.

Plausible though it sounds, in recent times Herzberg's theory has been somewhat discredited, for two main reasons:

- His own data, which was limited, did not support it.
- Other data does not support it.

Despite its shortcomings, the theory continues to attract a great deal of attention and it has stimulated developments in work structuring.