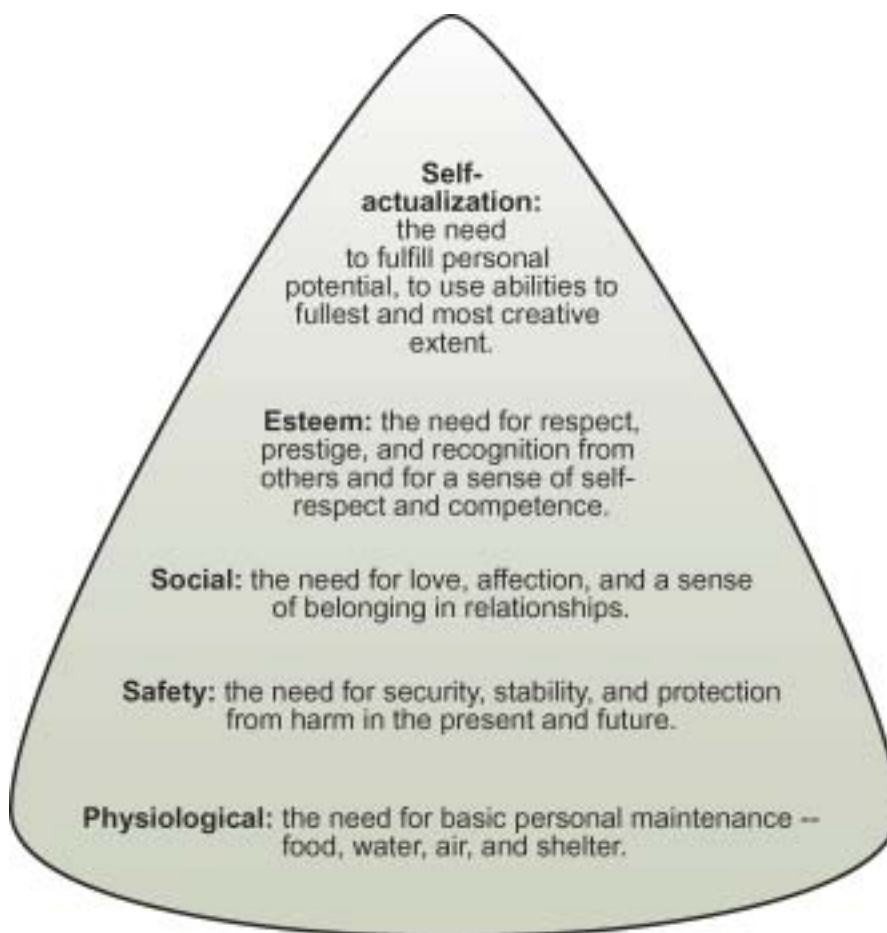


Needs-Based Views of Motivation

Many philosophers, behavioral scientists, and agricultural managers have offered theories on why people do what they do based on inherent drives to meet certain needs. One of the best known theories is Abraham Maslow's "hierarchy of needs." Maslow identified five categories of need and argued that humans are motivated to fill unmet needs in a predictable order. Once a need is pretty well met, it does not motivate, but the next need in the hierarchy does. The need categories are listed in order, highest level first, in Figure 5.2.

Figure 5.2. Maslow's hierarchy of needs.



Until the lower-level needs (physiological and safety) are met, the higher-level needs do not motivate, according to Maslow. The manager who understands where employees currently are in the hierarchy can offer the most effective performance-contingent rewards (examples in second column of Figure 5.3 on next page) to motivate their efforts. People's needs change over time, however.

Figure 5.3. What jobs may offer to meet Maslow needs.

Physiological	Physically comfortable work area Livable salary/wage
Safety	Safe working conditions Job security Good base salary/wage and benefits
Social	Friendly coworkers Social activities on and off the job Compatible supervisor
Esteem	Respect and recognition from managers and coworkers Favorable performance evaluation Merit pay increases and position advancement
Self-Actualization	Creative and challenging work Learning and growth Participation in decision making Responsibility, autonomy, and discretion



Another needs-oriented framework, Herzberg's Motivation-Hygiene Theory, holds that not all types of needs motivate effort at work. Its central notion is that job satisfaction and job dissatisfaction are two different things, not opposing values of the same variable. If certain "hygiene factors" in the work context are not present, workers become dissatisfied and are likely to withhold effort or leave. If present, however, these factors do not tap motivation for high performance.

According to Herzberg, only "motivators," which are inherent in the job itself, can effectively stimulate performance in the long run. Motivators can satisfy, and hygiene factors can dissatisfy. Good hygiene in the work context may hold down dissatisfaction and turnover in the short term, especially if employees have

few options, but managers cannot count on them to motivate good work. This theory clearly has implications for the design of many different jobs. The motivators that Herzberg identified in his research with office workers were: achievement, recognition, growth and advancement, responsibility, and interest in the work itself. The hygiene factors (potential dissatisfiers) were supervision, the work environment, company policies, coworkers, and pay.

Later studies found that a couple of factors that were hygiene to Herzberg's office employees were motivators to industrial workers. Motivators to the latter were interesting work, full appreciation of the work done, a feeling of being in on things, good wages, and job security. Although the lists vary for people in different occupational circumstances, the basic point remains that hygiene factors and motivators relate to respectively different types of human needs and employee responses.

Clues that agricultural employees have offered about what defeats their enthusiasm for top performance include:

- I can't communicate my concerns.
- Too many bosses tell me what to do.
- I don't know exactly what my responsibilities are.
- I'm not growing and not learning new skills.
- My time off is not specified.
- I don't get paid enough for my skills.
- The work environment is dangerous and unhealthy, and the equipment is inadequate.
- I don't get any recognition when I perform well.
- I have problems with my employer's spouse.
- My employer breaks his promises.

Another way to visualize motivation-hygiene principles is to compare the motivators and hygiene factors to energy flows to and from a battery. There are conditions under management's control that tend to charge up employees and conditions that tend to drain them down (see Figure 5.4). Simply removing the drain-down factors does not provide a charge.

Figure 5.4. Charging up, draining down.

Charging up, draining down	
Charges up (+)	Drains down (-)
+ Variety of work, drawing on skills and abilities	- Lack of trust
+ Independence and responsibility	- Inadequate pay
+ Being listened to and informed	- Confusion
+ Participation in decision making	- Unsafe working conditions
+ Tasks that involve learning and growth	- Poorly maintained or inadequate equipment
+ Training	- Vague instructions
+ Being trusted	- Not being listened to
+ Seeing the result of your work	- Someone solving problems for you
+ Recognition and praise for good work	- Conflict with coworkers or supervisor
+ High occupational status	- Not knowing whether you are succeeding
+ Good pay	- Boredom
+ Interesting work	- Perception of unfair treatment



An Expectancy Framework

“Process theories” make up another set of ways that psychologists look at motivation. They have in common a focus on mental processes that people go through in deciding on the level of effort to put forth. One of the most helpful theories is the Expectancy Theory, which simply suggests that people expend effort to obtain the rewards they value. They make choices, not always consciously, about how much effort to devote to what activity. These choices are based on expected payoffs associated with different behavioral alternatives. There are three parts to figuring these expected payoffs.

The first is the expectation that **effort produces performance**. This corresponds to the “can do” issue. At issue is whether the individual expects to have the ability, tools, supervision, and other support necessary to achieve desired