

MOTIVATION LESSON

Introduction

There are many, many, definitions of leaders and leadership. Most of those definitions include the ability of a leader to motivate their followers to achieve a common goal. Investigating three common theories of motivation can clue us in on some of the things that motivate people. Money, fame, fortune, altruism, philanthropy, intellect, the list is almost endless in terms of why people do the things they do. We must remember that although a group of individuals may be equally motivated to undertake a task, the sources of their motivation may differ (Lumsden, 1994).

Lesson Objectives

At the end of the lesson, an individual will be able to

1. Describe different theories of motivation
2. Discuss how motivation affects a leaders' ability to lead

Lesson Content

What motivates people? Money, possessions, prestige, philanthropy, intellect? In this lesson, we'll talk about different motivation theories and what can and will motivate individuals. What drives an individual to make decisions are an important part of being both leader and follower. As leaders, knowing what motivates ourselves and our followers enables us to better fit our leadership style to their needs.

Maslow's Hierarchy of Needs

Part of what drives an individual is their perceived needs. Abraham Maslow (1954) developed a pyramid that defines the way that he believed each human being prioritized their needs. He started the bottom of the pyramid with the most basic needs of things like food and shelter and moved up through what he defined as meta needs, self actualization, or the need of humans to continue in their personal growth. Just like a pyramid, until the bottom blocks are in place, the top blocks can not be achieved.

The first and most basic level is the Physiological. Individuals at this level need food, shelter, water, and clothing.

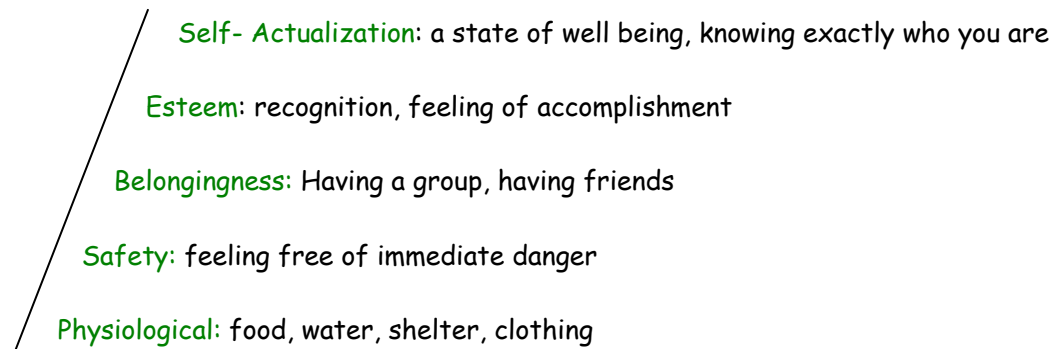
The Safety Level necessitates an individual to feel safe within their own surroundings. This includes decent living conditions, not fearing for your safety when you go to school or work, and good conditions once you arrive.

The Belongingness Level entails an individual's need to be around and have relationships with other people. Being involved in social activities and opportunities for interaction will help individuals meet this need. This need, if it goes unmet, can interfere with an individual's productivity at the workplace, if their personal relationships outside of work are not positive. Being aware of this need can help leaders figure out ways to assist employees.

During the Esteem Level, Maslow believes that employers get the most productivity from their employees. Esteem needs are the needs to achieve and receive recognition for accomplishments.

Receiving praise, regardless of form, lets people know that their work is recognized, and more importantly, appreciated. There are all kinds of ways to recognize individuals; from the very private, to the very public.

Self-actualization is a level reached by few people according to Maslow. At this level, people are motivated to do something simply for self-improvement or the betterment of others or things around them. It is the highest level of intrinsic motivation. An example is someone who pursues an advanced college degree after retiring from their career.



Herzberg's Motivation and Hygiene Factors

Herzberg developed a set of two types of needs, motivation and hygiene. Instead of being set up in a pyramid like Maslow, Herzberg thinks about these needs in two lists. One set is a list of necessities for individuals to be motivated (hygiene), and one set (motivation) that, if in place, enhances an individual's motivation. While Herzberg's needs are more focused on a traditional workplace environment, they should be mentioned here, as you can apply them to club settings, teams, small groups, etc.

Hygiene Factors

Working conditions
policies/rules
salary or benefits
supervisors
status
job security
fellow workers
personal life

Motivation Factor

Recognition
achievement
advancement
growth
responsibility
job challenge

McClelland's Theory

A third theory of motivation was developed by David McClelland in 1961. He called his theory the Three Needs Theory. McClelland said that people are motivated by one of three things; the need for achievement, the need for power or the need for affiliation.

People with a need for achievement are motivated by solving problems, creating new products or new processes or ways of doing things. They readily accept different responsibilities and require

quite a bit of feedback from the leader regarding their performance on the assigned task. They are inventors, innovators, and problem solvers.

Persons with the need for power need control over their situation. These employees should be involved in planning the activities they are to carry out.

Persons motivated by the need for affiliation work best with groups of people. They seek relationships and interactions with a variety of different types of people. These types of followers can work effectively on problem-solving teams and development groups.

Intrinsic versus Extrinsic Motivation (Lepper, 1988)

When an individual takes on an activity for its own sake, for the enjoyment it provides, the knowledge gained or the feelings of accomplishment it brings, they are intrinsically motivated.

If an individual performs in order to gain some kind of reward or avoid some kind of punishment separate from the activity, they are extrinsically motivated.

Problems with Motivation

There can be several problems for leaders when trying to motivate followers. Some of those problems are discussed here.

- ❖ FUN or the inherent attractiveness of the job
 - The reality is some jobs are just more fun than others.
- ❖ IT'S MINE or the ability of an individual to identify the task
 - Will an individual have pride in completing the task
- ❖ IT'S NOT BORING or the variety of skills needed or desired
 - People use a variety of skills and talents
- ❖ IT'S A GAME or the challenge of the job
 - Jobs should tax a person's abilities not be mundane and boring
- ❖ MONEY or the rewards from the outside
 - Feedback
 - Compensation

Reflection Questions

- ❖ Why is the study of motivation important to leaders? Is it only important to know what motivates followers, or what motivates you, as a leader? Why?
- ❖ There are problems with motivation and motivating individuals. We discussed five different factors that can cause leaders problems. Think about how you, as a leader, can address these different factors: How can you make your job, or a follower's job more fun? How can you help follower's take ownership of the job? How can you help people use a variety of skills? How can you put challenge into jobs? How can you make certain followers know that they are doing a good job?

Activity

References

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