

## Complete the self-assessment to better understand your management style and strengths.

*Any company trying to compete . . . must figure out a way to engage the mind of every employee.*

—Jack Welch, former CEO  
of General Electric

The key to organizational success is to develop employees who are motivated to consistently, creatively, and energetically work toward the attainment of organizational goals. As we all know, in any group of employees—like those in the case study above—some will be more motivated than others. And those who are most highly motivated will likely be those who are most productive. Motivation also is critical to

our own personal success. The more motivated we feel to do our best, to accept new challenges, and to help others accomplish their goals, the more satisfied and successful we will be in our work. But motivation is complex: some are motivated by money, some are motivated by prestige and position, and others are hardly motivated at all.

How do you motivate an individual or a group to be more productive? Will motivating factors change from place to place or situation to situation? Are there specific motivating factors that the manager needs to know? Or are people simply motivated by good management, whatever that might be? Understanding motivation is also important to your own personal achievement and commitment to organizational success. What motivates you to behave as you do at work? This chapter focuses on these questions and challenges.



What's My  
Motivation?

## SELF-ASSESSMENT 5.1

### WHAT MOTIVATES YOU?

There are several reasons for beginning our discussion of motivation with ourselves. First, to enhance your own experience at work, it is important to understand what motivates you. Second, if you are highly motivated, then that can influence others in a constructive way. Conversely, if you do not appear highly motivated, then others are likely to reflect the same level of motivation. Third, understanding what motivates us can help us to make good choices about motivating others. We can seek out circumstances that offer the greatest value to us and to others.

The following are self-assessments that can begin to help you think about motivation. Remember as you work through these exercises that motivation is multifaceted; it is influenced by your work situations, your life stage, your personality, and many other factors. As a result, you will find that your motivations change over time and from situation to situation.

#### What Motivates You Now?

Read through the following statements. Then select those eight items that are most important in terms of motivating you in your present (or most recent) work environment.

1. A positive working relationship with my boss
2. Good pay
3. Lots of freedom on the job
4. Praise for a job well done
5. Interesting and challenging work

6. People with whom I enjoy working
7. Knowing that there will be consequences for poor performance
8. A clearly written job description
9. Chance for promotion
10. A nice office
11. Personal respect
12. A generous retirement program
13. Performance evaluations
14. Doing important work
15. Time off from work
16. Serving the public and making the community a better place to live
17. Regular hours
18. Knowing “inside” information about what is going on at work
19. Opportunity for learning and growth

Keep your answers. When we discuss need theories later in the chapter, we will come back to score this instrument.

### **What Will Motivate You in the Future?**

You have been invited to interview for your dream job. At the time the interview was scheduled, you were asked to be ready to discuss what factors would be most important in motivating you in this position. What will you say? Compare what would motivate you in your dream job with what motivates you in your current job. Are there differences? Why?

*Source:* Statements are from Herzberg, F. (2003, January). One more time: How do you motivate employees? *Harvard Business Review*, pp. 2–12.

## **Approaches to Motivation**

As we saw in Chapter 1, the study of motivation was not a central part of early management theorizing in the United States. But during the decades following the Hawthorne experiments (published during the 1930s), a number of different writers offered alternative views of motivation. While these models are not mutually exclusive, we can categorize them by which part of motivation they emphasize—human needs, the goals people seek to attain, the factors people consider in choosing behavior, the effect of cognition on motivation, the characteristics of people that may influence the motivational process, and the influence of rewards. These perspectives are considered in the sections that follow. But first, let’s discuss why motivation is important.