

# MOTIVATING the TURNED-OFF EMPLOYEE

## PART II

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**Editor's Note:** This is the second of a series of employee management articles written by Dr. McKeever. Part one, which appeared in the December 1974 issue, dealt with the basic need structure of man. In part two the author continues his discussion of needs and introduces goal achievement as a means of satisfying these needs.

PERSONAL GOALS in the organizational environment have value in that they give continuity, consistency and direction to employees. Yet goals are not the end in human behavior — they are the means to the end. Goals have additional meaning and purpose in that their achievement will result in the satisfaction of a need. To understand the behavior of humans we must comprehend the goal/need structure. When we achieve a goal, it will result in the satisfaction of a need.

### Physiological Needs

Individually and collectively we have the same needs, but we may establish and strive for different goals to achieve them. Wherever man exists throughout the world he has the same set of needs, but he may put different stress upon them. All humans have a physiological need that must be satisfied if they are to survive in their environment. The physiological need is man's biological need, sometimes referred to as his physical or basic need. This need is reflected by man's urges or drives of a biological nature that must be satisfied in some form or another.

Physiological need is exemplified by hunger, thirst, clothing, shelter, rest, air and sex. At least the first four are satisfied primarily by money. Unless we grow our own food, weave our own clothing and

build our own homes, we are dependent upon others to acquire satisfaction of this need. Most of us would never survive if suddenly we had to become self-sufficient. We have been trained to be specialists in our professions and are dependent upon other specialists to provide our physiological need satisfaction for food, shelter and clothing.

In this society, to acquire money necessary to satisfy our physiological needs we have many alternatives available to us. Generally we work for salaries or wages and invest our capital, time and effort to make a profit. Some invest their wealth in stocks, bonds or real estate for dividends, interest or rents. Some steal or print it while others may marry it. No matter what alternative you choose, it requires both personal and social effort to satisfy the physiological need, or certain aspects of it, better than others. When the physiological need is not being satisfied, the individual may not survive. Our physical and social environments put a high premium on individual survival. Throughout the world, physiological need satisfaction is a major problem as pestilence, famine and disease are facts of life each and every waking day to a substantial segment of human life.

### Safety Need

Man has another need which is really an extension of his physio-

logical need and it is called the safety need. This is man's need to prevent any threat of deprivation of his physiological need. Since most of us are dependent upon salaries, wages or profits during our productive lives to satisfy the economic aspects of the physiological need, we are constantly aware of the fact that an unfortunate event could deprive us of the money needed to satisfy our needs.

Most of us know that a serious illness or accident may not only eliminate or reduce our wage or salary, but if special medical attention is needed it could use up our savings and leave us in debt. Also, we know that we may be forced into unemployment by lay-off or dismissal from our jobs. Furthermore, when we retire, our physiological needs go on, hence the continuing need for money or financial support in some form or another.

We satisfy the safety need by buying a multitude of insurance policies on our lives, homes, automobiles and household furnishings to protect ourselves and others. We try to put aside savings for retirement or to carry us through an emergency period in which our salaries or wages are reduced or eliminated. The government encourages but does not underwrite our safety need entirely through social security, unemployment compensation or workmans compensation. In trying to prevent any deprivation of our physiological need resulting from adversity, we deprive ourselves of many current benefits and enjoyments in anticipation of a contingency which may or may not happen.

In management, the physiological and safety needs combined are referred to as the economic needs of man as money is the basis for their satisfaction. In our society it takes money to buy food, land, homes, clothing, clean water, and the insurance policies, annuities and investments that are so necessary to physiological survival. Because this money need is so easily identifiable and its importance recognized and tested, great emphasis is placed on it as the major motivator of employees. Both management and union leadership over-emphasize the importance of salaries, wages and fringe benefits as the major factor in

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controlling and utilizing the human element in the organization.

Unfortunately the understanding of human nature in the organizational environment is not as simple as managers would make it by over-stressing the importance of money. Each individual in the organization has needs that must be satisfied in the work environment that money alone will not achieve. Management frequently assumes that to hire an employee, to get him in there, to train him and to get him to do some work, all you have to do is pay him a salary and give him some fringe benefits. But man is *not* just an economic animal, nor is he just a biological animal.

## Social Need

Into the work environment, each employee, whether manager or non-manager, takes his social need — the need to socialize with his fellow man, to be wanted, to be a part of the social environment. In many shops, offices, factories and plants, management discourages socializing between employees either by isolating them spatially or by policy rules which, if violated, may result in disciplinary action. The coffee break is usually the only overt act of management to provide for social need satisfaction in which the employee can socialize with his fellow man without suffering feelings of guilt. Not only is it impossible for employees to restrict their socializing to 10 or 15 minutes during the coffee breaks, it is unnatural for employees to behave in such a manner. Consequently, employees satisfy their social needs by performing an astonishing number of games that overtly or covertly violate management policies relating to socializing on the job. In fact, I have observed some of the most creative performances in an organization by employees satisfying their social needs. Employees cared little that it violated organizational rules or policies and made them vulnerable to disciplinary action.

In addition to physiological, safety and social needs, employees have a psychological need that must also be satisfied in the work environment. This need will be referred to as the ego need of man,

and is composed of two parts. One part is introspective as man looks inwardly to acquire a feeling of self-esteem, pride or inner-satisfaction. Unless the employee can feel pride for the firm he works for or the job he does, he may be demotivated.

The other part is extrospective in nature and is concerned with the way that a person wants others to view him. This is the reputation of the employee in the community of man. To satisfy this need we do many things to establish a reputation including the acquisition of status symbols. Sometimes the reputation we hope to achieve in the eyes of others is not the same as they may view us. It is not unusual for people to formulate opinions of others — individually or collectively — that may be erroneous. Yet whether good, bad or indifferent we all formulate opinions and ideas about the reputations and personalities of others with whom we interact. Success — financial or otherwise — in the organization is often dependent upon the reputation that we establish. How others view us is important to our future in the organization.

To enhance our reputations, we strive to acquire the symbols of status that are provided at various levels of management. In most organizations you can identify the status of each management level by such symbols as reserved parking spaces, titles, size of offices, placement of offices (number of windows often is an important factor along with floor location), rugs on the floor, a secretary or number of secretaries and composition of office furniture (metal, mahogany, and so on), to name a few. Status symbols serve as goals to the aspiring manager and their achievement satisfies both aspects of the ego need.

Probably no other need is more negatively affected in the organization than the ego need. By not giving compliments for a job well done, or by treating mature employees as children, or by not being fair, equitable and honest with employees, the ego need of organization people is easily dissatisfied and bruised.

## Self-Actualization Need

Finally, man has a creative need, sometimes referred to as a self-actualization need. Basically this need reflects man's desire to be creative ranging from doing best whatever it is that he is doing in the

organization to performing in a highly creative or innovative manner. This need of people is affected by many factors including the formal training that a person receives in the organization that may contribute to his creative ability or it may relate to the type of monotonous, routinized and proceduralized work that management requires people to perform in the work environment. Every employee in the organization has a creative need to be satisfied and the extent to which he satisfies this need is substantially dependent upon how well management creates an environment that is conducive to opportunity challenging work, and provides training to add breadth and depth to the objectives of employees. Management can create a work environment that motivates employees to creative effort. The alternatives to a highly innovative environment can be one that is devoid of challenge, competition and recognition.

These are the needs of man and are the same wherever you find him. He may stress the five needs differently, but they are all present and demand satisfaction. It is in the needs of man that we find an explanation for human behavior.

When employees — managers or non-managers, male or female, skilled or unskilled — accept jobs or positions in an organization it is not enough that management ask for a "fair day's work for a fair day's pay." To put man into such a simplified formula of exacting a unit of energy in production or service for a dollar is to relegate him to a role he is unable to play. Man is infinitely more complicated than a piece of machinery to be turned on or off by a paycheck and a few fringe benefits.

Employees have needs of a non-monetary nature that must be satisfied, at least partially, in the organization environment. Man will seek to satisfy his non-monetary, social, ego and creative needs in the work environment in his own way if management does not provide for them. If management does not understand the things that motivate the employee to behave as he does in that environment, then conflict will probably result. Management should attempt to provide objectives, direction and guidance to employees as they strive to satisfy non-monetary needs. If management emphasizes the economic man con-

cept, then certainly the physical efforts, imagination and creativeness of the employee will be directed toward non-productive work effort. The creative effort of employees in acquiring satisfaction of a non-monetary, non-productive nature is beyond the comprehension of management. The effort of an individual employee in seeking need satisfactions of a social, ego and creative nature in a work environment that does not provide for it, let alone recognize it, generally is counter-productive. When a number of employees join efforts to achieve non-monetary need satisfaction that is not provided in the work environment, the counter-productive nature may become increased to the point of a fraction of the fullest work potential of the group.

In the work environment, management should evaluate its philosophies and attitudes toward employees in terms of how they affect the work climate. Management should establish a work environment that is conducive to opportunity, fairness, honesty, respect and dignity. ❧

### Root Growth, Finer Color By Drill Hole Fertilizing

Trees require certain food elements to sustain life. Carbon dioxide is taken from the air above and below ground. Soil water supplies hydrogen, oxygen, nitrogen, phosphorous and other chemical elements. Many of these trace elements are essential and must be replaced if a shortage develops in natural food-producing methods.

One of the most effective methods of food replenishment, say the Davey Tree people of Kent, Ohio, is by the drill hole technique. Through the use of an electric drill or punch bar, holes approximately a yard apart are drilled to a depth of 12 to 24-inches over the entire root system. Beginning at the edge of the branch spread of the tree, placing a high nitrogen tree food in the holes, then filling with loose soil or peat moss.

No other form of tree care brings about such improvement as that provided by fertilizing. The resulting increased root growth stimulates luxuriant foliage and finer color. Such feeding is particularly recommended in areas where poor soil conditions (clay soil) or insect problems exist.



A two-man crew drills and fills the holes beneath the branch spread of a tree.

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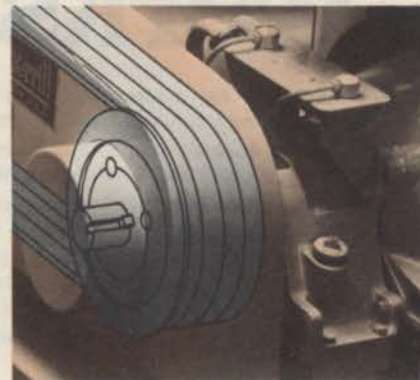


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