

The implication of this theory is that if you want to motivate someone, you help them to fulfil one or all of their needs. If you can identify their most important need at a given time, this one, which you are helping them to meet, is their best motivator. As with Herzberg, it is important that you should appreciate that Maslow's proposals have also been subject to criticism.



ACTIVITY 1: QUESTION

Read the following cameo of Les Taylor. In the light of the principles of motivation which you have just read, what motivational influences are affecting him at present, and what might be the most motivating thing that could happen right now?

Les Taylor

Les Taylor is the manager of a data processing department. He works in the Hampstead head office of an international trading company. He has been with the company for 25 years and runs an efficient DP service. However, the company has been going through a difficult patch, and Les is aware that several parts of the organisation have been recently closed down in a cost-cutting exercise, resulting in several management redundancies. He has been told by his boss that his job looks safe, but 'nothing is certain these days'. In his department, there are several younger people who are ambitious and skilled, and Les knows that they are looking for promotion. At 48, Les has some ambition left and hopes that he might still make the senior management ranks. He is now feeling less convinced that this is possible.

Les has always led a fairly frugal life style even though his salary has steadily increased over the years. His one financial extravagance has been his house which is large and expensive; he has a very large mortgage. Outside of work, Les is a fine tuba player in a local brass band, which has won many competitions. Les is also the arranger of the music and the band's publicity officer. He has often thought of becoming a full-time musician with the band and living his life as he would really wish, albeit on a lot less income.

Currently, Les is feeling depressed at the company circumstances, and at his own fragile position.



ACTIVITY 1: ANSWER

You may have taken account of Les's personal circumstances as well as the company circumstances.

Les does have some needs that could be called self-actualisation needs: making a living as a full-time musician with the brass band. He also has some self-esteem needs: to make it to the senior ranks in the company. Perhaps his needs for belonging are met through his contact with colleagues in the band, as well as relationships at work. All of these needs are Les's motivators (in Herzberg's terms), and one could argue that the lowest level of motivator – the belonging need – is probably being satisfied, leaving the two higher needs of self-esteem and self-actualisation unfulfilled.

However, the most pressing problem for Les at present is his job security. Though he currently earns a good salary and copes with living expenses very well, the future looks bleak. He worries about his ability to continue paying the mortgage if he is made redundant. It could, therefore, be concluded that the key area of personal difficulty for Les at the moment is security. It is not as basic a need as a physiological need since he still has a job and is receiving a salary, but this is under threat so the hygiene factor of security is the most important. If you were trying to motivate Les, there would be no point in offering him more companionship, more seniority, or even more personal fulfilment. It would probably be equally useless offering him more money. The main motivational issue for Les is to be assured of some job security – and that is not even motivating – rather it is a hygiene factor which has to be satisfied before any motivators may be brought into action.

Personality

When you first meet other people you very quickly form an impression of what they are like. Young, old, tall, short, fat, thin, friendly, surly, helpful, aggressive, defensive, open -- these are some of the adjectives you might use when describing them. Much of the impression that you form is concerned with what we term personality, and the way in which you form the impression is, in itself, influenced by your own personality.

Your first impressions of other people are very powerful, but you come to these situations prepared. You bring with you a battery of experiences, presumptions, expectations and attitudes arising from your experiences and previous influences: your parents, grandparents, brothers and sisters, aunts and uncles, friends, teachers, classmates and work mates. By the time we are adult and settled into work, most of us have adopted a clear set of attitudes called a value system. Because we find it very difficult to abandon these attitudes, we presume they are based on logic and we tend to reject data that does not fit with our value system.

When you meet new people, you rapidly gather some first impressions, and by noting their dress, manner, speech, etc., you put together a mental profile that makes you quite certain that you know how they will behave in the future. You might be quite wrong, but these first impressions are very hard to shift.

Personality theories

Psychologists disagree about the nature of personality and its origins. Here, we briefly review the main theories.

Freud

In Freud's model, the personality arises from the dynamic interplay of three elements:

- The id, the ego and the superego. The id is the purely physical part of ourselves, motivated by the immediate pleasure principle and likely to go berserk if frustrated as shown by the unrestrained behaviour of tiny children.
- The ego is a more realistic sense of self which tries to satisfy the id but which is aware of reality and future possible outcomes.
- The superego is a kind of conscience imposing standards and duties, making high demands which the ego has to keep in balance.

The libido, a sexual or life-force, was seen by Freud as the driving force behind the development of the personality in which mechanisms (e.g. defence mechanisms) were developed to protect the ego.

It is difficult either to prove or disprove many elements of the theory because it can apparently explain many aspects of behaviour. However, it cannot predict them. Later psychoanalysts proposed a number of modifications to Freud's theory.

Carl Jung

Jung was one of Freud's students, and he started analytical psychology. Jung's views can be summarised as follows:

- Jung objected to Freud's emphasis on sexual impulses and believed that a number of other instincts were equally important.
- Jung stressed the importance of humanity's ideas and aspirations.
- Jung's theory of personality borders on the mystical as he proposed a 'collective unconscious' which consists of all the memories and patterns of behaviour inherited from humanity's ancestral past. So, all human beings have the same collective unconscious which predisposes them to act in certain ways.
- Jung was the first to distinguish between extroverts and introverts and because of his overall optimistic and mystical flavour, he gained more popularity.
- Jung had a more positive view of humanity than Freud, and was to some extent a predecessor of the humanistic psychologists.

Adler, Horney and Fromm

Other influential psychoanalysts such as Adler, Horney and Fromm placed more emphasis on the ego and reality testing than they did on the id. Some of them feel that the ego develops independently of the id and has its own source of energy. By and large, the neo-Freudians were more optimistic than Freud about the nature of humankind and the ability to change.



MEMORY AND RECALL

Briefly describe the three constituents of Freud's personality theory:

- id
- ego
- super-ego.

Eysenck

Eysenck's work is different; it is based on the use of questionnaires, from which Eysenck attempts to measure the respondents' traits and to group them to produce some overall categories of personality type. This analysis enables comparisons to be made between people. (Self-assessment questionnaires can be found in Eysenck's books.)

The main criticism of Eysenck's approach is that the outcomes might be too rigid and too simplistic. They also do not allow for the changing nature of personality in different situations.

Isobel Myers and Katherine Briggs

This mother and daughter partnership worked in the 1950s on producing a more easily recognisable range of personality types. Their work resulted in a psychometric test which arguably allows a little more freedom to the concept of changing nature. It is called the Myers-Briggs type indicator. Although the indicator refers to personality type, it does offer an analysis of traits in people in terms of how they prefer to operate. The theory is largely based on the work of Carl Jung, and through a large number of questions presents a profile of an individual in terms of four continuums.



Figure 1: *The Myers--Briggs continuum*

The Myers-Briggs questionnaire is used extensively in personal and inter-personal development activities. It offers insights into many facets of an individual's preferred approach to life, work, learning environments and, in particular, learning groups.