

# What Motivates People

This subject has been studied and examined for years because when we get to the bottom of a manager's job this is really what he is getting paid for.

Although there are many studies that talk about the differences in work attitudes among generation Xs, baby boomers and traditional workers, what motivates people can be summarized in a few principles. Let's review these principles.

## What is Motivation

"Motivation" is getting a worker to do what is expected of him or her because he or she wants to do it. Why he or she "wants to" is not as important as the fact that the desire comes from within. Our job as leaders and managers then is to create this desire.

It stands to reason that, if the worker is going to want to do his or her job, there has to be something about his or her job that appeals to him or her.

## Motivational Drives

The manager, then, must understand the motivational drives of his or her people, in order to provide the proper psychological environment. There are a number of needs the worker expects to fulfill.

## Security Needs

The worker is first concerned with a group of needs involving his physical well-being, in other words - survival and security. In today's industrial world these needs are generally fulfilled, so the worker seeks something else.

### Motivation: Manager's Bottom-Line



## Social Needs

Social needs are very important. When people come to work for a company they want to feel that they are accepted into the group; that fellow workers like them, and want them around. The manager is in the key position to see that workers feel they are a part of the group and the organization.

## Self-Esteem Needs

Another group of needs to be satisfied are classified as self-esteem. The worker wants to feel he is good; that what he

or she does is important and that his or her fellow workers respect him or her for his or her ability.

Leaders and managers must be careful not to do anything to destroy confidence or cause the worker to be belittled in front of his co-workers.

## Achievement Needs

Finally, the worker wants to feel he can realize all the goals he really desires. That is, that he can go as far in the organization as his or her capabilities allow.

In this case, the leader and manager must guard against letting his or her people feel they are stifled in their jobs and have reached a dead end.

Some of the positive things a manager can do for his people are: treat them as individuals, give them jobs that are challenging, give sincere praise when it is deserved and discuss their progress with them.

These will help to motivate the workers and cause them to want to work effectively and efficiently.

Ask yourself this question.

Do you know what motivates the people you work with? Do you know what to do to motivate them?