Chapter 1 : McClelland's Need for Achievement Theory

David McClelland was an American Psychologist who developed his theory of needs or Achievement Theory of Motivation which revolves around three important aspects, namely, Achievement, Power And Affiliation.

Sometimes people use the term unconsciously to express how serious they are in accomplishing a task. But the real question still emerge, what is Motivation? Motivation according to Jaja is the result of the interaction of the individual and the situation. A motive or drive is a need that is sufficiently pressing to drive a person to act in a goal directed manner. Motivation can also be seen as a driving force that initiates and directs behavior. We can also say that it is a temporal or dynamic state within a person which is not concerned with his or her personality. However, we would be comparing in this work, motivational theories of Maslow, Herzberg and McClelland with a quest to understanding their own view as well as see the similarities criticisms as well as differences between these theories. At the least was the physiological needs and the highest was the self-actualization. According to Baridam , Maslow based his theory of human motivation on the following assumptions: Individuals have certain needs that influence their behavior, only unsatisfied needs can influence behavior, satisfied needs do not act as motivators. Maslow hypothesized that within every human being, there exists a hierarchy of five needs which are: It includes growth, achieving ones potential and self-fulfillment. As each of the needs becomes substantially satisfied, the next stage becomes dominant Robbins et al A more realistic description of the hierarchy would be in terms of decreasing percentages of satisfaction as potency increases. Also, the assumption that only one level of need is operational at any point in time is challenged. Maslow viewed human needs as being static whereas in reality these needs are dynamic. Finally, the theory indicates that a satisfied need is not a motivator. But it is true that individual needs are never fully or permanently satisfied Baridam This research undertaken by Herzberg in the s where he interviewed engineers, accountants and managers at Pittsburgh, United states of America because of their growing importance in the business world. This research has broadened the understanding of motivating factors and job satisfaction in the work place. From his research, he concluded that employees have two set of needs in the work place. He described them as Hygiene factors and Motivator factors. Hygiene factors satisfiers include salary, working condition and fringe benefits. He also stated that these factors on their own do not lead to job satisfaction but their absence can create dissatisfaction. Herzberg found that a combination of these factors increased motivation and improved individual performance. The critical incident technique he used by asking people to look at themselves retrospectively does not substantially provide a vehicle for expression of other factors to be mentioned. This methodology may cause people to recall only the most recent experiences. Satisfaction may not be directly related to job performance. While some are motivated by job context variables, others find favor in job content factors depending on his particular circumstance. He identified five sets of human needs on priority basis and their satisfaction in motivating employees while Herzberg refers to hygiene factors and motivating factors in his theory. Hygiene factors are dissatisfiers while motivating factors motivate subordinate. Hierarchical arrangement of need is not given. It suggests the motivating factors which can be used effectively. The theory is based on actual information collected by Herzberg after interviewing engineers and accountants. It is mostly applicable to poor and developing countries where money is still a big motivating factor. It is on the other hand applicable to rich and developed countries where money is less important motivating factor. Jaja McClelland stated that we all have these three types of motivation regardless of age, sex, race or culture. The type of motivation that each individual is driven by is changed by life experiences and the opinion of their culture. He also opined that those in top level management positions should have a high need for power and a low need for affiliation. People with a high need for achievement will succeed best when given projects with attainable goals and although individuals with a need for achievement can make good managers, they are not suited to being in top management positions. He also believes that people with high need for affiliation may not be good top managers but will be team players and are best suited for cooperative work environment. Mcclelland went further to expand characteristics of those with need for power as; those with strong power needs most successful and those with lower power needs. He also identified two types of

mangers; those who seek institutional power and those seek personal power. However, he also stated that those who seek for institutional power are more successful as they can create favorable condition at work. McClelland believes human needs differed with the passage of time. Measuring them is not very easy. They suggest specific things that management can do to help their employees become self-actualized. They believe that there is a reason for human specific behavior. They also suggest differences in humans in terms of need. Different things motivate different people. CONCLUSION With the knowledge we have acquired from the various perspectives of these authors, one can unequivocally say that they have contributed immensely to knowledge in the area of motivation. However, having criticized and compared each of them to the other, we must say that the theory of David McClelland looks so real that it perfectly fits into real life situation. The fact that he believes human needs changes by life experiences and the opinion of their culture makes it more natural than the others. Maslow only believed in his hierarchy of needs, Hezberg only believed in Hygiene factors and motivational factors yet they never considered variablessuch as cultural factors that are outside the organization which also account for individual behavior.

Chapter 2 : David C. McClelland Theory of Motivation

Understanding McClelland's Theory. In the early s, Abraham Maslow created his theory of theinnatdunvilla.com identified the basic needs that human beings have, in order of their importance: physiological needs, safety needs, and the needs for belonging, self-esteem and "self-actualization".

He taught at Connecticut College and Wesleyan University before joining the faculty at Harvard University in , where he worked for 30 years, serving as chairman of the Department of Psychology and Social Relations. A third theme was the development of job-competency studies, and a fourth theme was the application of this research to helping people and their social systems, whether that was through motivation and competency development, organization and community development, and changing behavior to battle stress and addiction. David McClelland believed in applying the results from the research and testing to see if they helped people. N Ach is the desire to excel in relation to a set of standards. It is the drive to succeed. N Pow is the desire to be influential and affect an organization. N Aff is the desire for close personal relationships. Specifically, he claimed that operant methods had greater validity and sensitivity than respondent measures i. He fought against more traditional psychologists insisting on using self-assessment, respondent measures and avoiding operant measures because, in traditional views, operant measures suffered from less traditional measures of reliability. McClelland believed that better operant measures were possible with the use of reliable codes for processing the information in them. He was repeatedly publishing research and encouraging his doctoral students and colleagues to show that operant methods, as compared to respondent methods, consistently show: They used operant methods like audiotaped Critical Incident Interviews, which they called Behavioral event Interviews and videotaped simulations with inductive research designs comparing effective with ineffective or even less effective performers. This became a model for how to help anyone in a job, or aspiring to one, develop their capability. It became, over the coming decades, the norm for training design, selection and promotion practices, career development and even higher education in developing people for such jobs. Helping People Change[edit] David McClelland believed that if you know how an outstanding performer thinks and acts, you could teach people how to think and act that way. The early projects addressed entrepreneurial development and training in achievement thinking and behavior for small business owners in India, Tunisia, Iran, Poland, Malawi and the US. It should help us to find out what we really want so that we can avoid chasing rainbows that are not for us. Motives, Personality, and Society: Alcohol and Human Motivation. A New Case for the Liberal Arts: Assessing Institutional Goals and Student Development. Handbook of Thematic Content Analysis. The Achievement Motive The Roots of Consciousness The Inner Experience

Chapter 3 : Acquired Needs Theory - Need for Achievement, Power & Affiliation

McClelland's Theory of Needs In his acquired-needs theory, David McClelland proposed that an individual's specific needs are acquired over time and are shaped by one's life experiences. Most of these needs can be classed as either achievement, affiliation, or power.

This dominant motivator is largely dependent on our culture and life experiences. It is used to understand the need of employees and create a strategy for the motivating process in the organization. Need for affiliation nAfl. Need for Achievement nAch The drive to excel, to achieve in relation to a set of standards, to strive to succeed. The theory focuses on three needs: Some people have a compelling drive to succeed. They are striving for personal achievement rather than the rewards of success per se. This drive is the achievement need nAch. McClelland found that high achievers differentiate themselves from others by their desire to do things better; Features of people with Need for achievement nAch ; They seek personal responsibility for finding solutions to problems. They want to receive rapid feedback on their performance so they can tell easily whether they are improving or not. They can set moderately challenging goals. High achievers are not gamblers; they dislike succeeding by chance. High achievers perform best when they perceive their probability of success as They like to set goals that require stretching themselves a little. Need for Power nPow The need to make others behave in a way that they would not have behaved otherwise. Need for power nPow features are; The desire to have an impact, to be influential, and to control others. Prefer to be placed into competitive and status-oriented situations. Tend to be more concerned with prestige and gaining influence over others than with effective performance. Need for Affiliation nAfl The desire for friendly and close interpersonal relationships. Features of Need for affiliation nAfl are; This need has received the least attention from researchers. Individuals with a high affiliation motive strive for friendship. Prefer cooperative situations rather than competitive ones. Desire relationships involving a high degree of mutual understanding. Relying on an extensive amount of research, some reasonably well-supported predictions can be made based on the relationship between achievement need and job performance; First, individuals with a high need to achieve prefer job situations with personal responsibility, feedback, and an intermediate degree of risk. When these characteristics arc prevalent, high achievers will be strongly motivated. Second, a high need to achieve docs not necessarily lead to being a good manager, especially in large organizations People with a high achievement need are interested in how well they do personally and not in influencing others to do well. Third, the needs for affiliation and power tend to be closely related to managerial success. The best managers are high in their need for power and low in their need for affiliation. Finally, employees have been successfully trained to stimulate their achievement need. Trainers have been effective in teaching individuals to think in terms of accomplishments, winning, and success, and then helping them to learn how to act in a high achievement way by preferring situations where they have personal responsibility, feedback, and moderate risks.

Chapter 4 : McClelland - Theory of Needs

Need theory, also known as Three Needs Theory, proposed by psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context.

In this theory, McClelland proposed that the specific needs of every individual are actually acquired over time. These needs are also shaped by the experiences that each individual happens to have. By separating these needs into three specific classifications, McClelland theorized, it would become possible to measure the effectiveness of an individual in specific job functions. This is because the activities, decisions, and output of each individual would be influenced by those three specific needs. Here are the three classifications that McClelland offers for consideration. When an individual has a high need for achievement, then their desire to excel will cause them to avoid situations that are either high-risk or low-risk in nature. Low-risk situations would not provide an opportunity to move forward, while high-risk situations are often seen as an outcome of chance instead of skill. When an individual has a high need for affiliation, then they begin looking for relationships that provide their lives with balance and harmony. There is a direct desire to be accepted by other people and groups. Individuals with this need will typically conform to the social norms of the groups they prefer and want significant levels of social interaction. There are two types of power which an individual may try to seek out: Some may feel a need for one or the other, while others may seek out both forms of power. When an individual has a high need for power, then they want the ability to direct others. Institutional power needs also indicate a desire for organization, which makes them more effective as a supervisor because the goals are directed toward the needs of the company instead of their personal needs. In order to identify what the personal needs of each individual happen to be, McClelland developed the Thematic Apperception Test. Individuals are presented with a series of pictures and asked to write a short story for each one. The assumption is that each individual will project their own personal needs into each story that is written. What the Acquired Needs Theory of Motivation Means for Management People who have different needs are going to require different forms of motivation. If someone has a need for affiliation, for example, then their greatest output will come from an environment where they can work with others as a team. If you were to place an individual with a high need for affiliation into a position that required a lot of alone time and individualized work, then they would be de-motivated and their output would suffer. If someone were to have a high need for achievement, then assigning this person tasks that were challenging, be reachable, would allow them to have this need met. And if someone were to have a high need for power, they would be a potential candidate for a supervisory position. Power seekers should be evaluated to determine if the reasons behind their need are related to organizational desires or personal desires to make sure the best possible results can be achieved. People change as they grow older. This is because they have new experiences from which they can draw upon. Sometimes people decide that they no longer seek out power and would rather have affiliation. Or achievement becomes less critical to the ability to have some level of power.

Chapter 5 : McClellands Theory of Needs

David McClelland provides an insight into the (learned) needs of someone by his McClelland Motivation Theory and he links this to what this person does (above water level) and what they think and want (below the water level).

Need for avoidance Need for achievement Generally speaking, people want to accomplish something in life. This could mean starting a large family for some and a well-paid job and an illustrious career for others. David McClelland studied what drives people to achieve something. What motivates them and how can they make a contribution to society? Upon completing his study, he distinguished four characteristics that are consistent with the need for achievement: Need for power People with a need for power, attach great value to status, reputation and recognition. They have a need to be perceived as important and they have a need to direct and influence others. According to David McClelland , this type of person enjoys competition and winning. When this need is great, they will not be open to feedback. This need may consist of personal power and of institutional power. Those who focus on personal power have the desire to have control over others. Need for affiliation People are a gregarious bunch and they want to belong to the group. In this case, they will favour cooperation over competition. Therefore, the need for affiliation does not go well with the need for power. Need for avoidance This needs category was added later by David McClelland. When people do not wish to perform at the forefront and prefer to avoid unpleasant situations, this need will surface. People have fear of failure, fear of rejection and even fear of success. By avoiding situations that may trigger these fears, they think to have found a safe solution. The central element is what they do. Below the waterline we find think and want, which focus on abstract terms such as standards, values and beliefs, self-esteem, characteristics, personality and motives. These four invisible layers could reinforce one another as motives. In an organization this can be translated into an organizational vision and strategy, content, structure, finance and especially the result of work, working arrangements, training and giving feedback. This will create a guideline for employees. Below the waterline Below the waterline things are much more abstract and they are fed by the undercurrent. It is about the ever-present feeling without it being tangible. The relationships between people interaction , their feelings, their expressiveness, sense of purpose can all be found below the waterline. The organizational culture is also created below the waterline. The events below the waterline affect the events above the waterline. This is the reason why both levels must be taken into consideration in change processes. Linking with the motivating drivers David McClelland provides an insight into the learned needs of someone by his McClelland Motivation Theory and he links this to what this person does above water level and what they think and want below the water level. In an organization it is interesting to know what motivates employees in a team. By looking at their behavior, they can be asked what they would ultimately like to achieve and what their real needs are. Do you recognize the practical explanation of do you have more suggestions? What are your success factors which you would like to share? Share your experience and knowledge in the comments box below. If you liked this article, then please subscribe to our Free Newsletter for the latest posts on Management models and methods. More information Burnham, D. Power Is the Great Motivator. Harvard Business Review Press. How do self-attributed and implicit motives differ?. Psychological review, 96 4 , How motives, skills, and values determine what people do. American Psychologist, 40 7 , How to cite this article: Retrieved [insert date] from ToolsHero: Your rating is more than welcome or share this article via Social media!

Chapter 6 : David McClelland - Wikipedia

McClelland's Theory of Need for Achievement (N-Ach), sometimes Three Needs Theory or Acquired Needs Theory is one of the theories focusing on human theinnatdunvilla.com for Achievement theory was published in by an American psychologist David McClelland.

Another well-known need-based theory of motivation, as opposed to hierarchy of needs or satisfaction-dissatisfaction, is the theory developed by David C. McClelland and his associates. He found that people who acquire a particular need behave differently from those who do not have. A brief description of these three follows: In other words, need for achievement is a Behaviour directed towards competition with a standard of excellence. McClelland found that people with a high need for achievement perform better than those with a moderate or low need for achievement, and noted regional, national differences in achievement motivation. Through his research, McClelland identified the following six characteristics of high need achievers: High-need achievers have a strong desire to assume personal responsibilities for performing a task or finding a solution to a problem. High need achievers tend to set moderately difficult goals and take calculated risks? High need achievers have a strong desire for performance feedback? They have need for achievement for attaining personal accomplishment. They look for challenging tasks. The high need-achievement individuals are not buck-passers. The need for power is concerned with making an impact on others, the desire to influence others, the urge to change people, and the desire to make a difference in life. People with a high need for power are people who like to be in control of people and events. These result in ultimate satisfaction to man. People who have a high need for power are characterized by: A desire to influence and direct somebody else. A desire to exercise control over others. A concern for maintaining leaders-follower relations. The need for affiliation is defined as a desire to establish and maintain friendly and warm relations with other people. The people with high need for affiliation have the following characteristics: They have a strong desire for acceptance and approval from others. They tend to conform to the wishes of those people whose friendship and companionship they value. They value the feelings of others. As regards the above three needs, McClelland holds the view that all three needs may simultaneously be acting on an individual. But, in case of an entrepreneur, the high need for achievement is found dominating one.

Chapter 7 : McClelland's Human Motivation Theory - From theinnatdunvilla.com

David McClelland is one of the most cited psychologists of the 20th century thanks to ideas like his Acquired Needs Theory of Motivation. In this theory, McClelland proposed that the specific needs of every individual are actually acquired over time.

Most of these needs can be classed as either achievement, affiliation, or power. Achievement People with a high need for achievement nAch seek to excel and thus tend to avoid both low-risk and high-risk situations. Achievers avoid low-risk situations because the easily attained success is not a genuine achievement. Achievers need regular feedback in order to monitor the progress of their acheivements. They prefer either to work alone or with other high achievers. Affiliation Those with a high need for affiliation nAff need harmonious relationships with other people and need to feel accepted by other people. They tend to conform to the norms of their work group. High nAff individuals prefer work that provides significant personal interaction. They perform well in customer service and client interaction situations. Those who need personal power want to direct others, and this need often is perceived as undesirable. Persons who need institutional power also known as social power want to organize the efforts of others to further the goals of the organization. Managers with a high need for institutional power tend to be more effective than those with a high need for personal power. The TAT is a test of imagination that presents the subject with a series of ambiguous pictures, and the subject is asked to develop a spontaneous story for each picture. The assumption is that the subject will project his or her own needs into the story. Psychologists have developed fairly reliable scoring techniques for the Thematic Apperception Test. This score can be used to suggest the types of jobs for which the person might be well suited. Implications for Management People with different needs are motivated differently. High need for achievement - High achievers should be given challenging projects with reachable goals. They should be provided frequent feedback. While money is not an important motivator, it is an effective form of feedback. High need for affiliation - Employees with a high affiliation need perform best in a cooperative environment. High need for power - Management should provide power seekers the opportunity to manage others.

Chapter 8 : McClelland Motivation Theory, the need theory on achievement | ToolsHero

David McClelland and his associates proposed McClelland's theory of Needs / Achievement Motivation Theory. This theory states that human behaviour is affected by three needs - Need for Power, Achievement and Affiliation. Need for achievement is the urge to excel, to accomplish in relation to a set.

This theory states that human behaviour is affected by three needs - Need for Power, Achievement and Affiliation. Need for achievement is the urge to excel, to accomplish in relation to a set of standards, to struggle to achieve success. In other words, it is the desire to have control over others and to be influential. Need for affiliation is a need for open and sociable interpersonal relationships. In other words, it is a desire for relationship based on co-operation and mutual understanding. The individuals with high achievement needs are highly motivated by competing and challenging work. They look for promotional opportunities in job. They have a strong urge for feedback on their achievement. Such individuals try to get satisfaction in performing things better. High achievement is directly related to high performance. Individuals who are better and above average performers are highly motivated. They assume responsibility for solving the problems at work. McClelland called such individuals as gamblers as they set challenging targets for themselves and they take deliberate risk to achieve those set targets. Such individuals look for innovative ways of performing job. They perceive achievement of goals as a reward, and value it more than a financial reward. The individuals who are motivated by power have a strong urge to be influential and controlling. They want that their views and ideas should dominate and thus, they want to lead. Such individuals are motivated by the need for reputation and self-esteem. Individuals with greater power and authority will perform better than those possessing less power. Generally, managers with high need for power turn out to be more efficient and successful managers. They are more determined and loyal to the organization they work for. Need for power should not always be taken negatively. The individuals who are motivated by affiliation have an urge for a friendly and supportive environment. Such individuals are effective performers in a team. These people want to be liked by others. Individuals having high affiliation needs prefer working in an environment providing greater personal interaction. Such people have a need to be on the good books of all. They generally cannot be good leaders.

Chapter 9 : Mcclelland's Acquired Needs Theory of Motivation Explained - HRF

McClelland contended that three dominant needs - for achievement, for power, and for affiliation - underpin human motivation. McClelland believed that the relative importance of each need varies among individuals and cultures.