

I-C-1. WHAT MOTIVATES ME?

ANALYSIS

Scoring Key

To calculate your score, the items in each need set were added as follows:

Items 2, 5, 8, 11 = Growth needs. Your score:

Items 1, 4, 7, 10 = Relatedness needs. Your score:

Items 3, 6, 9, 12 = Existence needs. Your score:

Your scores are:

Growth needs:	17
Relatedness needs:	16
Existence needs:	15

Analysis and Interpretation

If you considered all four items within a need category to be extremely important, you would obtain the maximum total of twenty points.

College students typically rate growth needs highest. However, you may currently have little income and consider existence needs as most important. For instance, one student of mine scored 20, 10, and 15 for growth, relatedness, and existence needs, respectively. This should be interpreted to mean that her relatedness needs are already substantially satisfied. Her growth needs, on the other hand, are substantially unsatisfied.

Note that a low score may imply that a need is unimportant to you or that it is substantially satisfied. The implication, however, is that everyone has these needs. So a low score is usually taken to mean that this need is substantially satisfied.

My Answers

1. Cooperative relations with my co-workers.

Extremely important

2. Developing new skills and knowledge at work.

Extremely important

3. Good pay for my work.

Very important

4. Being accepted by others.

Very important

5. Opportunity for independent thought and action.

Very important

6. Frequent raises in pay.

Very important

7. Opportunity to develop close friendships at work

Very important

7. Opportunity to develop close friendships at work.	Very important
8. A sense of self-esteem.	Very important
9. A complete fringe-benefit program.	Moderately important
10. Openness and honesty with my co-workers.	Moderately important
11. Opportunities for personal growth and development.	Very important
12. A sense of security from bodily harm.	Very important

Source: Adapted with permission of The Free Press, from Existence, Relatedness, and Growth: Human Needs in Organizational Settings, by C.P. Alderfer. Copyright © 1972 by The Free Press.

I-C-2. WHAT ARE MY DOMINANT NEEDS?

ANALYSIS

Scoring Key

Items with and * are reverse scored (5 becomes 1, 2 becomes 4, etc.)

The achievement score was calculated by adding items 1, 5, 9, 13 and 17.

The affiliation score was calculated by adding items 2, 6, 10, 14*, and 18*.

The autonomy score was calculated by adding items 3, 7, 11, 15, and 19.

The power score was calculated by adding items 4, 8*, 12, 16, and 20.

Your scores are:

Achievement	21
Affiliation	21
Autonomy	15
Power	14

Analysis and Interpretation

This instrument was designed to deal with flaws in previous attempts to measure four social needs: achievement, affiliation, autonomy, and power. These are defined as follows:

Achievement – The desire to excel and to improve on past performance.

Affiliation – The desire to interact socially and to be accepted by others.

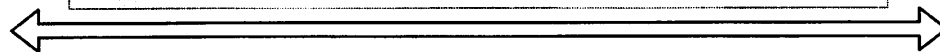
Autonomy – The desire to be self-directed.

Power – The desire to influence and direct others.

Your score on each will vary between 5 and 25. The higher a score, the more dominant that need is for you. For comparative purposes, the researchers used this test with approximately 350 college graduates who averaged 28 years of age. Their average scores were 22.6 for achievement; 16.1 for affiliation; 20.0 for autonomy; and 17.7 for power.

My Answers

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
1	2	3	4	5



1. I try to perform my best at work.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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2. I spent a lot of time talking to other people.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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3. I would like a career where I have very little supervision.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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4. I would enjoy being in charge of a project.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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5. I am a hard worker.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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6. I am a "people" person.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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7. I would like a job where I can plan my work schedule myself.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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8. I would rather receive orders than give them.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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9. It is important to me to do the best job possible.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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10. When I have a choice, I try to work in a group instead of by myself.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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11. I would like to be my own boss.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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12. I seek an active role in the leadership of a group.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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13. I push myself to be "all that I can be."

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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14. I prefer to do my work and let others do theirs.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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15. I like to work at my own pace on job tasks.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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16. I find myself organizing and directing the activities of others.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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17. I try very hard to improve on my past performance at work.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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18. I try my best to work alone on a work assignment.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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19. In my work projects, I try to be my own boss.

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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20. I strive to be "in command" when I am

Strongly Disagree	Disagree	Neither	Agree	Strongly Agree
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I-C-3. WHAT REWARDS DO I VALUE MOST?

ANALYSIS

Scoring Key

For each of the work related rewards below you identified the response that best describes the value that a particular reward has for you personally.

Your scores are:

5	Good pay	4	Interesting work
5	Prestigious title	4	Pleasant conditions
4	Vacation time	4	Chances to advance
4	Job security	5	Flexible schedule
4	Recognition	5	Friendly coworkers

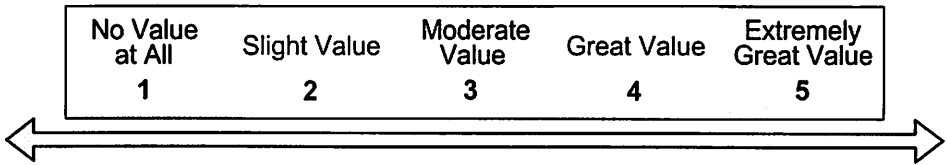
Analysis and Interpretation

What motivates you doesn't necessarily motivate me. So employers that want to maximize employee motivation should determine what rewards each employee individually values. This instrument can help you to understand what work-related rewards have the greatest value to you.

The rewards that you identified as having "great value" or "extremely great value" (those you rated 5 or 4) are the ones that you most desire and which your employer should emphasize with you.

Compare the rewards that your employer offers with your scores. The greater the disparity, the more you might want to consider looking for opportunities at another organization with a reward structure that better matches your preferences.

My Answers



1. Good pay

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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2. Prestigious title

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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3. Vacation time

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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4. Job security

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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5. Recognition

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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6. Interesting work

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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7. Pleasant conditions

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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8. Chances to advance

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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9. Flexible schedule

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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10. Friendly coworkers

No Value at All	Slight Value	Moderate Value	Great Value	Extremely Great Value
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Source: J. Greenberg and R.A. Baron, Behavior in Organizations, 6th ed. (Upper Saddle River, NJ: Prentice Hall, 1997), p. 173.

I-C-4. WHAT'S MY VIEW ON THE NATURE OF PEOPLE?

ANALYSIS

Scoring Key

To calculate your Theory X-Theory Y orientation, your selections for the eight statements were added.

Your score is:

Analysis and Interpretation

This instrument was designed to tap your view of human nature. It is based on Douglas McGregor's Theory X and Theory Y.

McGregor proposed that individuals tend to view others in either negative or positive terms. The negative stereotype, which he called Theory X, sees human beings as primarily lazy and disinterested in working. In contrast, Theory Y views them as responsible and hard working under the right conditions.

Your total score will range between 8 and 40. A score of 32 or more indicates a tendency to accept Theory X assumptions. A score of 15 or less indicates a tendency to accept Theory Y assumptions. A score between 16 and 31 indicates flexibility in your perception of others.

Theory X and Theory Y are often misunderstood as being styles of management. They aren't. They're beliefs about human nature. However, it's a small and logical step to conclude that people who hold Theory X assumptions tend to manage more autocratically; while those holding Theory Y assumptions tend to be more democratic managers.

Your score can give you insights into your inherent view of people and how best to manage them. However, you are not locked into a particular management or leadership style based on your view of human nature. Your views reflect a tendency, not a mandate. But your score may help you better understand why, when filling a leadership role in groups, you tend to be autocratic or supportive and trusting.

My Answers

- | | |
|--|---------------------------------------|
| 1. The average human being prefers to be directed, wishes to avoid responsibility, and has relatively little ambition. | <input type="text" value="Agree"/> |
| 2. Most people can acquire leadership skills regardless of their particular inborn traits and abilities. | <input type="text" value="Agree"/> |
| 3. The use of rewards (for example, pay and promotion) and punishment (for example, failure to promote) is the best way to get subordinates to do their work. | <input type="text" value="Disagree"/> |
| 4. In a work situation, if the subordinate can influence you, you lose some influence over them. | <input type="text" value="Disagree"/> |
| 5. A good leader gives detailed and complete instructions to subordinates rather than giving them merely general directions and depending on their initiative to work out the details. | <input type="text" value="Disagree"/> |
| 6. Individual goal setting offers advantages that cannot be obtained by group goal setting, because groups do not set high goals. | <input type="text" value="Disagree"/> |

7. A superior should give subordinates only the information necessary for them to do their immediate tasks.

Disagree

8. The superior's influence over subordinates in an organization is primarily economic.

Disagree

Source: Adapted from M. Haire, E. Ghiselli, and L. Porter, Managerial Thinking: An International Study, Appendix A. Copyright © 1966 by John Wiley & Sons, Inc. Reprinted with permission.