

McClelland's Theory of Needs



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Focus on Motivation

- McClelland's theory of needs was developed by David McClelland
- Compared to Maslow his focus was more on motivation rather than survival

Motivating Factors

McClelland Claimed:

- Need for
 - Achievement
 - Power
 - Affiliation

Focus on Achievement

- Interesting of High Achievers
 - Why?
- Impacts on Job performance
 - High degree of personal responsibility

Summary of Pro and Con

Pro

- Risk averse to large risk
- High degree of personal responsibility and intermediate risk yields strong motivation for high achievers

Con

- High need to achieve means you are interested in personal achievement and less of the group
- Unmotivated if it is known that you will succeed

Evidence

- Anglo-American countries
 - USA
 - Canada
 - Great Britain

Recommendation

- To properly motivate employees you must create an environment in which the tasks are equally likely to fail as they are to succeed but maintain a level of failure that is still acceptable in the workplace.
- By maintaining the level of failure you prevent internal achievement from reaching a low and causing motivation to drop with it. If the individual believes that the work they did was “acceptable” just not the perfect result then they have a larger reason to be motivated in the future.
- Create a bonus for employees that maintain 100% attendance without being late, makes the task hard but for those high achievers the task is not impossible but also not easy