

Exercise 6: What Motivates Me?

Instrument

Indicate how important each of these points is in the job you would like to get. Use the following rating scale for your responses:

- 1 = Not important
- 2 = Slightly important
- 3 = Moderately important
- 4 = Very important
- 5 = Extremely important

1. Cooperative relations with my co-workers.	1	2	3	4	5
2. Developing new skills and knowledge at work.	1	2	3	4	5
3. Good pay for my work.	1	2	3	4	5
4. Being accepted by others.	1	2	3	4	5
5. Opportunity for independent thought and action.	1	2	3	4	5
6. Frequent raises in pay.	1	2	3	4	5
7. Opportunity to develop close friendships at work.	1	2	3	4	5
8. A sense of self-esteem.	1	2	3	4	5
9. A complete fringe-benefit program.	1	2	3	4	5
10. Openness and honesty with my co-workers.	1	2	3	4	5
11. Opportunities for personal growth and development.	1	2	3	4	5
12. A sense of security from bodily harm.	1	2	3	4	5

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

Scoring Key

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

- Items 2, 5, 8, 11 = Growth needs
- Items 1, 4, 7, 10 = Relatedness needs
- Items 3, 6, 9, 12 = Existence needs

Analysis and Interpretation

This instrument taps the three needs of growth, relatedness, and existence. It is based on what is known as ERG Theory.

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.

Questions:

Your scores:

Growth: _____

Relatedness: _____

Existence: _____

- (1) Do your scores describe you? Explain by addressing each need set.
- (2) What other theory of motivation might better "fit" you? Why?