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**INDIVIDUAL AND CORPORATE SOURCES OF MOTIVATION:**

**A PRELIMINARY INVESTIGATION**

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### ABSTRACT

Two separate sets of rating scales were administered to a sample of "expert judges." These rating scales paired (a) nine a priori individual component motivations and (b) nine a priori corporate motivations with statements reflecting possible conditions for the fulfillment of these tendencies. Responses were factor analyzed to determine underlying motivational dimensions. The results indicate that the dominant sources of motivation for both individuals and industrial organizations can be located along four dimensions: control (both internal and external), interpersonal concern, security and self-actualization.

Previous research has suggested the existence of two discriminable, if interacting, sources of motivation for corporate activity: motivation generated by the "needs" of the individual (see, e.g., Maslow, 1954; Murray, 1938) and motivation generated as a function of organizational requirements and induced in the individual via processes of role expectancy and identification with corporate goals (see, e.g., Katz and Kahn, 1966). But in any concrete situation the variety of specific influences upon both individual and organizational choice and action is dismayingly large. A singular instance of behavior, corporate or individual, may reflect more than one motive at a time and the same behavior may reflect different motives from one time to the next. A major objective for the psychology of motivation, therefore, has been the discovery of general factors or dimensions capable of accounting for the essentials of performance across a manifold of concrete situations and a multiplicity of particular goals or needs. The vindication of these assertions, if such be needed, is to be found in Tables 1 and 2 which plainly portray the fact that a single concrete action or condition can be perceived to express a range of "motives."

The present study was designed with that problem in mind. We reasoned that a given personal objective, such as, "To advance quickly" or, similarly, a certain organizational objective, like, "Keep employees happy" could at once express several more basic motives. From an extensive review of the literature, we further reasoned that the motives expressed could perhaps be ordered to a relatively small number of basic motive factors or dimensions. Several such were provisionally identified a priori. These served as points of departure for an attempt at empirical delineation of basic general motivational dimensions.

To accomplish that we solicited informed estimates of the degree to which each of a number of particular goal statements reflected each of the pre-defined "factors" and then went on to an analysis of the motive clusters that could be adduced from those judgments.

#### METHOD

As was mentioned an extensive literature survey provided the basis upon which two sets of component motivations or broad motivational dimensions could be defined. The first set, individual motivations, consisted of:

- 1) Achievement, which was defined as reflecting concern with accomplishment, with mastery and excellence of performance, and involving a preference for high standards of performance.
- 2) Affiliation, reflecting concern with maintaining social relations; with being a member of a group; with having strong affectional ties with others, with friendship, interpersonal loyalty and group goal accomplishment.
- 3) Altruism, reflecting concern with ideals; with human and social welfare.
- 4) Autonomy, reflecting concern with independence; with freedom from external influence; with institutional non-attachment; with unconventionality.
- 5) Economic, reflecting concern with monetary gain, reward and income; with financial status.
- 6) Esteem, reflecting concern with reputation and prestige; with personal recognition; with social position; with being noticed and making an impression.

- 7) Power, reflecting concern with authority and domination; with ability to control persons and events.
- 8) Security, reflecting concern with safety; with avoidance of risk and uncertainty; with stability.
- 9) Self-Actualization, reflecting concern with personal expression; with opportunities to develop and use skills, talents and the like.

The second set, corporate motivations, consisted of:

- 1) Achievement, defined as referring to concern with technological achievement, operational excellence and effective technical performance.
- 2) Autonomy, referring to concern with the independence of an organization from external influence and its freedom to make decisions on its own initiative without regard to other interests.
- 3) Control, referring to concern with orderly operation, efficiency and regulation of essentially internal organizational affairs and events.
- 4) Esteem, referring to concern with general reputation, prestige or community respect.
- 5) Growth, referring to concern with more or less permanent expansion of the organization's boundaries or resources.
- 6) Power, referring to concern with the influence an organization can exert over events or circumstances in its external environment.
- 7) Return, referring to concern with monetary yield, profit (funds in surplus over costs, or other income or reward from the activities of the organization).

- 8) Security, referring to concern with the immediate survival, health, and viability of the organization, with its essential capacity to remain operational; to avoid risk.
- 9) Service, referring to altruistic concern with higher ideals, public welfare and contributions of the organization to social goals other than its own immediate ones.

Standard definitions (as given above) for each of these motive dimensions were constructed (with the assistance of such sources as Murray, 1938; Maslow, 1954; Herzberg, 1959; and McClelland, 1961).

The information disclosed by the literature survey, together with previously collected interview data, was also used to compile two lists of goal statements (one for individual motivations and one for corporate motivations). These statements were assumed to reflect the concrete conditions or actions which fulfill or express, to a greater or lesser degree, the demands or goals generated by the more general underlying component motivations. Each of these action-conditions was presumed to be expressive or otherwise relevant to a plurality of "source" motivations. In other words, each of the action-condition statements was thought to be, potentially at least, reflective of several goals, not just one. For example, "being successful" might be seen to be a way of expressing achievement needs, economic needs, power needs, etc., albeit, perhaps, in varying degree.

If a motivational source, it was thus assumed, can be defined in terms of the conditions which enhance or deter its fulfillment, the correlation or pattern of responses across statements describing those conditions could serve as an operational definition of a given source motivation. While acknowledging the danger inherent in a too literal

and rigid acceptance of operationalism, it was assumed that the correlations among the ratings of statements across the several a priori motive factors could serve as a means for empirical identification of basic motive dimensions or sources.

Two sets of questionnaires, corresponding to the distinction between individual and corporate sources of motivation, were constructed according to this model. Both sets were comprised of nine separate scales, each scale pairing a specific a priori motivation factor with the set of action-condition statements (see Appendix A). Each set of nine scales was further broken down into two sub-sets according to the following rules:

- 1) the nine scales were divided into two groups; one group contained five scales, the other contained four scales.
- 2) each group was used to assemble ten questionnaires; each questionnaire contained one of every scale in the sub-set. To control for sequence effects, the order of the scales was counter-balanced.
- 3) two of the scales from one sub-set were exchanged with two of the scales from the other.
- 4) steps two and three were repeated until two sets of 150 questionnaires were assembled.

From this procedure two sets of questionnaires with the following properties were derived: each questionnaire contained four or five scales; no questionnaire contained the same scales in the same order and an equal proportion of the total number of any given scale was paired with all other scales.

These two sets of questionnaires were distributed to the faculty

and graduate students of several relevant departments of the State University of New York at Buffalo and of the State University College at Buffalo, a separate institution. These departments were selected on the basis of their expertise with reference to the content area of the administered scales. In short, they served as expert judges having the task of evaluating the extent to which each of the various action-condition statements reflected each of several selected motive factors. In this way it was hoped to identify the general motivational sources underlying the action-conditions represented.

### RESULTS

The total response rate of completed questionnaires was 20% of the total number distributed. Of those returned, one was omitted from the analysis due to the respondent's failure to understand the instructions.

For each motive, the total cumulative score, the total negative score, and the mean score for each statement, over all subjects, was computed (see Tables 1 and 2). Using mean scores, a correlation matrix between a priori motive factors across statements was constructed for both sets of motivations (see Tables 3 and 4). As expected, both correlation matrices revealed numerous statistically significant ( $p .05$ ) correlations between motivations within a set, suggesting the likelihood that the nine a priori motive factors tended actually to convergence upon a smaller number of source motives.

To explore this convergence, a factor analysis using a principal component solution and an orthogonal rotation was performed (see Tables 5 and 6). Rotated factor matrices revealed the existence of six fac-



tors accounting for 98.13 percent of the total variance in the individual motivation scores and four factors accounting for 93.13 percent of the total variance in the corporate motivation scores (see Tables 7 and 3).

#### DISCUSSION OF FACTOR ANALYSIS: INDIVIDUAL MOTIVATION

The most prominent motivational source for individuals in this survey can be labelled, "control." About equal amounts of the total variance were accounted for by two components: "internal control" (32.3%) and "external control" (31.1%). These factors can be respectively defined as: (1) freedom from control by the environment and (2) control over the environment. These definitions roughly equate to the distinction between autonomy and power.

Individual motivation had a strong "interpersonal relations" dimension as shown by the fact that a priori factors three and five, altruism and affiliation, together, accounted for 23.4 percent of the total variance.

Security was not highly related to other motivations. This finding is less certain, however. Although security was not significantly loaded (arbitrarily defined as  $r = .25$ ) on factors containing other highly loaded variables, the correlation matrix showed security to be significantly correlated ( $p \leq .05$ ) with six of the other eight variables.

A small source of individual motivation was accounted for by a "pure" tendency to "actualize" innate potentialities. This should not obscure the importance of achievement or self-actualizing tendencies as features of more primary motivations. In this sample, the high loading of the altruism variable on the self-actualization factor might

be due to the professional character of the respondents and might not recur in less select samples.

### Corporate Motivation

The dominant corporate source motivation, accounting for 53.9 percent of the total variance, was "growth." Growth is a complex motivation, significantly loaded on seven of the nine variables and very highly loaded on four of them: achievement, autonomy, growth and return. Interestingly, the pattern of loadings across variables within this factor parallels the structure for the complementary variables within the two "control" factors in the individual sources of motivation.

Corresponding to the strong interpersonal relations emphasis in individual motivation was a strong "image" or "reputational" component in corporate motivation. This component seems to have two facets: prestige within the industry (esteem) and contribution to the "public good" (service).

Complementing the motivation to grow was a "need" to maintain organizational functioning, involving basically the same variables as the growth motive but weighting them differently. "Maintenance" may be considered the functional analogue of the individual motivation for security.

### GENERAL DISCUSSION

What the findings from this preliminary investigation suggest is that although they may be expressed in various ways and under various conditions, individual work-related motivations cluster along four general source dimensions: control (both internal and external); interpersonal concern; security and self-actualization. Specific goal seek-

ing actions, although variable in their particulars, can be provisionally regarded as reflective, singly or in combination, by these four basic motive sources.

By the same token corporate source motivations tend to cluster around a growth factor, an image or reputational factor, and a maintenance dynamic. Each concrete corporate goal, thus, seems reducible to these three motivational sources.

Inspection of the tabulated data reveals some further findings of interest. These have implications not only for identification of motivational dimensions, but for some of the attitudes of our expert judges. Among the "corporate motivations," for instance, high ratings on the a priori factor, Achievement were accorded to such statements as, "Make technological advances; Attract . . . personnel; Produce high quality goods; Be the best in the field," etc. A similarly instructive exercise can be followed for each of the a priori corporate factors (and for the individual ones as well) thus illuminating the action-conditions associated with them and, by induction, with the empirical motive sources adduced herein.

By the same token, each action-condition statement can be inventoried with regard to its ratings on the several motive factors. For example, "Performing with maximum efficiency" tends to receive high ratings on most of the a priori motive factors. "Maximizing short-run profit," receives really high ratings on none of the nine factors and moderate ones only on Power and Security. Incidentally, "Maximizing short-run profits" received the lowest total rating of any of the action-condition statements and received the highest negative ratings. Thus it would seem not to be perceived as an effective mode for expressing



any of the motive factors and indeed seems to be regarded as frequently incompatible with their expression.

Reviewing the negative ratings (i.e., those instances when judges rating a given action-condition statement as inconsistent with a particular a priori motive factor) is also informative. For example, our judges frequently expressed the view that "obtaining government contracts" was incompatible with organizational Autonomy, presumably because they assume considerable government penetration of the organization's decision apparatus as a correlate of contracting. Interesting, too, is the fact that the factor Service seems often to be looked upon as inconsistent with many common business actions: e.g., profit taking, cost control, maximum market control, etc.

The pattern of negative ratings among individual motive factors portrays a rather more intricate interplay of conflicting motivational forces. For instance, Altruism and Autonomy seemingly represent conditions difficult of simultaneous expression -- the action-conditions rating high on the one often receive negative ratings on the other. Various other intriguing patterns can be discerned, but their further discussion is not possible now. However, the reader can profitably undertake independent exploration of our tables.

Table 1

Total Cumulative, Total Negative, and Mean Scores  
For Each of 28 Statements Relevant to Nine Individual Motive Factors

Action-Condition Statements (Appendix A, Part I)	Motive Factors								
	Achievement (n=23)			Affiliation (n=38)			Altruism (n=29)		
	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$
1) do what I want	33	1	1.43	-17	23	-.45	-2	16	-.07
2) relations with colleagues	13	0	.57	104	0	2.74	6	0	.21
3) maximize income	32	1	1.39	-1	10	.03	-10	14	-.34
4) be successful	56	0	2.43	23	2	.61	9	5	.31
5) make own decisions	51	0	2.22	-2	10	-.05	25	2	.86
6) few demands from job	-14	14	-.61	8	4	.21	-9	14	-.31
7) express myself	59	0	2.57	23	0	.61	33	2	1.14
8) show initiative	62	0	2.70	13	4	.34	22	1	.76
9) relations with superiors	26	0	1.13	99	0	2.61	20	1	.69
10) have challenging job	56	0	2.43	10	5	.26	25	0	.86
11) relations with subordinates	19	0	.83	104	0	2.74	40	0	1.38
12) secure job	17	1	.74	41	0	1.08	6	3	.21
13) pleasant work conditions	29	0	1.26	68	0	1.79	18	0	.62
14) avoid failure	41	2	1.78	23	2	.61	7	2	.24
15) do job well	64	0	2.78	21	2	.55	45	0	1.56
16) be well-known	51	0	2.22	52	0	1.37	6	2	.21
17) good reputation	55	0	2.40	69	1	1.82	23	0	.79
18) contribute to society	44	0	1.91	51	0	1.34	77	0	2.66
19) position of responsibility	43	0	1.87	43	0	1.13	24	1	.83
20) position of authority	33	0	1.43	25	8	.66	20	0	.69
21) influence company policy	42	0	1.83	36	1	.95	27	0	.93
22) advance	36	0	1.57	15	7	.39	-1	8	-.03
23) do important work	54	0	2.35	23	1	.61	41	2	1.41
24) recognition from company	47	0	2.04	54	0	1.42	14	2	.48
25) develop skills	63	0	2.74	21	0	.55	31	0	1.07
26) promote company's interests	27	0	1.17	47	0	1.24	11	7	.38
27) interesting job	43	0	1.87	22	0	.58	15	0	.52
28) asset to company	44	0	1.91	51	0	1.34	22	2	.76

Note:

TC = Total Cumulative Score

TN = Total Negative Score

 $\bar{X}$  = Mean Cumulative Score

Table 1 (cont.)

Motive Factors															
	Autonomy (n=26)			Economics (n=27)			Esteem (n=26)			Power (n=33)			Security (n=27)		
	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$
1)	72	0	2.77	19	3	.70	19	6	.73	69	1	2.1	17	7	.63
2)	5	5	.19	5	0	.19	36	0	1.38	11	8	.33	37	0	1.37
3)	21	2	.81	77	0	2.85	50	0	1.92	53	0	1.61	42	1	1.56
4)	25	1	.96	60	0	2.22	69	0	2.65	63	0	1.91	55	0	2.04
5)	76	0	2.92	16	0	.59	39	1	1.50	78	0	2.36	28	2	1.04
6)	39	2	1.50	-7	9	-.26	-9	13	-.34	-2	13	-.06	29	1	1.07
7)	59	0	2.27	14	0	.52	40	0	1.54	37	0	1.12	21	3	.77
8)	52	0	2.00	24	0	.89	46	0	1.77	47	0	1.42	22	5	.81
9)	8	4	.31	31	0	1.15	55	0	2.12	40	2	1.21	54	0	2.00
10)	36	0	1.38	11	0	.41	27	0	1.04	24	1	.73	14	3	.52
11)	6	4	.23	8	0	.30	38	1	1.46	11	11	.33	45	0	1.67
12)	2	8	.06	40	1	1.48	29	0	1.12	30	3	.91	72	0	2.67
13)	26	1	1.00	16	0	.59	20	0	.77	17	0	.52	37	0	1.37
14)	9	2	.35	42	0	1.56	54	2	2.08	36	1	1.10	67	0	2.48
15)	26	0	1.00	30	0	1.11	48	0	1.84	23	0	.70	43	0	1.59
16)	21	1	.81	44	0	1.63	75	0	2.88	54	1	1.64	38	1	1.41
17)	20	3	.77	42	0	1.56	75	0	2.88	44	0	1.33	49	1	1.81
18)	17	1	.65	9	2	.33	41	0	1.58	19	1	.58	20	1	.74
19)	17	5	.65	54	0	2.00	65	0	2.50	78	0	2.36	28	4	1.04
20)	27	5	1.04	56	0	2.07	63	0	2.42	95	0	2.88	30	5	1.11
21)	21	3	.81	45	0	1.67	67	0	2.58	96	0	2.91	23	2	.85
22)	16	1	.62	68	0	2.52	59	0	2.27	62	0	1.88	15	3	.56
23)	26	0	1.00	31	0	1.15	51	0	1.96	37	0	1.12	21	1	.77
24)	16	2	.62	65	0	2.41	69	0	2.65	64	0	1.94	46	1	1.70
25)	50	0	1.92	18	0	.67	29	0	1.12	26	0	.79	22	2	.81
26)	-4	7	-.15	43	0	1.59	40	0	1.54	30	1	.91	31	1	1.15
27)	39	0	1.50	10	0	.37	21	0	.81	22	0	.67	18	2	.67
28)	10	2	.38	47	0	1.74	47	0	1.81	31	0	.94	45	1	1.67



Table 1 (cont.)

Motive Factors			
Self-Actualization (n=31)			
	TC	TN	$\bar{X}$
1)	66	2	2.13
2)	26	0	.84
3)	19	1	.61
4)	51	0	1.65
5)	69	0	2.23
6)	-5	14	-.16
7)	90	0	2.90
8)	80	0	2.58
9)	24	0	.77
10)	75	0	2.42
11)	22	0	.71
12)	15	2	.48
13)	58	0	1.87
14)	11	8	.35
15)	57	0	1.84
16)	35	0	1.13
17)	29	0	.94
18)	44	0	1.42
19)	20	1	.65
20)	15	2	.48
21)	22	0	.71
22)	18	1	.58
23)	49	0	1.58
24)	24	1	.77
25)	88	0	2.84
26)	2	7	.06
27)	59	1	1.90
28)	21	1	.68

Table 2

Total Cumulative, Total Negative, and Mean Scores  
For Each of 38 Statements Relevant to Nine Corporate Motive Factors

Action-Condition Statements (Appendix A, Part II)	Motive Factors								
	Achievement (n=30)			Autonomy (n=33)			Control (n=37)		
	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$
1) smooth-running operation	53	-	1.77	50	-	1.52	97	-	2.62
2) survival of company	56	1	1.87	67	-	2.03	71	1	1.92
3) maximum efficiency	68	-	2.27	68	-	2.06	93	1	2.51
4) grow	48	-	1.60	52	-	1.58	53	1	1.43
5) maximize profit	24	4	.80	31	3	.94	39	3	1.05
6) serve the public	36	2	1.20	16	5	.48	13	5	.35
7) generate image	33	3	1.10	22	4	.67	25	2	.68
8) sustain reputation	51	1	1.70	29	3	.88	34	-	.92
9) produce quality goods	73	-	2.43	49	1	1.48	68	-	1.84
10) keep costs down	53	1	1.77	38	1	1.15	85	-	2.30
11) attract tech. personnel	77	-	2.57	59	-	1.79	54	1	1.46
12) attract mgr. personnel	75	-	2.50	66	-	2.00	65	-	1.76
13) national goals	38	2	1.27	17	3	.52	16	3	.43
14) keep prices down	35	1	1.17	25	2	.76	34	1	.92
15) make tech. advances	81	-	2.71	60	-	1.82	49	1	1.32
16) maximize long-run profits	68	1	2.27	62	-	1.88	70	-	1.89
17) government contracts	29	3	.97	16	7	.48	29	3	.78
18) best in the field	73	-	2.43	56	1	1.70	56	-	1.51
19) relations with other firms	21	1	.70	18	4	.55	23	2	.62
20) maximize sales	32	3	1.07	36	1	1.09	38	1	1.03
21) relations with gov't	22	2	.73	26	3	.79	32	-	.86
22) good employee relations	41	-	1.37	45	1	1.36	74	1	2.00
23) stability of firm	44	1	1.47	53	-	1.61	79	-	2.14
24) events affecting firm	29	1	.97	60	2	1.82	36	3	.97
25) minimize risk	29	3	.97	29	2	.88	56	-	1.51
26) provide high return	40	5	1.33	38	2	1.15	53	2	1.43
27) dominate the industry	43	3	1.43	44	2	1.33	37	-	1.00
28) respond to change	69	-	2.33	62	-	1.88	65	3	1.76
29) run a "tight ship"	34	2	1.13	36	1	1.09	90	-	2.43
30) meet schedules	53	1	1.77	43	-	1.30	96	-	2.59
31) assure communication	50	-	1.67	44	-	1.33	79	1	2.14
32) increase market share	48	1	1.60	39	-	1.18	38	-	1.03
33) diversify markets	57	-	1.90	54	-	1.64	24	3	.92
34) provide jobs	22	3	.73	20	1	.61	35	2	.68
35) keep employees happy	39	1	1.30	30	2	.91	57	1	1.54
36) have loyal employees	40	-	1.33	40	1	1.21	61	1	1.65
37) plan for company's future	62	-	2.07	66	1	2.00	63	-	1.70
38) meet the competition	58	1	1.93	42	2	1.27	57	-	1.54

Note:

TC = Total Cumulative Score

TN = Total Negative Score

 $\bar{X}$  = Mean Cumulative Score

Table 2 (cont.)

Motive Factors												
Esteem (n=28)				Growth (n=45)			Power (n=20)			Return (n=20)		
TC	TN	$\bar{X}$		TC	TN	$\bar{X}$	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$
1)	49	1	1.75	63	3	1.40	57	-	1.39	30	-	1.50
2)	32	1	1.14	100	-	2.22	76	-	1.85	32	-	1.60
3)	34	2	1.21	87	1	1.93	66	1	1.61	49	-	2.45
4)	40	2	1.43	114	-	2.53	83	-	2.02	42	-	2.10
5)	14	5	.50	24	12	.53	46	2	1.12	28	4	1.40
6)	72	-	2.57	49	1	1.09	43	1	1.05	13	1	.65
7)	75	-	2.68	61	-	1.36	60	3	1.46	19	1	.95
8)	78	-	2.79	77	-	1.71	70	3	1.71	28	-	1.40
9)	70	-	2.50	90	-	2.00	58	-	1.41	33	-	1.65
10)	26	-	.93	69	1	1.53	36	2	.88	43	-	2.15
11)	58	-	2.07	115	-	2.56	70	2	1.71	44	1	2.20
12)	61	-	2.18	122	-	2.71	89	1	2.17	48	-	2.40
13)	54	-	1.93	46	-	1.02	57	1	1.39	9	1	.45
14)	30	1	1.07	42	2	.93	37	2	.90	5	4	.25
15)	58	-	2.07	111	-	2.47	72	1	1.76	36	-	1.80
16)	22	3	.79	119	-	2.64	75	-	1.83	52	1	2.60
17)	31	-	1.11	53	3	1.18	70	-	1.71	19	-	.95
18)	65	-	2.32	93	-	2.07	86	-	2.10	32	-	1.60
19)	49	-	1.75	42	1	.93	66	2	1.61	14	2	.70
20)	26	1	.93	73	2	1.62	55	1	1.34	22	3	1.10
21)	37	-	1.32	62	-	1.38	75	2	1.83	20	1	1.00
22)	64	-	2.29	70	-	1.56	54	1	1.32	30	-	1.50
23)	51	-	1.82	73	4	1.62	68	-	1.59	35	-	1.75
24)	27	1	.96	85	1	1.89	110	-	2.68	38	-	1.90
25)	16	1	.57	45	4	1.00	56	1	1.37	23	3	1.15
26)	44	2	1.57	56	5	1.24	58	1	1.41	38	2	1.90
27)	37	4	1.32	73	2	1.62	99	1	2.41	42	-	2.10
28)	43	2	1.54	105	-	2.33	69	5	1.68	46	-	2.30
29)	22	2	.79	38	4	.84	45	3	1.10	36	-	1.80
30)	51	1	1.82	76	1	1.69	52	-	1.27	41	-	2.05
31)	35	-	1.25	56	3	1.24	45	1	1.10	27	-	1.35
32)	35	-	1.25	104	1	2.31	80	1	1.96	36	-	1.80
33)	36	1	1.29	113	-	2.51	85	-	2.07	37	-	1.85
34)	51	1	1.82	46	1	1.02	51	1	1.24	15	2	.75
35)	57	-	2.40	45	2	1.00	51	1	1.24	27	-	1.35
36)	61	-	2.18	67	-	1.49	57	-	1.39	28	-	1.40
37)	41	-	1.46	112	-	2.49	75	-	1.83	45	-	2.25
38)	38	-	1.36	99	-	2.20	73	2	1.78	38	1	1.90



Table 2 (cont.)

Motive Factors						
	Security (n=28)			Service (n=45)		
	TC	TN	$\bar{X}$	TC	TN	$\bar{X}$
1)	60	-	2.14	33	2	.73
2)	73	-	2.61	44	3	.99
3)	59	1	2.11	39	5	.87
4)	46	1	1.64	40	2	.89
5)	53	2	1.89	10	9	.22
6)	21	1	.75	122	1	2.71
7)	31	1	1.11	98	-	2.18
8)	34	-	1.21	101	-	2.24
9)	52	1	1.86	99	2	2.20
10)	58	1	2.07	38	7	.84
11)	66	-	2.36	62	-	1.38
12)	64	1	2.90	66	-	1.47
13)	15	1	.54	106	1	2.36
14)	23	4	.82	63	4	1.40
15)	44	1	1.57	86	-	1.91
16)	43	1	1.54	37	4	.82
17)	34	1	1.21	47	2	1.04
18)	47	-	1.68	53	3	1.18
19)	35	1	1.25	56	-	1.24
20)	45	2	1.61	21	5	.47
21)	46	-	1.64	68	1	1.51
22)	62	-	2.21	81	-	1.80
23)	66	1	2.36	62	2	1.38
24)	49	-	1.75	44	5	.99
25)	73	-	2.61	22	6	.49
26)	40	3	1.43	23	7	.51
27)	45	-	1.61	7	13	.16
28)	56	2	2.00	53	2	1.18
29)	41	1	1.46	19	4	.42
30)	61	-	2.18	49	5	1.09
31)	47	-	1.68	33	1	.73
32)	40	1	1.43	22	3	.49
33)	42	1	1.50	43	-	.96
34)	28	1	1.00	81	1	1.80
35)	49	-	1.75	69	1	1.53
36)	46	-	1.64	56	-	1.24
37)	50	-	1.79	45	3	1.00
38)	47	1	1.68	35	3	.78

Table 3

Means, Standard Deviations, Correlation Matrix  
Eigenvalues and Cumulative Proportion of Total Variance<sup>1</sup>  
For Nine Individual Motivations

Mean	1.66	.95	.62	.98	1.17	1.67	1.25	1.25	1.19
Standard Deviation	.83	.83	.62	.80	.84	.82	.81	.62	.89
Correlation Coefficient <sup>2</sup>									
	Achievement	Affiliation	Altruism	Autonomy	Economics	Esteem	Power	Security	Self-Actualization
Achievement									
Affiliation	-.16								
Altruism	.47	.41							
Autonomy	.28	-.58	.30						
Economics		.06	-.04						
Esteem			-.25						
Power			-.29						
Security									
Self-Actualization									
Eigenvalue	2.91	2.80	1.68	.70	.43	.31	.09	.06	.02
Cumulative Proportion of Total Variance	.32	.63	.82	.90	.95	.98	.991	.998	1.00

<sup>1</sup> Total Variance is here defined as the total common variance accounted for by the enumerated factors.

<sup>2</sup> p (.05) = .296

Table 4

Means, Standard Deviations, Correlation Matrix  
Eigenvalues and Cumulative Proportion of Total Variance<sup>1</sup>  
For Nine Corporate Motivations

Mean	1.56	1.26	1.43	1.59	1.67	1.56	1.54	1.65	1.18	
Standard Deviation	.61	.53	.66	.64	.64	.47	.64	.59	.63	
Correlation Coefficient <sup>2</sup>										
		Achievement	Autonomy	Control	Esteem	Growth	Power	Return	Security	Service
Achievement		.81	.55	.34	.83	.43	.74	.55	.15	
Autonomy			.65	.05	.84	.60	.86	.73	-.15	
Control				-.01	.33	.04	.67	.74	-.24	
Esteem					.18	.17	.01	.09	.80	
Growth						.71	.79	.55	.03	
Power							.57	.41	-.00	
Return								.68	-.26	
Security									-.15	
Service										
Eigenvalue	4.85	1.97	1.07	.49	.23	.14	.12	.07	.05	
Cumulative Proportion of Total Variance	.54	.76	.88	.93	.96	.97	.985	.99	1.00	

<sup>1</sup> Total Variance is here defined as the total common variance accounted for by the enumerated factors.

<sup>2</sup>  $p (.05) = .264$

Table 5

Rotated Factor Matrix for Nine Individual Motivations

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9
Achievement	.01	-.42	.31	-.04	.11	-.82	-.02	.14	.15
Affiliation	-.19	.03	.18	-.23	-.93	.13	.01	.01	.00
Altruism	.00	.04	.95	.06	-.17	-.26	.01	.01	.00
Autonomy	.79	.04	-.02	.20	.34	-.47	.02	-.02	.00
Economics	-.29	-.85	-.19	-.24	.10	.03	-.30	-.02	.01
Esteem	-.16	-.87	.14	-.21	-.25	-.17	.03	.26	.03
Power	.28	-.92	-.03	.07	.14	-.03	.16	-.15	.00
Security	-.13	-.16	-.05	-.95	-.22	.08	-.02	.01	.00
Self-Actualization	.36	.13	.17	.14	.08	-.88	.02	-.09	-.11

Table 6

## Rotated Factor Matrix for Nine Corporate Motivations

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9
Achievement	.89	-.22	.31	.11	.10	-.04	.01	-.17	-.06
Autonomy	.73	.07	.43	.35	.22	.01	-.02	.06	.32
Control	.29	.09	.93	-.07	.20	-.02	-.04	.00	.01
Esteem	.10	-.95	.04	.09	.03	-.27	-.04	-.02	-.02
Growth	.85	-.06	.09	.42	.17	.02	-.07	.22	-.01
Power	.35	-.05	-.02	.93	.12	-.01	-.04	.00	.02
Return	.65	.14	.47	.34	.15	-.03	-.44	.01	.01
Security	.32	.01	.55	.24	.73	-.01	-.04	.00	.02
Service	.02	-.94	-.16	-.05	-.04	.29	.08	.01	.01



Table 8  
Factorial Structure of Corporate Motivations<sup>1</sup>

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Factor One: "Growth" <sup>2</sup> (.53905) <sup>3</sup>	
<u>Variable</u>	<u>Factor Loading</u>
Achievement	.89317
Autonomy	.73048
Control	.29453
Growth	.85337
Power	.34682
Return	.65081
Security	.32093

---

Factor Two: "Image" (.21897)	
<u>Variable</u>	<u>Factor Loading</u>
Esteem	.95090
Service	.93788

---

Factor Three: "Maintenance" (.11893)	
<u>Variable</u>	<u>Factor Loading</u>
Achievement	.31259
Autonomy	.42978
Control	.92621
Return	.47389
Security	.55184

---

Factor Four: "Power" (.05436)	
<u>Variable</u>	<u>Factor Loading</u>
Autonomy	.35349
Growth	.42498
Power	.92713
Return	.34239

---

1 see table six  
 2 factor name  
 3 total variance

Factorial Structure of Individual Motivations<sup>1</sup>


---

Factor One: "Internal Control"<sup>2</sup> (Autonomy) (.32384)<sup>3</sup>

<u>Variable</u>	<u>Factor Loading</u>
Autonomy	.78658
Economics	-.28594
Power	.28126
Self-Actualization	.36027

---

Factor Two: "External Control" (Power) (.31114)

<u>Variable</u>	<u>Factor Loading</u>
Achievement	.42265
Economics	.85229
Esteem	.86804
Power	.92076

---

Factor Three: "Altruism" (.18707)

<u>Variable</u>	<u>Factor Loading</u>
Achievement	.30647
Altruism	.94656

---

Factor Four: "Security" (.07771)

<u>Variable</u>	<u>Factor Loading</u>
Security	.94843

---

Factor Five: "Affiliation" (.04734)

<u>Variable</u>	<u>Factor Loading</u>
Affiliation	.92571
Autonomy	-.33881
Esteem	.24928

---

Factor Six: "Self-Actualization" (.03420)

<u>Variable</u>	<u>Factor Loading</u>
Achievement	.81857
Altruism	.26576
Autonomy	.47427
Self-Actualization	.88294

---

1 see table five

2 factor name

3 total variance

Table 9

Unrotated Factor Matrix for Individual Motivational Sources

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9
Achievement	.20	-.88	.30	-.09	.24	-.12	.08	-.03	.08
Affiliation	-.53	.23	.70	.01	-.36	-.23	-.06	.04	.04
Altruism	.23	-.28	.81	.32	.08	.33	-.06	.03	-.01
Autonomy	.78	-.42	-.21	-.22	-.28	.09	.04	.15	.01
Economics	-.69	-.57	-.34	.02	.19	-.05	-.18	.11	.00
Esteem	-.62	-.74	.14	.11	-.05	-.09	.16	.03	-.08
Power	-.24	-.77	-.40	.20	-.33	.14	-.05	-.11	.03
Security	-.69	-.04	.22	-.64	-.01	.25	.00	-.03	.00
Self-Actualization	.73	-.51	.28	-.26	-.02	-.18	-.13	-.07	-.06

Table 10

Unrotated Factor Matrix for Corporate Motivational Sources

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Factor 8	Factor 9
Achievement	.86	-.25	.10	-.36	.05	-.11	.11	-.14	.06
Autonomy	.95	.07	-.04	-.07	.09	.13	.14	.17	.07
Control	.69	.30	.62	.05	-.11	.15	.05	-.06	-.11
Esteem	.16	-.91	.23	.13	-.23	-.14	.07	.08	-.02
Growth	.88	-.17	-.32	-.18	.12	-.07	-.10	.05	-.15
Power	.65	-.18	-.64	.33	-.09	.09	.09	-.10	-.01
Return	.92	.17	-.03	-.07	-.24	.03	-.22	.01	.08
Security	.80	.14	.29	.43	.22	-.14	-.06	-.01	.04
Service	-.10	-.94	.16	.00	.17	.20	-.11	-.04	.02

## Appendix A

### Part I: Instructions

#### Work Goal Inventory

At the top of the following pages is a word or concept along with a definition of its intended meaning. Listed below it, on the left-hand side of the page, is a series of statements describing work goals. Indicate the degree to which you believe each of these statements reflects a concern with the kind of factor denoted by the term and definition at the top of the page. To do so simply encircle the appropriate number to the right of the statement as follows:

- 0 : If the statement reflects NO concern with the factor - it is "neutral" with reference to it.
- 1 : If the statement reflects SLIGHT-TO-MODERATE concern with the factor.
- 2 : If the statement reflects MODERATE-TO-STRONG concern with the factor.
- 3 : If the statement reflects STRONG-TO-VERY STRONG concern with the factor.
- 1 : If the statement reflects a NEGATIVE concern with the factor or is actually in opposition to it.

Please circle one number per statement, and do all statements for each concept.



Part II: Individual Motivations and Action-Condition Statements

-----  
Individual Motivations

Achievement	"Achievement" reflects concern with accomplishment; with mastery and excellence of performance; with a preference for high standards of performance.
Affiliation	"Affiliation" reflects concern with maintaining social relations; with being a member of a group; with having strong affectional ties with others; with friendship, interpersonal loyalty and group goal accomplishment.
Altruism	"Altruism" reflects concern with ideals; with human and social welfare.
Autonomy	"Autonomy" reflects concern with independence; with freedom from external influence; with institutional non-attachment; with unconventionality.
Economics	"Economics" reflects concern with monetary gain, reward and income; with financial status.
Esteem	"Esteem" reflects concern with reputation and prestige; with personal recognition; with social position; with being noticed and making an impression.
Power	"Power" reflects concern with authority and domination, with ability to control persons and events.
Security	"Security" reflects concern with safety; with avoidance of risk and uncertainty; with stability.
Self-Actualization	"Self-Actualization" reflects concern with personal expression; with opportunities to develop and use skills, talents and the like.

Action-Condition Statements

Be able to do what I want when I want	0 1 2 3 : -1
Have close working relations with colleagues	0 1 2 3 : -1
Maximize personal income	0 1 2 3 : -1
Be successful	0 1 2 3 : -1
Be able to make my own decisions on the job	0 1 2 3 : -1
Have a job that makes as few demands on me as possible	0 1 2 3 : -1
Be able to use my talents and express myself in my work	0 1 2 3 : -1
Be able to show initiative in work	0 1 2 3 : -1
Have good friendly relations with superiors	0 1 2 3 : -1
Have a challenging job that really absorbs me	0 1 2 3 : -1
Have warm, friendly relations with subordinates	0 1 2 3 : -1
Have a secure job	0 1 2 3 : -1
Be happy in my work - have pleasant working conditions	0 1 2 3 : -1
Avoid failure	0 1 2 3 : -1
Do my job as well as possible	0 1 2 3 : -1
Be well-known in my field	0 1 2 3 : -1
Have a good reputation	0 1 2 3 : -1
Be able to contribute to society	0 1 2 3 : -1
Have a position of responsibility in the company	0 1 2 3 : -1
Be in a position of authority	0 1 2 3 : -1
Be able to influence company policy	0 1 2 3 : -1
To advance quickly	0 1 2 3 : -1
Do important work	0 1 2 3 : -1
Gain recognition from the company	0 1 2 3 : -1
Be able to develop my skills	0 1 2 3 : -1
Promote the company's interests	0 1 2 3 : -1
Have an interesting job	0 1 2 3 : -1
Be a real asset to the company	0 1 2 3 : -1

Part III: Corporate Motivations  
and Action-Condition Statements

-----  
Corporate Motivations

Achievement	"Achievement" refers to concern with technological achievement, operational excellence and effective technical performance.
Autonomy	"Autonomy" refers to concern with the independence of an organization from external influence and its freedom to make decisions on its own initiative without regard to other interests.
Control	"Control" refers to concern with orderly operation, efficiency and regulation of essentially internal organizational affairs and events.
Esteem	"Esteem" refers to concern with general reputation, prestige or community respect.
Growth	"Growth" refers to concern with more or less permanent expansion of the organization's boundaries or resources.
Power	"Power" refers to concern with the influence an organization can exert over events or circumstances in its external environment.
Return	"Return" refers to concern with monetary yield, profit (funds in surplus over costs), or other income or reward from the activities of the organization.
Security	"Security" refers to concern with the <u>immediate</u> survival, health and viability of the organization, with its essential capacity to remain operational as an entity, to avoid risk.
Service	"Service" refers to altruistic concern with higher ideals, public welfare and contributions of the organization to social goals other than its own immediate ones.

Action-Condition Statements

Have a smooth-running operation	0 1 2 3 : -1
Assure survival of company	0 1 2 3 : -1
Perform with maximum efficiency	0 1 2 3 : -1
Grow at a suitable rate	0 1 2 3 : -1
Maximize short-run profit	0 1 2 3 : -1
Serve the public	0 1 2 3 : -1
Generate a favorable public image	0 1 2 3 : -1
Sustain a good reputation	0 1 2 3 : -1
Product high quality goods or services	0 1 2 3 : -1
Keep costs down	0 1 2 3 : -1
Attract and retain talented technical personnel	0 1 2 3 : -1
Attract and retain talented managerial personnel	0 1 2 3 : -1
Contribute to national goals	0 1 2 3 : -1
Keep prices down	0 1 2 3 : -1
Make technological advances	0 1 2 3 : -1
Maximize long-run profit	0 1 2 3 : -1
Obtain government contracts	0 1 2 3 : -1
Be the best in the field	0 1 2 3 : -1
Maintain good relations with other firms	0 1 2 3 : -1
Maximize sales	0 1 2 3 : -1
Maintain good relations with government agencies	0 1 2 3 : -1
Maintain good employee-relations	0 1 2 3 : -1
Maintain the stability of the firm	0 1 2 3 : -1
Be able to influence or control external events affecting the firm	0 1 2 3 : -1
Mimimize risk	0 1 2 3 : -1
Provide a high return to shareholders	0 1 2 3 : -1
Dominate the industry	0 1 2 3 : -1
Be flexible and able to respond to change	0 1 2 3 : -1
Run a "tight ship"	0 1 2 3 : -1
Meet production or delivery schedules	0 1 2 3 : -1
Assure easy communication within the company	0 1 2 3 : -1
Increase market-share	0 1 2 3 : -1
Diversify markets and capabilities	0 1 2 3 : -1
Provide jobs	0 1 2 3 : -1
Keep employees happy	0 1 2 3 : -1
Have employees who are loyal to the company	0 1 2 3 : -1
Be able to plan for the company's future	0 1 2 3 : -1
Meet the competition	0 1 2 3 : -1

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