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A Study of Need Achievement Motivation: Motivational Differences in a Private for Profit Hospital Versus a Non Profit Private Hospital Setting

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A STUDY OF NEED ACHIEVEMENT MOTIVATION:
MOTIVATIONAL DIFFERENCES IN A PRIVATE FOR PROFIT
HOSPITAL VERSUS A NON PROFIT PRIVATE HOSPITAL SETTING

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This research project concerns whether or not there are different levels of need achievement in a private non-

Kenneth W. Mihill, Jr., B.S.

private investor-owned (for profit) hospital organization. Three groups, each of 20 subjects, were studied. The subjects in two groups were recruited from different hospital settings and remained registered nurses; one group came from private investor-owned hospitals, the other from private non-profit health care facilities. The remaining control group was made up of 20 individuals randomly selected from

A Digest Presented to the Faculty of the Graduate School of the Lindenwood Colleges in Partial Fulfillment of the Requirements for the Degree of Master of Science in Industrial Psychology

1986



Digest

The subject of need achievement is of prime importance in today's industry. Motivating employees and using the resources the modern corporation has at its disposal have never been as important to industry as they are today. Unmotivated employees cost corporations heavily in terms of absenteeism and loss of productivity, which are then reflected in profits.

This research project concerns whether or not there are different levels of need achievement in a private non-profit hospital organization versus a private investor-owned (for profit) hospital organization. Three groups, each of 20 subjects, were studied. The subjects in two groups were recruited from different hospital settings and contained registered nurses; one group came from private investor-owned hospitals, the other from private non-profit health care facilities. The remaining control group was made up of 20 individuals randomly selected from the St. Louis area.

A Thematic Aperception Test (TAT) was administered to the subjects who were asked to give their impressions of four pictures rated high on achievement

imagery. This involved asking the subjects to write an explanation or story in response to viewing the pictures that explained their perception of what was happening in the pictures. The TAT was then evaluated according to standards developed by David McClelland in his Scoring Manual for the Achievement Motive (1961).

Using a one-way analysis of variance to evaluate the TAT, no statistically significant differences were found between the three groups studied in terms of need achievement.

Elizabeth W. Whill, Ph.D., B.S.

A Culminating Project Presented to the Faculty of the
Graduate School of the Lindenwood College in
Partial Fulfillment of the Requirements for the
Degree of Master of Science in Industrial Psychology

1966

A STUDY OF NEED ACHIEVEMENT MOTIVATION:
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A Culminating Project Presented to the Faculty of the
Graduate School of the Lindenwood Colleges in
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Appendix A

I would like to express my sincere gratitude to Charles Orme-Rogers for his patient assistance in the development of this thesis, as well as the

COMMITTEE IN CHARGE OF CANDIDACY:

students. Charles A. Orme-Rogers, M.S. is the other committee member, Rebecca Glenn and Samuel Zibit, for their comments and suggestions regarding this research project. I would also like to thank Dr.

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Samuel Zibit, M.P.H.

James F. Ware of the Professional Mental Health Institute for evaluating and scoring the Thurstone Aptitude Tests. And, finally, I wish to express my deepest thanks to my father for his constant support, inspiration, and love.

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I would like to express my sincere gratitude to Charles Orme-Rogers for his patient assistance in the development of this thesis, as well as this student. Appreciation is also given to the other committee members, Rebecca Glenn and Samuel Zibit, for their comments and suggestions regarding this research endeavor. I would also like to thank Dr. James Powers of the Professional Mental Health Institute for evaluating and scoring the Thematic Aperception Tests. And, finally, I wish to express my deepest thanks to Amy Felter for her constant support, inspiration, and love.

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Introduction

Need achievement is a subject worthy of notice because it examines aspects which might relate to an employee's motivation, productivity, and goal orientation. The differences in individual motivation and the effect these differences have on industry, as well as on society, are areas that need closer examination.

Although many have studied the subject of need achievement, there has really been only one pioneer in the field and findings related to the study of need achievement depend on the work of David McClelland. In his book, The Achieving Society (1961), McClelland postulates a tendency of people to excel and to compare themselves with a standard of excellence. The achievement motive is essentially a trait theory which postulates that individuals differ in their need for achievement. The general research paradigm has been to see how individuals high in need achievement differ from those low in need achievement in corresponding situations. A significant key concept of McClelland's is that people can be taught to

think and imagine in ways which indicate an increase in need achievement. The exciting aspect inherent in McClelland's approach is that changes in motivation are teachable.

In the beginning, one of the more challenging tasks for McClelland was the development of a system that would measure need achievement in a methodological and scientifically accurate fashion. To accomplish this, McClelland concluded that he had to resort to the use of fantasy in measuring the need for achievement (1961, p. 40). He decided to rely on the imagination of subjects being studied for the following reasons:

1. In fantasy, anything is possible. A person may achieve great heights and lows. Overt action, however, is constrained by the limits set by reality or by a person's ability.
2. Fantasy can be more easily influenced experimentally than other types of behavior (1961, p. 40).

To measure need achievement McClelland showed pictures to his subjects and asked them to write brief five-minute stories in response to them. The stories represented short samples of ideas people are most likely to think about or to imagine when they are in situations having to do with achievement.

McClelland believes that how hard a person works is not easily influenced experimentally. Most people apparently develop a set of goals which are sufficient to keep them working at a more or less constant rate. In producing work, one motive can be substituted for another so that even though the achievement motive may be weak in some people, their output may well be equal to that of someone else because of a stronger desire to please (p. 383). The point McClelland tries to make is simple: Individuals with a high level of need achievement will create stories which show an individual struggling to solve or solving some difficult dilemma. Whether he/she succeeds or fails is not of clinical importance. McClelland has also used these pictures to measure a variety of other needs, such as need for power, affiliation, approval, etc. (p. 43).

Stories which show high levels of need achievement contain more references to "standards of excellence" and to doing well, or wanting to do well, with respect to the standards. Comparing two actual stories will best illustrate the point. The subjects were shown a picture of a boy with a book in front of him. A story which contains no need achievement imagery would read something like this:

A boy in a classroom who is daydreaming about something. He is recalling a previously experienced incident that stuck

in his mind to be more appealing than being in the classroom. He is thinking about the experience and is now imagining himself in the situation. He hopes to be there. He will probably get called on by the instructor to recite and will be embarrassed. (McClelland, 1961, p. 41)

Nothing in this story deals with achievement or with "standards of excellence," but compare it with the following story:

The boy is taking an hour written. He and others are high-school students. The test is about two-thirds over and he is doing his best to think it through. He was supposed to study for the test and did so. But because it was factual there were items he saw but did not learn. He knows he has studied the answers but he can't remember and is trying to summon up the images and related ideas to remind him of them. He may remember one or two but will miss most of the items if he can't remember. He will try hard until five minutes is left, then give up, go over his paper and be disgusted for reading but not learning the answers. (p. 42)

In this scenario, the boy is concerned about doing his best on the examination. There are also numerous aspects of an achievement sequence specifically mentioned, such as the fact that it is his fault for not doing well. This story illustrates an individual struggling to achieve, which in turn suggests high levels of need achievement.

Definition

Actual achievement cannot be considered a safe index of the strength of the need to achieve any more

than eating can be considered a safe measure of the strength of the hunger drive. In fact, how much one eats is controlled by many forces other than hunger, such as desire for social approval, power, or knowledge. By the same token, actual achievement is not a reliable index of the need to achieve any more than how much one eats is an index of hunger.

The concept of need for achievement is important not only for understanding human behavior, but also for understanding how people respond to the work environment. This has great implications for job design. Providing an employee with greater variety, autonomy, and responsibility should enhance the performance of high need achiever employees. Low achievers may be frustrated by increased personal responsibility for task accomplishment, and as a result they may perform poorly or even withdraw from the situation.

For those who have not been influenced by need achievement in early childhood but wish to acquire the motivation that comes from need achievement, McClelland offers need achievement training. Such motivation training consists of four steps:

1. Teach participants how to think, talk, and act like a person with high need achievement.
2. Stimulate participants to set higher,

but carefully planned and realistic, work goals for themselves.

3. Give the participants knowledge about themselves.
4. Create a group esprit de corps from learning about each others' hopes and fears, successes and failures, and from going through an emotional experience together. (p. 392)

Managers who have attended motivation training programs have received more rapid promotions, made more money, and expanded their businesses more quickly after completing the course than did control groups (p. 392). It is interesting to note that this success was only apparent in managers chosen from entrepreneurial type jobs thought to be most suited for high need achievers (p. 392).

Origins of Need Achievement

Need for achievement is learned at an early age and is influenced largely by the independence training given to children by their parents. A study by Winterbottom (1953) pointed to a link between achievement motivation and economic development (McClelland, 1961, p. 46). Interested in discovering how parents, or more particularly mothers, produced strong interest

in achievement motivation in their sons, Winterbottom obtained need achievement scores for a group of 29 eight-year old boys and then conducted interviews to determine if the mothers of the "highs" had different attitudes toward child rearing. She found that mothers of the "highs" had expected their sons to master such activities as follows:

Know his way around the city

Be active and energetic

Try hard for things for himself

Make his own friends

Do well in competition (p. 389)

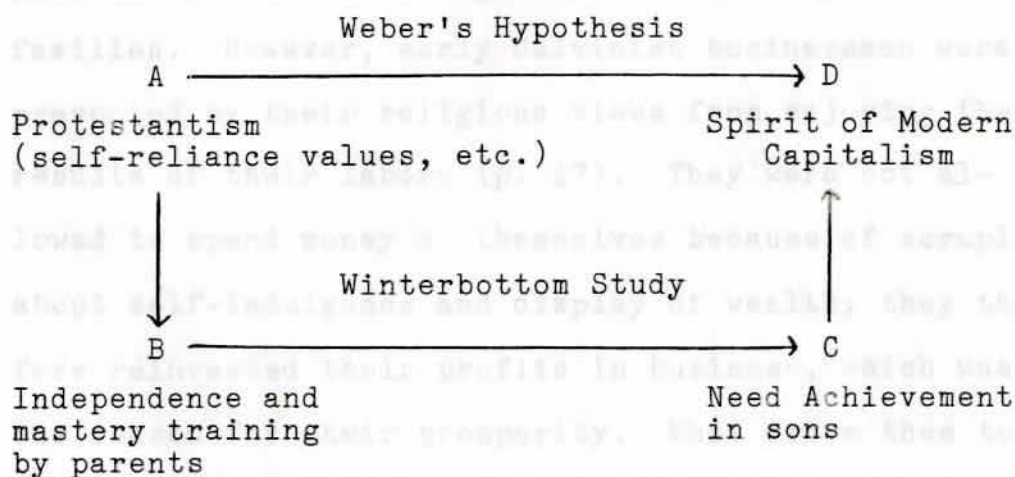
In contrast, mothers of the "lows" reported many more restrictions. These included not wanting their sons to play with children not approved by them and not wanting their sons to make important decisions by themselves. The mothers of the sons with high need for achievement set higher standards for their sons: They expected self-reliance and mastery at an earlier age.

Based on Winterbottom's work, one can see that need achievement stems, in part, from early childhood influences and is related to environmental factors. But the study of need achievement origins goes back even further and can be traced to the cultural influ-

ence rooted in the Protestant Reformation. According to McClelland, the Reformation can be linked to the beginning of need achievement values in Western society. McClelland discusses the work of sociologist Max Weber, who credits the Reformation with producing a new spirit in the attitudes of both workers and entrepreneurs which ultimately resulted in the development of modern industrial capitalism.

McClelland suggests a link between the Protestant Reformation, the shift towards self-reliance, the capitalistic spirit, and the relationship found by Winterbottom. The diagram in Table 1 illustrates this relationship.

Table 1: Weber and Winterbottom Correlation



Source: McClelland (1953), p. 47.

Winterbottom suggests a psychological means by which the historical development described by Weber may have come about. The Protestant Reformation may have led to earlier independence and mastery training, which led to greater need achievement, which in turn led to the rise of modern capitalism (McClelland, 1961, p. 47). In his work, Weber observed Protestant working girls and how they worked harder and longer and saved their money for long term goals. The result of this study was Weber's description of the kind of personality type produced by the Protestant Reformation and its similarity to the personality type of a person with high achievement motivation (McClelland, 1961, p. 47).

According to McClelland, Protestant entrepreneurs rose to the top more often in the business world despite the initial advantages of many wealthy Catholic families. However, early Calvinist businessmen were prevented by their religious views from enjoying the results of their labors (p. 47). They were not allowed to spend money on themselves because of scruples about self-indulgence and display of wealth; they therefore reinvested their profits in business, which was one reason for their prosperity. What drove them to such feats of business organization and development? Weber believes that such a man "gets nothing out of

Many of the parents were obtained through church

his wealth for himself, except the irrational sense of having done his job well" (McClelland, 1961, p. 47).

At the heart of the Reformation were John Calvin and his writings dealing with his doctrine of achievement. The following passage exemplifies the Calvinist doctrine:

Let us every one proceed according to our small ability, and prosecute the journey we have begun. No man will be so unhappy but that he may make some progress, however small. Therefore, let us not cease to strive, that we may be incessantly advancing in the way of the Lord, nor let us despair on account of the smallness of our success; for however our success may not correspond to our wishes, yet our labor is not lost, when this day surpasses the preceding one: provided that with sincere simplicity we keep our end in view, and press forward to the goal, not practicing self-adulation, nor indulging our own evil propensities, but perpetually exerting our endeavors after increasing degrees of amelioration, till we shall have arrived at a perfection of goodness, which indeed, we seek and pursue as long as we live. . . . (Calvin, pp. 775-76)

Preliminary evidence from McClelland suggests that Protestants stress earlier independence and mastery training. Samples of Protestant, Irish-Catholic and Italian-Catholic mothers and fathers matched for socioeconomic status were interviewed. Winterbottom's schedule was used to test attitudes towards self-reliance training (McClelland, 1961, p. 47).

Many of the parents were obtained through church

groups, so the sample probably included a larger number of religiously active individuals than would be obtained from a random sample. McClelland concluded:

On the average, the Protestant parents expected their sons to do well in school, to know their way around the city, etc., at the age of about $6\frac{1}{2}$, the Irish parents at about $7\frac{1}{2}$, and the Italian parents at about $8\frac{1}{2}$. (p. 48)

Protestant mothers stressed earlier self-reliance than the Catholic mothers. It should also follow that Protestant boys, on the average, equating for social class, should have higher need achievement. Such a comparison was not possible to make in the U.S., however, mainly because of migration differences. Catholics on the East coast, where the study was conducted, represent for the most part ethnic minorities which have settled in the country within the last few decades and have generally started at the bottom of the socioeconomic ladder. Those who rise to middle-class status may have high need achievement. But it is not possible to draw any conclusions about religious influences from a comparison of middle-class Protestant boys with middle-class Italian boys since the Italian boys would come from upwardly mobile families with higher need achievement than the average among not-so-mobile Protestants. Lower class Protestants in New England represent a peculiar minority that has failed to rise. They

therefore cannot be fairly compared with lower class Italians, more of whom may have high need achievement because they have not had time to rise into the middle class (McClelland, 1961, p. 53).

Along with childhood environmental influences and cultural and class influences, it is important to examine other possible sources of need achievement. Morris and Sheldon (1940) argue that the key factor influencing need achievement is body type. Their theory suggests that people with strong muscular bodies are the ones who are more vigorous and enterprising (McClelland, 1961, p. 108). Several arguments refute this claim. As McClelland states: "The genetic constitution of the Greeks could not have changed radically between 550 b.c. and 400 b.c. when there was a marked drop in need achievement level, nor could some genetic mutation have occurred in England in the 18th century" (p. 108).

A more analytical version of environmental theories asserts that challenges from outside can arouse achievement motivation. Hagen, a historian, asserts that people who have been discriminated against or subordinated will strive to prove themselves achievement oriented. He discusses the law of group subordination which states that any group which feels itself subordinated, looked down upon, or otherwise discrim-

inated against will exhibit increased or aroused achievement motivation (Hagen, 1961, p. 123).

Where Need Achievement Can Be Found

The complexity of the achievement motive is partially indicated by the fact that among subjects with high need for achievement, interesting differences have been found between those who focus on gaining success and those who focus on avoiding failure. Research by Meyers indicates that those who focus on gaining success tend to set more realistic goals and to choose tasks of intermediate difficulty. Those who are most concerned about avoiding failure tend to set more unrealistic goals and to choose tasks of low difficulty where failure is least likely but where success, even if achieved, would be least satisfying (Zimbardo, 1979, p. 267). The importance of a feeling of responsibility for the outcome of one's effort is also important in determining the level of tasks chosen. Subjects who feel highly responsible for their successes and failures tend to choose intermediate level tasks, like the success motivated subjects, whereas subjects who do not feel responsibility for their successes and failures show no preference among tasks of varying difficulty (p. 267).

An important note regarding studies of the need

to achieve is that the majority of subjects have been men. Until recently, little attention has been paid to the achievement motive in women. Stereotyped views of the "woman's place" made it irrelevant whether she had achievement motives since need for achievement has been used largely to predict performance in work settings, traditionally the "man's place" (Zimbardo, 1979, p. 268). In 1968, a study by Martina Horner compared achievement themes of white college-age men and women. Female introductory psychology students were asked to complete a story that began, "At the end of the first term finals, Anne finds herself at the top of her medical school class" (p. 268). For male subjects, John was substituted for Anne. When the two sets of themes were analyzed for negative imagery about success, 62% of the women expressed conflict over Anne's success, while only 9% of the men expressed conflict over John's success (p. 268). The results therefore uncovered gender differences in that American women tend to fear success more than men.

Based on these results, Horner theorized that achievement oriented women find themselves in a unique double bind. On the one hand, they share with men society's general exhortation to compete and succeed; however, since successful achievement for women often brings negative consequences such as being labeled

"unfeminine" or being socially rejected, some women are frequently not motivated to succeed. The "fear of success hypothesis" was picked up by the media as an example of a personality type created by sexist ideology--the woman who could not allow herself to compete successfully in a man's world (p. 268).

In the 1970's, over two hundred studies were conducted on various aspects of women's fear of success. When the cumulative research record of these studies was analyzed by Tresemer (1976), no gender differences appeared. Tresemer's careful survey of these results therefore casts doubt on Horner's conclusions. According to Tresemer, fear of success is not a personality attribute of women; rather, it is better conceived as a strong avoidance reaction elicited by certain socio-economic historic conditions influencing both men and women. There is, however, a lack of standardization in scoring of "fear of success" themes. Thus, what is scored as fear of success in male subjects may be different from what is evaluated as fear of success in women subjects. For example, women tended to write stories depicting fear of rejection, loss of femininity, and affiliative loss. Men's stories were more cynical, hostile, and violent, and they devalued success and doubted the worth of sacrifices

necessary to achieve success (p. 179).

Over the last ten years, the proportion of subjects showing "fear of success" has decreased significantly (Zimbardo, 1979, p. 228); nor does "fear of success" imagery seem to be related to actual performance, especially among those high in need for achievement. However, "fear of success" may still be a useful concept; if a person is anxious about achievement but still achieves successfully, the price may be paid in ways other than poor task performance. He or she may develop health problems, have poor social relations, or become chemically dependent. But at this point no research is available in this area.

Motivation Differences Between Public and Private Sector Employees

Relevant to the study of need achievement is the question of motivational differences between public and private sector employees. Motivational studies can help us understand why employees want to succeed on the job (or strive to achieve) because they examine what motivational factors these employees respond to or embrace as their own. First, however, a brief look at some of the stereotypes surrounding non-profit employees seems necessary. A list of the more common stereotypes would include the following:

1. Non-profit employees place greater value

on security than do employees of private firms. (That is why they chose public employment.)

2. Non-profit employees do not work as hard as their counterparts in private industry.
3. Non-profit employees are not as motivated as those in private industry.
4. Non-profit employees are more dissatisfied with their fringe benefits than employees of private firms.
5. Non-profit employees are more dissatisfied than employees of private organizations with their level of economic reward because they are known to receive less pay for similar positions in industry. (Hammond, 1976, p. 283).

Investigating such stereotypes, a study by Newstrom et al. compared differences between public and private sector workers. Six organizations participated in the study: a city government organization and five business organizations (representing manufacturing, industrial distributing, banking, and printing). The sizes of these organizations varied in sales or budget from \$3,000,000 to \$50,000,000; in addition, they employed from 100 to 600 employees (Newstrom, 1976, p. 216). Subjects represented all organizational

levels and functions, both sexes, a broad range of age groups, and varying degrees of experience. Newstrom selected 354 participants from the six organizations. A Porter/Lawler type of research instrument was used in the study to measure the following: security needs, social needs, esteem needs, autonomy needs, and self-actualization needs (p. 217). This technique was chosen because it can record perceptions of "importance of" and "satisfaction with" the variables under study.

Three major conclusions were drawn from Newstrom's data. Security is perceived as less important for public employees than for those in the private sector. Although personnel in public employment do tend to be dissatisfied with lower level (physiological) needs, self-actualization (the need for realizing one's own potential) takes precedence over all other factors in the eyes of non-profit employees. While self-actualization ranked as the number one concern of the non-profit employees, it ranked only fourth in importance among private industry employees. Finally, non-profit employees were found to be much more satisfied with their direct and indirect economic benefits than were private sector employees. Newstrom's study also emphasized that it is very important to consider the

effects that organizational structures have on employee motivation. Much research has been done comparing motivational levels between one organization and another, but little research exists which looks at different organizational structures and how they individually influence motivation achievement (p. 218).

Another study by William Nowlin, of the Rochester Institute of Technology, measured motivational differences between middle managers of state, county, and local governments in the public sector compared with business and industrial organizations in the private sector. The survey instrument was a Human Motivation Questionnaire, developed specifically for this study. The instrument was designed with the intent of replicating Herzberg's research with a much smaller group of professionals. Herzberg developed a need based model of motivation to determine what people wanted and what motivated them (Nowlin, 1975, p. 225). Concluding that individuals have two levels of need, Herzberg stated that the lower level of need corresponds with Abraham Maslow's need categories of physiological and safety needs, for example, the need for the basic essentials like food, clothing, and shelter. Although they are not motivators if present, these factors cause dissatisfaction when they are absent or inadequate. These are referred to as hy-

giene factors and involve relationships with supervisors, supervision, work conditions, salary-relationship with peers, personal life, relationships with subordinates, status, security, and company policy and administration.

Herzberg's second and higher level of needs are similar to Maslow's need categories of social, ego, and self-actualization. This higher need is characterized by intrinsic job factors that, when present, contribute to more highly motivated people and better performance on the job (p. 225). Studying the same types of groups as Herzberg, Nowlin's research clearly showed a similarity in the responses of the groups. As he stated:

The managers in private and public industry both perceived work itself and responsibility as the top motivators (non-profit sector, work itself--70 percent, responsibility--80 percent, private sector, work itself--80 percent, responsibility--60 percent). (p. 226)

Research results from David McClelland, however, are contradictory. He tested two groups, totaling 247, of middle managers both in private industry and government departments. To aid the comparison, he subdivided the groups into five types of occupational roles similar to those used in the Dictionary of Occupational Titles. The three motives measured by these tests were motivation for achievement, affiliation,

and power (McClelland, 1965, p. 43). Achievement motivation loosely resembles the "Protestant Ethic," a desire to accomplish something as an end in itself, a concern with standards of performance (1961, p. 30). Table 2 (p. 22) shows the average motive scores for matching the samples of governmental and business bureaucrats. Government bureaucrats show a higher level of achievement motivation while the businessmen are higher in the affiliation motive. These results are quite different from what the average stereotypes would lead one to believe (1965, p. 43). This pool of subjects held middle management rank in large-scale government and business organizations during the late 1950's (p. 43). The spread of the government sample does not include departments such as the Postal Service, but covers rather heavily the area of defense agencies.

One of the greatest distinctions between public and private bureaucracies lies in the merit system. Paul Van Riper makes an interesting assertion in his book, History of the United States Civil Service:

In theory, regularized and objective criteria rather than caprice and personal favor govern the selection, retention, and promotion of civil service employees, while careers in the business world are shaped by a complex of factors among which favoritism and nepotism may play a significant role. If there really exists such a difference in the character of these two bureaucracies,

Table 2

Achievement, Affiliation and Power Motivation Scores by Sector and by Role for
A Sample of Business and Federal Government Middle Managers

Occupational Roles	Cell Govt	Size Bus.	Achievement			Affiliation			Power		
			Govt	Bus.	Avg. for Role	Govt	Bus.	Avg. for Role	Govt	Bus.	Avg. for Role
Sales and Public Contact	8	21	6.00	7.467	6.738	14.71	18.79	16.75	19.42	16.72	18.07
General Management	33	30	8.758	5.233	6.995	17.90	20.02	18.96	15.41	14.33	14.87
Budget and Personnel	53	15	6.019	5.333	5.676	16.94	17.49	17.22	14.92	15.15	15.03
Science and Research Engineering	23	8	7.783	3.875	5.872	15.73	16.61	16.17	16.97	18.60	17.79
Production Engineering	30	26	7.00	5.385	6.193	15.91	22.74	19.33	15.18	15.18	15.18
Average for Each Sector			7.112	5.460		16.24	19.13		16.38	16.00	

McClelland (1965, p. 44)

then a prima facie case could be made for finding a higher level of achievement motivation in one and a higher level of affiliation motivation in the other. . . . (Riper, 1958, p. 279)

This supports McClelland's findings. The fundamental difference in character between business and government is the presence of the profit motive in business and the absence of it in government. In his study of bureaucrats, James Guyot notes:

It would be difficult to define what meaning profit carries with any but the very top level employees of many of today's large scale, complex business organizations. Probably the closest approximation to "profits" as an operative incentive would be a sense of identification with the organization and its successes which may be measured in terms of growth in size, developing and maintaining a reputation for craftsmanship and service, or technical leadership within its field, as well as high rate of profits.

Similarly, a government employee may measure the success of his particular agency in both concrete and more abstract ways-- the launching of an earth satellite, the fair distribution of welfare benefits, or a high rate of returns in the collection of income tax. (Guyot, 1976, p. 195)

If we assume that businessmen are fundamentally more concerned with making money for themselves and perhaps others, since they do bring in more money than do individuals in government agencies, this is not enough reason to qualify them as followers of the "Protestant Ethic." As Weber points out, "the ideal type of capitalistic entrepreneur gets nothing out of his wealth for himself, except the irrational sense of

having done his job well" (McClelland, 1965, p. 43). Experimental studies with the achievement motive indicate that money is an effective stimulus for people high in the motive only when it is perceived as a measure of success. A survey of the occupational values of college students distinguished the pursuit of money quite strongly from those values logically associated with the achievement motive--creativity, originality, and the opportunity to use special abilities and aptitudes. Furthermore, the study found that "money and security which have traditionally been considered polar opposites as occupational values are on the contrary psychologically close together" (p. 43).

Career Mobility and Motivation Among Registered Nurses

With this background of information related to need achievement studies and differences between public and private sector employees, we can now turn to an examination of registered nurses in a private non-profit hospital organization and in a private investor-owned (for profit) hospital organization. Registered nurses were selected as a group which could be easily studied because of uniformity of responsibility and job position. Differences in need achievement and motivation could therefore be determined in RNs working at non-profit hospitals and those employed by

investor-owned corporations.

With the introduction of private, for-profit hospitals, there have been changes in managerial strategies which have had an impact on registered nurses, who find themselves with new available options. Private ownership of hospitals has created opportunities that were previously unavailable to RNs. One of the largest chains of institutional investors in hospitals, the Hospital Corporation of America (HCA), does all of its own internal development of managerial talent. If a nurse is interested in being promoted into management, HCA has a managerial program available to her. This type of service is less prevalent in individual non-profit hospitals where upward mobility from nurse to manager is unlikely or at least not as easily obtained by a qualified candidate (Kramer, 1974, p. 64). Assuming that a nurse reaches the management level of the non-profit hospital in which she is working, her opportunities for promotion from that position are limited in most cases. In contrast, in a chain such as the HCA, his/her manager would have the option of being promoted to a position within one of the 416 HCA-owned hospitals. This greatly increases the opportunities for self-advancement and fulfillment that are more readily

available through large, privately-owned hospital chains. Because of this, a candidate who is interested in rising high above the position at which he or she entered would find a greater attraction toward a for-profit institution such as the HCA. In contrast, many non-profit hospitals generally look outside their own institutions for top management talent. This practice of searching the market can cause morale problems among other employees who were hoping that the opportunities might have been made available to them. One might therefore conclude that because of the greater opportunities available to registered nurses at a for-profit institution, for-profit hospitals might attract individuals with higher need for achievement. This idea could not, however, be substantiated by the current study.

As important as job mobility available to registered nurses is the level of compensation they can expect. A problem area for nurses is that their salaries have been limited. For instance, nurses who have been working for 10 or 15 years on a job are not drawing a much larger salary than those who have just started. The system is lacking a built-in reward for seniority. Many hospitals, however, have begun to address the flat salary curve by designing career ladders. These systems require performance evaluation and assessment and

willingness to breach seniority, if necessary, to reward leadership and demonstrated clinical ability (Haimann, p. 196).

The development of career ladders and for-profit hospital ownership could have several effects on need achievement motivation. First, it might encourage nurses with higher levels of need achievement to work harder in order to attain higher and more stimulating jobs with more pay. In addition, it may attract individuals with higher need achievement levels to the nursing profession. The hospital industry has undergone many changes in the past five to six years, principally the tremendous increase of the private sector into ownership and management of hospitals. As this trend continues, changes related to career mobility and job motivation will have to keep pace. Need achievement among registered nurses will therefore become an increasingly important area for study.

Differences in Purpose Between Non-Profit and For Profit Hospitals

Having examined the question of need achievement as it might relate to registered nurses in different kinds of hospitals (for profit and non-profit), it is important to also look at the philosophies of the kinds of institutions the subjects of this study work for.

One would expect that the purpose or mission of a hospital should, on some level, affect the attitudes, and in turn the motivation, of the employees working at that hospital. Obviously, the investor-owned hospital is more concerned with profits than is the non-profit facility. By definition, the for profit hospital is concerned with making money, along with providing health care, of course. Beyond this, the sample mission statements from each type of hospital reveal their objectives not only from a business standpoint, but also from a philosophical one, stating the ethical and social responsibilities the organization embraces. Some of the employees of these institutions can be expected to embrace similar concepts, choosing to work at a certain hospital for this reason.

The following mission statement from St. Joseph's Health Center reflects the religious influence found in most non-profit hospitals operated by religious societies:

St. Joseph Health Center Mission Statement

St. Joseph Health Center is a voluntary, not-for-profit Catholic institution founded by the Sisters of Saint Mary as an extension of Christ's healing ministry. It is dedicated to meeting the spiritual, physical and emotional needs of the individual. St. Joseph provides personalized care by assisting individuals to achieve, maintain, and improve their health and by administering supportive care to the terminally ill.

As a regional health center, St. Joseph provides a comprehensive range of inpatient and outpatient health care services. These include medical, surgical, obstetrical, gynecological, pediatric, adolescent, oncological, psychiatric, neurosurgical, critical care, emergency care, rehabilitation programs, social services, ambulatory care, testing and health education programs. St. Joseph has established a referral system with area health institutions to provide service for patients requiring major burn care, child psychiatry, cardiac surgery, and radiation therapy.

Programs and services are continually evaluated and improved to meet new challenges and demands in the health care delivery system. St. Joseph cooperates with the region's physicians, agencies and institutions in evaluating health care needs of the communities served and promotes excellence in meeting these needs. (St. Joseph's Hospital Policy Manual)

The Hospital Corporation of America, owner of many for profit hospitals and facilities, has a much different mission statement:

Hospital Corporation of America

Our Mission

- * To attain international leadership in the health care field.
- * To provide excellence in health care.
- * To improve the standards of health care in communities in which we operate.
- * To provide superior facilities and needed services to enable physicians to best serve the needs of their patients.
- * To generate measurable benefits for: THE COMPANY, THE MEDICAL STAFF, THE EMPLOYEE, THE INVESTOR, and, most important, THE PATIENT.

Goals

1. To demonstrate that the free enterprise system can provide a high quality of health care at a reasonable cost.
2. To achieve international leadership and to maintain a reputation for excellence in the health care field.

3. To develop an organizational climate of productivity that provides each individual the opportunity to make an increasingly significant contribution to the organization with appropriate rewards.
4. To maintain a position of trust, confidence, respect and compassion to our patients, employees, and the communities we serve.
5. To further develop a flexible, responsive, professional organization capable of meeting the needs of an realizing the opportunities within the health care field.
6. To develop sufficient profit to support the growth of the company and compensate investors for their risk and use of their money.
7. To maintain a strong, viable financial position which will continue to deserve the respect of and give confidence to the financial and investment communities.
8. To continually examine the health care industry for appropriate opportunities for growth, growing according to definitive plans based upon pragmatic research.
9. To attract to HCA intelligent, enthusiastic, loyal, trustworthy employees who can identify closely with HCA's philosophy and goals, and be capable of making a significant contribution to the achievement of HCA objectives.
10. To provide a climate, facilities and services in which physicians can practice medicine in a manner which contributes to superior health care.

Philosophy

We believe the following principles to be true and timeless:

1. We will continue to develop an organization that will deliver quality health care at a reasonable cost in accordance with each community's needs while generating a reasonable return on investment.
2. We attribute our success to, and recognize that our future success is dependent upon, developing and utilizing our greatest asset-- people.
3. We have great confidence in our employees and will relate to and build upon their strengths.
4. We will maintain a compensation policy which closely relates performance and rewards.

5. We will make sure that employees clearly understand their duties and responsibilities and their authority to discharge them.
6. We are committed to an effective communication system that will provide appropriate and timely interchange of information.
7. We believe in decentralized management whereby professional leadership will provide a climate of high expectation, trust and integrity.
8. Management will be encouraged to work with physicians to effectively deliver health care without conflict of interest.
9. We are committed to participate in personal and corporate activities benefiting the community, state and nation.
10. We are committed to a thorough and thoughtful planning process which will guide the destiny of HCA.
11. We will maintain a strong, viable financial position which will continue to deserve the respect of and give confidence to the financial and investment communities.
12. We are committed to conducting our business with integrity and rendering our services always on a high, ethical level. (Hospital Corporation of America Policy Manual, St. Peters Hospital)

By comparing the mission statements of HCA to St. Joseph's Health Center, several differences can be seen. The HCA mission statement includes a list of business objectives, using phrases such as "return on investment," "productivity," "viable financial position," and "international leadership." HCA is clearly interested in making money, and its mission statement implies that they want to hire employees who are interested in carrying out HCA's goals (see point 9 of Goals). The corporate emphasis of the HCA statement is lacking in the mission statement of St. Joseph's. This emphasis of this non-profit institution is indi-

cated by phrases such as "Christ's healing ministry," "spiritual and emotional needs," and "personalized care"; these are concepts missing in HCA's statement. This is not to say that some of St. Joseph's goals cannot be found in HCA, or vice versa. The emphasis of the two organizations, however, clearly leads in two different directions. One would expect that at least some of the registered nurses at each institution chose to work at that type of hospital over the other because of the institution's goals and philosophical orientation. Selection of employer may similarly relate to how the hospital's goals fulfill the needs of a particular nurse.

Integrating all of the preceding information regarding need achievement, its relationship to the workplace and motivation, and differences between public and private sector workers and profit and non-profit hospitals, this researcher set out to measure the need achievement of registered nurses employed by profit and non-profit hospitals. The purpose of this study was to determine whether differences in need for achievement existed between RNs working for non-profit facilities and those employed by investor-owned institutions.

Method

In an effort to determine levels of need achievement among registered nurses employed by for profit and non-profit hospitals, the Thematic Aperception Test was selected as the test measure. The TAT is the best tool available for studying subjective concepts such as need for achievement because it draws on the imagination or fantasy images of the subjects being studied. It can also be scored by a standardized method which allows statistical results to be elicited from the test.

Subjects

To recruit subjects for this study, the researcher visited several hospitals and received permission from nursing directors to administer the test. Out of the 300 tests distributed, 60 were returned for analysis. The researcher ended up with three groups, each consisting of 20 subjects, for study. The subjects in two groups were recruited from different hospital settings and contained female registered nurses. One group of 20 subjects came from the private investor-owned hospitals of St. Peters Hospital,

St. Peters, Missouri (owned by Hospital Corporation of America), and Humana Hospital, Springfield, Illinois (owned by Humana Corporation). Another group of 20 RNs came from the non-profit health care facilities of Central Medical Center, St. Louis, Missouri, St. Joseph's Health Center, St. Charles, Missouri, and Minnesota General Hospital (affiliated with the University of Minnesota), Minneapolis, Minnesota. The control group, also consisting of 20 subjects, was made up of a random sample of the population at large; this group contained no RNs. Because the TAT requires some time to take, subjects were given small monetary compensation for their efforts.

Apparatus and Materials

The Thematic Aperception Test was given to each subject. Copies of the four pictures selected for this study are contained in Appendix A. The subjects were asked to take the pictures home and respond to them with approximately 300 words per picture. They were also asked to complete the task in not more than ten minutes per picture. When the subjects' responses were completed, the researcher picked up the test results at the respective hospitals and from control group subjects.

Scoring

Dr. James Powers, a clinical psychologist with the Professional Mental Health Institute, evaluated the results. Dr. Powers has used the Thematic Aperception Test extensively with his patients and is therefore experienced with its scoring. His job was to find statements in the subjects' responses to the pictures that matched the achievement imagery standards developed to determine levels of need achievement. For the sake of consistency, he used the standards formulated by McClelland in his Scoring Manual for the Achievement Motive. According to McClelland, achievement imagery contains a standard of achievement goal, that is, evidence of success in competition with some standard of excellence (1961, p. 36). McClelland defines achievement imagery as follows:

The goal of individuals in the story is to be successful in terms of competition with some standard of excellence. The individual may fail to achieve this goal, but the concern over competition with a standard of excellence still enables one to identify the goal sought as an achievement goal. Competition with a standard of excellence is perhaps most clear when one of the characters is engaged in competitive activity where winning or doing well or better than someone else is the primary concern. Often, competition with a standard of excellence is evident in the concern of one of the characters with how well a particular task is being done, regardless of how well someone else is doing. (p. 36)

In other words, need achievement imagery would be present in a subject's response to one of the TAT pictures if the story or description written in response showed struggle or conflict. The outcome of this struggle is not important; what matters is that an attempt is made to overcome the dilemma. If characters are shown to strive to overcome, then need achievement imagery is present.

Following the scoring of the Thematic Apperception Test, based on Mollenaar's standards, the need achievement imagery results were then evaluated by using a one-way analysis of variance. A summary of achievement imagery mean scores is presented in Table 3, below.

Table 3
Achievement Imagery Mean Scores

<u>Group</u>	<u>Mean</u>
Group I (Director-Owned Hospitals)	2.50
Group II (Non-Profit Hospitals)	2.75
Group III (Control)	3.15

Registered nurses working in the director-owned, for-profit hospitals had an achievement imagery mean score of 2.50. Those employed by non-profit hospitals had a mean score of 2.75. The mean score of the control group was 3.15, the highest in terms of the presence of need achievement imagery.

An analysis of variance using the use of squares

Results

Following the scoring of the Thematic Aperception Test, based on McClelland's standards, the need achievement imagery results were then evaluated by using a one-way analysis of variance. A summary of achievement imagery mean scores is presented in Table 3, below.

Table 3
Achievement Imagery Mean Scores

<u>Group</u>	<u>Mean</u>
Group I (Investor-Owned Hospitals)	2.55
Group II (Non-Profit Hospitals)	2.50
Group III (Control)	3.15

Registered nurses working in the investor-owned, for profit hospitals had an achievement imagery mean score of 2.55. Those RNs employed by non-profit hospitals had a mean score of 2.50. The mean score of the control group was 3.15, the highest in terms of the presence of need achievement imagery.

An analysis of variance using the sum of squares

was then computed to determine whether significant statistical differences existed between the three groups. As can be seen in Table 4, no significant differences were found between Groups I, II, and III ($f=.99$, $df=2/57$, $p .05$).

Table 4
Achievement Imagery Analysis of Variance

Source of Variation	Sum of Squares	df	Mean Square	f
Between groups	5.23	2	2.61	.99
Within groups	150.50	57	2.63	
Total	155.73	59		

Based on this analysis, no differences in need achievement exist between registered nurses working for investor-owned (for profit) hospitals, RNs employed by non-profit hospitals, and the control group of randomly selected subjects.

Discussion

The hypothesis that registered nurses employed by private for profit institutions would have higher levels of need achievement than those working in private non-profit hospitals was rejected. No statistically significant differences existed between the three groups studied in this research project. Several variables might account for the lack of differences in need achievement motivation between the groups of registered nurses.

It is possible that registered nurses as a group do not have high levels of need achievement. It is also possible that RN's do not have higher goals or job promotion in mind; after all, they are deliverers of health care and are generally attracted to their profession because of humanitarian concerns and the desire to help people in need. One might speculate that if an individual had higher levels of need achievement, perhaps that person would enter a hospital in a management position and not as an RN. If individuals in management positions were tested, perhaps we would find different levels of need achieve-

ment between those working in for profit and non-profit institutions. Management was not tested because it would have been too difficult to find subjects who all had exactly the same management positions. However, with registered nurses there was uniformity in job position and responsibilities. This researcher has found no literature on this question that shows RN's having either higher or lower need achievement rankings than the population at large.

The geographical sampling of the subjects of this project could also have influenced the results. Both private for profit hospitals in the study were located in smaller townships with populations under 200,000. This could have limited the pool of high need achievement individuals. Unfortunately, no other private for profit hospitals were available for study in this geographical area.

A final variable that might have influenced the study involves the test design. The test required 40 minutes to complete and respondents had to write 300-word descriptions in response to each picture, a task that not everyone is willing to undertake. With this kind of time involvement, it is possible that high need achievement individuals would not see the

investment of time as being worthwhile or benefiting them on a personal basis. They may also not have had the time to invest in the study. But no other test was available because the Thematic Aperception Test is the only one that has been devised to measure need achievement specifically.

The area of need achievement is still open to a great amount of research, although much work has been done on need achievement in early childhood and in the young school years. There has also been quite a bit of research on need achievement and entrepreneurs. However, there has been a general lack of research regarding the effect that organizational structures have on need achievement. Perhaps this is because much research has been done in the area of management sciences that is simply not labeled need achievement. More investigation is necessary to determine what sorts of environments foster the greatest amount of need achievement. Also, time should be spent analyzing the effects of various interventions on the organization. For example, an excellent study could be done taking McClelland's system for teaching need achievement and using it as an intervention in an organization. Pre and post tests could be conducted in order to analyze the extent that need achievement

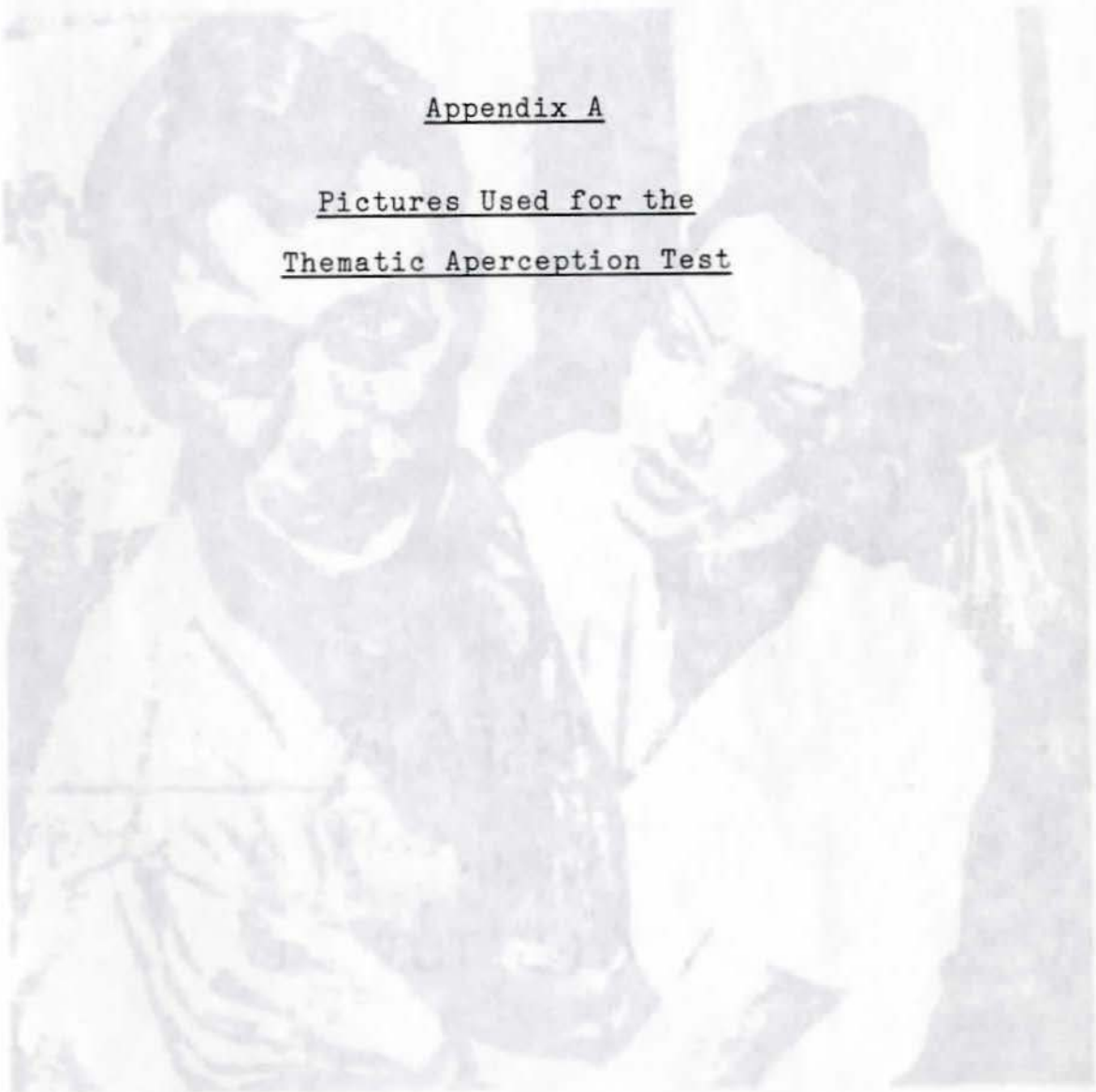
within the organization was influenced. Clearly, more investigative work needs to be done, and the subject of need achievement is deserving of such study because of the relationship between need achievement, motivation, productivity and goal orientation.

Previous investigations into the differences of need achievement in private for profit institutions versus non-profit institutions have either been inconclusive or shown up significant differences in levels of need achievement among employees. Yet there is a public perception that private for profit institutions attract higher achievers (Howell, 1977, p. 226). As with other studies, this research project rejected the hypothesis that employees of private for profit institutions would have higher levels of need achievement because no statistically significant differences were found in need achievement levels between registered nurses in private, investor-owned hospitals and those working in non-profit facilities. If the public perception of employees working in non-profit and for profit institutions is to be changed to more fully reflect reality, further studies similar to this one are needed.

Summary and Conclusions

Previous investigations into the differences of need achievement in private for profit institutions versus non-profit institutions have either been inconclusive or shown no significant differences in levels of need achievement among employees. Yet there is a public perception that private for profit institutions attract higher achievers (Nowlin, 1975, p. 226). As with other studies, this research project rejected the hypothesis that employees of private for profit institutions would have higher levels of need achievement because no statistically significant differences were found in need achievement levels between registered nurses in private, investor-owned hospitals and those working in non-profit facilities. If the public perception of employees working in non-profit and for profit institutions is to be changed to more fully reflect reality, further studies similar to this one are needed.

Illustration 1
Richard and Wife



Appendix A

Pictures Used for the
Thematic Aperception Test

Illustration 1

Husband and Wife



Illustration 2

Boy and Violin



Illustration 3

Father and Son



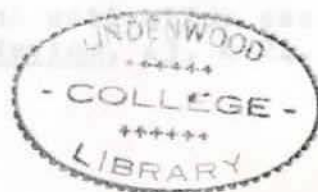
Illustration 4

Girl and Baby



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