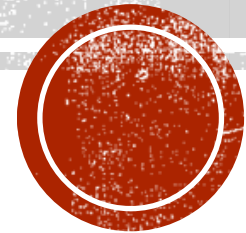


MOTIVATIONAL FIT: THE KEY OF HIRING AND RETAINING STAFF?

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STAFFING CHALLENGES

- **Recruitment issues**
- **Retention issues**
- **Effective staff correlated with strong youth outcomes**



HOW DO WE TRY TO INCREASE RECRUITMENT AND RETENTION AS WELL AS STAFF EFFECTIVENESS?

- Look at motivation
- Participants take the MNQ (Manifest Needs Questionnaire)




MNQ
Instructions:

Below are listed twenty statements that describe various things people do or try to do on the job. Each statement is followed by a set of numbers that indicate the relative frequency with which the statement describes individual behavior. Beside each statement, please circle the number that most accurately describes the frequency of your own actions.

	Never	Almost Never	Seldom	Sometimes	Usually	Almost Always	Always
1. I do my best work when my job assignments are <u>fairly difficult</u>	1	2	3	4	5	6	7
2. When I have a choice, I try to work in a group rather than by myself	1	2	3	4	5	6	7
3. In my work assignments, I try to be my own boss	1	2	3	4	5	6	7
4. I seek an active role in the leadership of a group	1	2	3	4	5	6	7
5. I pay a good deal of attention to the feelings of others at work	1	2	3	4	5	6	7
6. I go my own way at work, regardless of the opinions of the others	1	2	3	4	5	6	7
7. I try to influence those around me to see things my way	1	2	3	4	5	6	7
8. I try hard to improve on my past performance at work	1	2	3	4	5	6	7
9. I tend to disregard rules and regulations that hamper my personal freedom	1	2	3	4	5	6	7
10. I find myself organizing and directing the activities of others	1	2	3	4	5	6	7
11. I take moderate risks and stick my neck out to get ahead at work	1	2	3	4	5	6	7
12. I prefer to work interactively with others, rather than alone	1	2	3	4	5	6	7
13. I strive to gain more control over events around me at work	1	2	3	4	5	6	7
14. I tend to seek out added responsibilities on my job	1	2	3	4	5	6	7
15. I try to be agreeable with my co-workers as a matter of course	1	2	3	4	5	6	7
16. I generally consider myself a 'loner' at work	1	2	3	4	5	6	7
17. I try to perform better than my co-workers	1	2	3	4	5	6	7
18. I find myself talking to those around me about non-business matters	1	2	3	4	5	6	7
19. I try my best to work independently on a job	1	2	3	4	5	6	7
20. I prefer to be 'in command' when I am working with others	1	2	3	4	5	6	7



Transfer your scores from the questionnaire items to the appropriate spaces below. Then add each column of figures to arrive at your total scores.

Post and add scores from items:

1. ___	2. ___	3. ___	4. ___
8. ___	5. ___	6. ___	7. ___
11. ___	12. ___	9. ___	10. ___
14. ___	15. ___	16. ___	13. ___
17. ___	18. ___	19. ___	20. ___

Totals:

Achievement ___ *Affiliation* ___ *Autonomy* ___ *Dominance* ___



MOTIVATION

- From Needs Theory (McClelland)
 - Need for achievement - a person motivated by this need prefer work in which the results are based on their effort rather than on anything else, and prefer to receive feedback on their work (tasks are moderately difficulty)
 - Need for affiliation- a person motivated by this need favors collaboration over competition and does not like situations with high risk or high uncertainty.
 - Need of power (dominance)- a person motivated by this need enjoys status recognition, winning arguments, competition and influencing others (socialized power or dominance)
 - Need for autonomy (added) - a person motivated by this need relies on their own decision-making and their own free will



MANIFEST NEEDS QUESTIONNAIRE

- Developed by Steers and Braunstien from McClelland's work; 20 item inventory
- Scoring and interpretation (high, medium, low)
- Studies using the MNQ
 - Management executives
 - Dominance (or socialized power) was top motivation overall
 - Associated with career satisfaction, leader self confidence
 - Achievement as top motivator in hierarchical organizations
 - Associated with career satisfaction, organizational commitment
 - Affiliation
 - Associated with attendance
 - Autonomy
 - Negatively associated with career satisfaction, organizational commitment



MNQ STUDY DONE AT CHC

- Residential Care Professionals (RCPs) [n=99]
- Cottage Coordinators [n=10]
- Research Questions
 1. What are the motivational patterns for staff?
 2. What are the motivational staffing patterns by performance and turnover?
 3. What is the interrelationship between performance, turnover and MNQ motivational needs?



MNQ STUDY'S RESULTS

▪ RQ1:

Cottage coordinators	RCPs
<ol style="list-style-type: none">1. Achievement (high),2. Affiliation/power3. Autonomy	<ol style="list-style-type: none">1. Affiliation2. Achievement/power3. Autonomy

Significant difference in cottage coordinator and RCPs for autonomy (cottage coordinators had more) and affiliation (RCPs had more)



MNQ RESULTS CONTINUED

- RQ 2:
 - 60% of high performers were in their 1st year
 - High turnover
 - 40% of high performers were employed 3+ years
 - Low turnover
 - High performers generally were 'balanced' in their motivations needs with high affiliation and achievement motivational needs and medium autonomy and power needs
 - Emerging CHC motivational 'profile'



MNQ RESULTS CONTINUED

- RQ3:
 - Underperforming new hires vs. higher performing experienced staff
 - underperforming new hires were significantly lower in autonomy and power



IDEAL BALANCE ?

- Can we influence it?
- Can we coach to it?
- Strategic scheduling?



APPLICATIONS

- With each motivational need
- Coaching/ Leading/Managing
 - Actions to take
 - Actions to avoid
 - Modifying the environment
 - [Desktop\Manifest Needs Interpretation.pdf](#)



APPLICATIONS / LESSONS LEARNED

- Building a team
 - Practical strategies
- Balancing
 - Practical strategies
- Modeling
 - Practical strategies

