complicates the analysis of behavior People are seldom motivated by just one thing—many forces operate at any single moment For example at lunch time, one may eat because he is in need of food, or just because it is the usual time However, an individual might delay his lunch thirty minutes so that he can join several friends and have lunch with them Thus, he combines the satisfaction of his need to belong and to eat

In another case an employee could desire recognition from his fellow workers and so might engage in practical jokes At the same time, he may be seeking recognition from his foreman by working hard on the safety committee The need is the same but the means of satisfaction are in direct conflict

This is multiple motivation It would be to the safety director's advantage, in the second case, to recognize what the need is that the worker is trying to satisfy, and find ways to channel the behavior so he can achieve recognition from fellow employees and the foreman Caution must be emphasized repeatedly in approaching this problem of behavior analysis Behavior analysis is challenging, and is important to a successful safety program

Hierarchical motivation means simply that some needs take a higher priority—there is a hierarchy of motivational factors It has been pointed out that the psychosocial needs take precedence over the biological ones when the latter are relatively well satisfied This is but one aspect of the hierarchy of needs concept

The safety professional who plans carefully and takes each detail of his program to his boss for approval may be exhibiting an overwhelming desire for achievement and recognition, a desire much stronger than his need for affection This is true particularly if he forgets his human relations skills in dealing with workers He may be so impressed with his own personal achievements, and perhaps the recognition given for them, that he forces plans upon workers which they would not accept from free choice

Another example is the worker who considers recognition as the major need that he must satisfy This individual perhaps would go all out to become a strong militant leader of the union if he were to lose a promotion in the company The safety director may himself be in conflict with this individual who may not care about the safety director's disapproval and instead values the affection and recognition of his fellow workers This hierarchy changes over the years

What is desired more early in life may assume less importance later The need for achievement and recognition perhaps is greatest in youth, thus giving a drive toward accomplishment Later in life, perhaps, the warm affection of friends or the security of belonging to groups may assume major importance if one has already had recognition for past work

Conflicting motives constitute another major problem in motivation—needs themselves can be in conflict with one another Seeking affection could lead to behavior which might be different with fellow workers than with supervisors It may be necessary to determine which source of affection is the more important before doing anything

People can internalize these problems to such a degree that the resultant physical stress, worry, anxious periods, or even behavior is completely inconsistent with that expected of them normally For example, a young man who is assistant safety director in a given company may strongly desire to become the safety director and yet at the same time be fearful of the duties, the responsibilities, and obligations of the job The promotion would mean more prestige, more money —in all, a better way of life Here then is a serious conflict The young man's answer will depend greatly on his background experiences One of the things he might do would be to quit his job and seek employment elsewhere He might, on the other hand, seek training to better qualify for the position These are but two of the many choices available

The same applies to the worker on the line He may strongly desire the approval of his supervisor and at the same time desire to remain an accepted member of his work group If the work group makes fun of or minimizes the importance of the safety program, this worker now is in conflict He may follow the group or he may seek the approval of the management He may do one or the other, or he may do something entirely inconsistent with either