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IDENTIFICATION OF KEY MOTIVATIONAL FACTORS; AN IMPLEMENTATION OF MASLOW'S HIERARCHY OF NEEDS IN PAKISTANI ORGANIZATIONS

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ABSTRACT

Motivation is vital for individuals to boost their moral satisfaction and performance level at workplace. This study aims to identify the key moving factors related to work environment using Maslow's Hierarchy of Needs pyramid and seek motivational factors those influence an employee to excel. The purpose of this paper is to seek implementation of hierarchy of needs theory in Pakistani organizations to identify levels of satisfaction of Pakistani employees. The study explored the efficacy of five-stage humanist model of Maslow's Hierarchy of Needs to predict current and future state of human need system in developing countries environment such as Pakistan. Maslow's motivation theory offers profound implications for society to develop self-actualized individuals. To Maslow, both intrinsic and extrinsic motivation factors contribute to motivate employees to excel in performance and improve their professional behavior. There is a great scope of development in Maslow's theory as the concepts are constantly changing to conduct research studies on positive psychology of employees in different parts of world. This theoretic research study is limited to Abraham Maslow's Hierarchy of Needs motivational model and two motivational theories IM & EM. The study has far reaching implications for future exploration in human needs and social psychology. Diagnosing the needs and expectations of employees has been less researched area in Pakistani organizations. This study is unique to find key motivational factors those prop up employees to generate remarkable performance output.

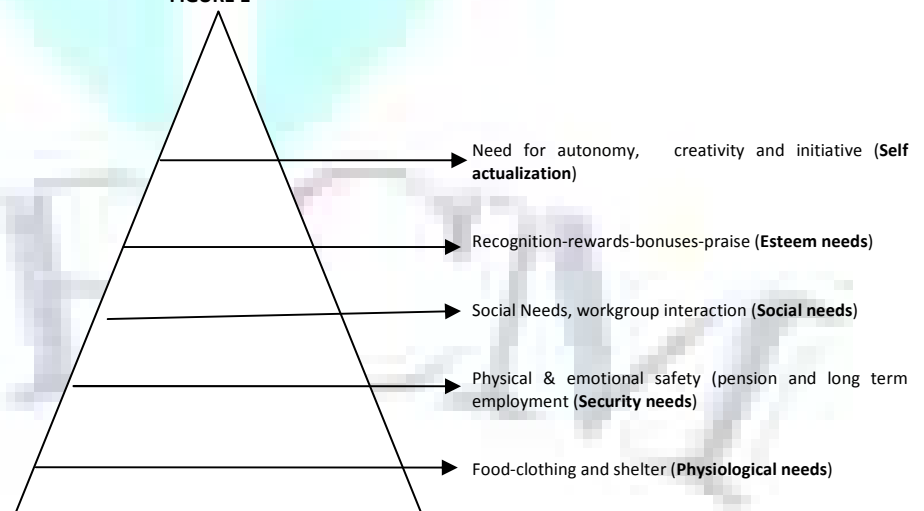
KEYWORDS

Maslow, motivation, employee needs, satisfaction, performance output.

INTRODUCTION

Human nature is complex. His needs are interchangeable from culture to culture. If he does not find a way to satiate one need, he drifts towards the other (Douglas McGregor, 1960). Human need system is problematic throughout the world organizations (Kae H.Chung,1969). This is a common issue of humanity. Understanding employees' needs is a key ingredient of people management. A need structure comes into being as a result thereof and incentives are applied to utilize employees' productive energy on the basis of need system. It is a multifaceted phenomenon. If this need structure is run with its fullest operational input, future needs can be predicted (Kae H.Chung,1969). Main objective of conducting current research study is to examine the current state of human need system in developing societies and predict the future state. Eminent American psychologist Abraham Maslow presented the hierarchy of needs theory. To this theory, humans have a series of ascending needs. Whilst they remain unsatisfied they act as motivators, one satisfied; the higher need comes into play.

FIGURE 1



FIRST VERSION OF MASLOW'S HIERARCHY OF NEEDS PYRAMID (1943, 1954)

The needs he identified are: Basic needs are **Physiological needs** these are concerned with survival and health and the need for food, sleep, shelter and sex. **Security needs** include physical safety and emotional and economic security. **Social needs** are liking and belonging needs pertaining to a group with whom we live and work. **Esteem needs** include recognition, rewards, bonuses and praise Recognition needs arise when one has made a contribution and he needs acknowledgement and praise for his achievements. **Self actualization** needs pertain to the emphasis on the autonomy, importance of freedom and individual self control. It includes achievements, innovation, risk taking, change and learning.

ANNOTATIONS ON MASLOW'S HIERARCHY OF NEEDS

The Maslow model portrays a picture of human needs relating to recognition, gratification and deprivation. It deals with different categories of human needs. Question is whether the model under study has universality and has the ability to operationalize in different cultural and national context. Various empirical and theoretical research studies added new levels in this hierarchy and advanced the discussion and on cultural relativity and universalism. The directionality of this model implied its affectivity and validity throughout the model. Various researchers have offered modification in need hierarchy theory and restructured the need categories according to demands of different human societies and organizations but they have not declined the inner concepts proposed by Maslow but support the concept of self-actualization (to provide a conducive workplace environment that enables employees to fulfill their own unique potential and self credence (self-actualization), the existence of lower and higher needs and gratification-deprivation as motivators of human behavior.

THE POSITIVE THEORY OF HUMAN MOTIVATION

Maslow (1943, 1954,1970) proposed a positive theory of human motivation based on his studies of successful people including his own mentors. Maslow rejected the previous studies based on dysfunctional and unsuccessful people. He criticized traditional psychological methods of developing theories based on studies of deviant people, and he developed a theory of behavior motivation based on the concept of self-actualization. Prior to Maslow's ground breaking work in the area of motivation, social scientists generally focused on distinct factors as biology, achievement, or power to explain and attempt to predict human behavior and its primary motivations (Huitt, 2001).

The need categories proposed by Maslow are the reflection of the development of his thought. His childhood and adulthood are explored with regard to physiological, safety, love and self-actualization needs. This analysis focuses on Maslow's frustration in the four basic needs during his childhood, in contrast to his adult life when his needs seem to have been well satisfied. Maslow was able to engage in self-actualization goals and behaviors in adulthood because his basic needs were satiated and these were no longer the primary motivators for his behavior. This particular life course trajectory fits well with the model that Maslow proposed, which is clearly not coincidental: Maslow's phenomenological experiences contributed to his theoretical creations, and his own theories have profound salience in the contextualization of Maslow's personal development. Sumrow (2003) regarded Maslow's theory motivating and practical in the organization. On the basis of it, need hierarchy of employees of an organization can be determined. To his findings, there is a need to establish a motivating work atmosphere that would fetch satisfaction to employees and fulfill the higher needs. He stresses upon the managers and his team members to employ Maslow's theory principles to identify personnel needs relating to a specific organizational environment.

AMENDMENT IN MASLOW'S HIERARCHY OF NEEDS MODEL

A research study offered a rectified version of Maslow's Hierarchy of Needs. The study started from the earliest version of Maslow's Hierarchy of Needs. This version had five motivational levels. In 2nd version, he added self transcendence as the six motivational levels in Hierarchy of Needs pyramid.

| Motivation levels | Description of persons at this level |
|--------------------------------|---|
| Self-transcendence | Seeks to further a cause beyond the self and to experience a communion beyond the boundaries of the self through peak experience. |
| Self-actualization | Seeks fulfillment of personal potential. |
| Esteem needs | Seeks esteem through recognition or achievement. |
| Belongingness and love needs | Seeks affiliation with a group. |
| Safety needs | Seeks security through order and law. |
| Physiological (survival) needs | Seeks to obtain the basic necessities of life. |

(Koltko-Rivera, M.E. 1998)

The study of above table helps to disseminate the spirit of Maslow's thought which one of the core objectives of this study is.

ANNOTATIONS ON MASLOW'S EXPANSION OF THOUGHT FROM ORIGINAL TEXT

In 60's, Maslow enhanced his previous stance when he found a relationship between self actualization and self transcendence. Self actualization he found an unaccomplished fact so does not represent human need functioning mechanism (Maslow, A. H., 1969a). At one stage Maslow remarked that

"I told him i.e., Murray of my new discovery of the difference between Eisenhower-Truman SA and the health-beyond-health of the B-person. The B-person may be more symptom-loaded and have more value pathology² than the symptom-free "healthies." Maybe one is symptom-free only by virtue of not knowing or caring about the B-realm, never having experienced the B-realm in the highest peaks (now that must be changed also; must separate Eisenhower-Truman-type peaks from those with full cognition of the B-realm). Having value-pathology symptoms is "higher" (& B-healthier?) than being symptom-free. One can get fixated at Eisenhower-Truman SA level of health and non illness & then be perfectly content, happy, without even being aware of the B-realm in an experiential way. . . . If one tries to transcend healthy SA of the Eisenhower-Truman level, then troubles (of the highest type) begin. Value pathologies can be a very high achievement. And one can respect profoundly those in whom one can see—through the symptoms of frustrated idealism—the beautiful B-realm that they are reaching for and may therefore get to. The ones who are struggling & reaching upward really have a better prognosis than the ones who rest perfectly content at the SA level. (I've really been touting value pathology & singing its praises!) (Maslow, 1979, Vol. 2, pp. 798–799; first paragraph also in Maslow, 1982, p. 206)". The above text reveals that Maslow simply drew line between self actualized and healthy people. Prior to this, he did not experience this difference. He coined the term, "being cognition" which means mystical and above self experience thought. We call it "Sufism" in our mystic culture. The people whom Maslow regarded 'self actualized' are satisfied but within the continuum of this physical world whilst there is another class of B-cognized people who think beyond this and work selflessly for humanity and its welfare. From our national current history, names of Abdul Sattar Edie, Ansaar Burni like social workers bear nobility of international stature. From negative side, suicide bombers perceive the things in another way and display a spiritual ailment spirit termed by Maslow as "meta-pathologies". He later improved his thought and gave another term, "transpersonal" to such personalities who think beyond their self benefits (Koltko-Riyera, 1998). A researcher Stark comments that monotheistic religion has proved as a viable source of energy to make a desired progress in the field of social sciences (Stark, 2003). Maslow pointed out that various persons surpass the limit of self-actualization which is a leading motivation stage. These persons find a place in Maslow's revised hierarchy of motivation above self-actualization toward self-transcendence stage that needs strong motive. This shows that such persons attain mystical experiences above the normal human capacity and get to the stage of extraordinary humans who rise to serve the humanity beyond self (unpublished paper, "the good of other people (Maslow, 1996, p. 31). At one stage, he remarked that

"I have recently found it more and more useful to differentiate between two kinds for better degree of self-actualizing people, those who were clearly healthy, but with little or no experience of transcendence, and those in whom transcendent experiencing was important and even central. It is unfortunate that I can no long be theoretically neat at this level. I find no only self actualizing persons who transcend, but also non healthy people, non self-actualizers who have important transcendent experiences. It seems to me that I have found some degree of transcendence in many people other than self-actualizing ones (Maslow, 1969/1993)"

The above original excerpt from Maslow's "Theory Z paper" reveals that Maslow was not clear about the state of motivational levels between self-actualized and self-transcendence. This gives the future reader that this discussion on healthy and self actualized people will continue in future. Five needs pointed out by Maslow relate to unhealthy people. To fulfill these needs, healthy effort and psychological edge is required. He studied those who had attained self actualized motivational level and they impressed Maslow. Maslow experienced human main needs and desires those led him to build a Hierarchy of needs (Hoffman, 1999). There is a plenty of scope to bridge the gap between personality and social psychological theory, and religious and spiritual phenomena. Insertion of the

self-transcendence step in Maslow's motivational hierarchy narrows the bridge. It invited views from all over the world and has given new dimensions of human personality and life (Emmons, 1999).

MOTIVATION AND BEHAVIOR

Maslow's work was philosophical in nature. Several meanings could be derived from his work (Dye, K. Mills., et al, 2004). Maslow's work promoted to the school of social psychology. Later he presented his theory of motivation. The customary description of Maslow's hierarchy of Needs is persistent over the years (Mark E.Kollok Rivera, 2006). A study discovered that true version of Maslow's hierarchy of Needs had description of self-transcendence and opportunities for theory and research purpose. The addition in existing hierarchy addresses knotty socioeconomic issues, shared human thought and beliefs. In-depth study of Maslow's theory leads to new dimensions of mystical sublime of pragmatism (Michel, W. 1999).

There is a great challenge before a manager if he understands and accepts Maslow's theory is how to recognize what motivates his subordinates. The best guide is their behavior. He needs to persuade young employees to work seniors and instead of criticizing give them direct encouragement for high performance (Richard Branson, 2010). This kind of management support helps him to meet the self esteem needs and minimizes his inferiority complex, boosts employees' morale and confidence to serve as fulcrum of motivation.



Maslow, A. H. (1969a, "The Farther Reaches of Human Nature")

For the last six decades, this theory has been under immense analysis from different national contexts. Maslow researched that humans cannot remain dissatisfied from needs of pleasure or displeasure. His motivation lies in the achievement associated with his desired needs. One is hungry, bread will satisfy his need. The other one is in financial need; financial aid will satisfy his needs. Arrangement in a hierarchy from physiological, to safety, to social, to esteem, to self-actualization is undoubtedly an initiative that is workable. According to Maslow's theory, Human behavior find motivation through satisfaction or frustration of needs developed right from gaining maturity to physiological (physical), to safety, to social, to esteem, to self-actualization stages. Maslow presented his motivation thought using a psychobiography orientation in the context of ecological environment around him. Maslow uncovered secrets of human psychology and phenomenon of human needs development. About the two higher levels named as self-actualization and spiritual needs. These needs come from man's natural and intuitive pleasure to take advantage of their skills to develop into better and better. These needs are present in varying forms with individuals. Here Maslow states in his essay, "people who have reached a state of self-actualization often enter a state of transcendence, in which they become aware not only of their personal potential, but also of the full potential of the human species" (Maslow, A. H. (1969a, "The Farther Reaches of Human Nature"). In the hierarchy of needs, the higher spiritual needs are at the top (Maslow, 1971). The higher need stays on the lower need. Maslow discovered a hierarchy of higher and lower values more close to inbuilt human nature in ladder steps from lower to higher needs (Maslow, 1968). Maslow gave special focus on self-actualization need of humans. According to Maslow, humans strive for health, identification, autonomy and desire for excellence.

SPIRITUAL NEEDS

Word "Spiritual" refers to "the experience of being related to or in touch with an "other" that transcends one's individual sense of self and gives meaning to one's life at a deeper than intellectual level" (Jaffe, L.W. 1990). It has complex and in depth gamut of human internal experiences with great objectivity. From an external lens, this phenomena may seem subjective. In a spiritual trance, an individual experiences one's self and happens to think beyond 'self'. It is difficult to give an objective term to this experience "other" from religious glossary of terms. By tradition spirit and soul are considered mystical and supernatural. Maslow, (1974) views spiritual phenomena in psychological terms for open discourse among intellectuals. A research indicated that all humans have inborn processes of behavior, emotion and imagination. As people interact the other people, these natural processes give meaning to this interactions. These are the "other" that people encounter in spiritual experiences. People experience in depth knowledge and understanding and communication about 'self' spiritual feelings and get good judgment of society but they should not be little other outlook (Jaffe, L.W. 1990)

DIMENSIONS OF MOTIVATION IN ORGANIZATIONS

Term motivation reflects both the physical and psychological side of human actions and a peculiar behavior of one individual towards the other. In this backdrop, motivation is a vibrant course of action that needs a balance between communication channels, structure and rewards system of organizations (J.D. Chiffre and J. Teboul, 1990). To motivate employees is not an easy task for managers. Many find it hard to implement. People want motivation from an organization. Managers are required to gear up themselves and the others to get and sustain an optimum level of performance (Lupuleac S., 2009). In our developing country, analysis of need hierarchy generates needs and expectation through assurance of a certain income, job safety, public relations and sense of esteem, self actualized approach, fulfillment of spiritual needs, .intrinsic and extrinsic motivation make up organizational behavior of an organization. (Nicolescu O., Verboncu I., 2002).

INTRINSIC MOTIVATION (IM)

In case of intrinsic motivation, a worker gets reward directly in lieu of task performed by him. Performance of duties by showing interest and competence grants him sense of achievement and accomplishments are intrinsic form of motivational factors(Nicolescu O., Verboncu I., 2002).

EXTRINSIC MOTIVATION (EM)

This kind of motivation generates from concrete and meaningful rewards including external conditions relating to job and its environment(Nicolescu O., Verboncu I., 2002). A study identified that above average salary, attractive internal promotion system, training opportunities, fair looking rewards and incentive

system within the organization and yearly bonuses were found significant factors motivating employees in the organization (Sumrow,2003). Public organizations of Pakistan do not exhibit these factors within their domain which results in low level of job satisfaction and un-fulfillment of higher need propounded by Maslow.

OUTCOME OF LITERATURE REVIEW

Maslow's theory is interesting and still valid. It was created in the context of US culture and middle class background. It focuses on human needs and motivation to attain these needs for internal satisfaction of human beings. The motivation process is indispensable to attain high performance and realize organizational targets. Motivation is like a soul to generate employee's efficiency and ultimately organizational performance. IM is seen as a state of psychological rewards that arises on completion of a task by a worker. It is purely internal as compared to EM whose indicators are pay, promotion, job benefits, working conditions, job security and management support (Nicolescu O., Verboncu I., 2002). In essence, motivation is the building block of producing things.

CONCLUSION

The Maslow theory identifies healthy and self actualized people using hierarchy of needs pyramid leading to employee fulfillment of needs and satisfaction. Pakistan job market needs to develop self actualized people to attaining high performance. This theoretic study concludes that IM & EM are key moving factors those need to be researched through empirical evidence in Pakistani organizational culture. Maslow's theory should be seen in the context of developing countries environment where employees' needs remain unfulfilled. This deficiency in un-fulfillment of needs leads to develop different strata and classes in society. A sense of fulfillment and deprivation co-exist in human society. There is a need to understand the fulfillment of needs and expectations of employees. This gap was detected that needs to be addressed through empirical research. Future research may uncover new dimensions of human psychology and social behavior. Literature review leads us to conclude that role of monotheistic religion i.e. Islam may assume high importance in future. We being followers of monotheistic religion are expected to be more dynamic in thought and action. Our managers must focus needs of our employees and build our indigenous human need system. Using this system, we will be able to differentiate between high and low esteemed, self-actualized and self transcendent personalities to exhibit remarkable performance at our workplace. This is a noteworthy fact that Maslow was not believer and he developed his value system in US cultural context. Humans have infinite capacity to learn but finite capacity to hold the data at one time. One can get more and more new knowledge through intuition. Intuition is a great gift of Almighty without which Maslow was not able to formulate human need hierarchy. Fulfillment of spiritual need at workplace will reward the employee with a great power of intuition to serve the nation. These acts will minimis' the corruptive intentions at workplace.

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