

PERFORMANCE AND EVALUATION OF MASLOW'S HIERARCHY THEORY OF NEEDS: CURRENT ASPECT AND MODERN TRENDS

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ABSTARCT

If motivation is driven by the existence of unsatisfied needs, then it is worthwhile for a manager to understand which needs are the more important for individual employees. In this regard, Abraham Maslow developed a model in which basic, low-level needs such as physiological requirements and safety must be satisfied before higher-level needs such as self-fulfillment are pursued. In this hierarchical model, when a need is mostly satisfied it no longer motivates and the next higher need takes its place. Maslow's hierarchy of needs is shown in the following diagram:

Keywords: Hierarchy, Actualization, Physiological

Physiological Needs

Physiological needs are those required to sustain life, such as:

- air
- water
- nourishment
- sleep

According to Maslow's theory, if such needs are not satisfied then one's motivation will arise from the quest to satisfy them. Higher needs such as social needs and esteem are not felt until one has met the needs basic to one's bodily functioning.

Safety

Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs might be fulfilled by:

- Living in a safe area
- Medical insurance
- Job security

- Financial reserves

According to Maslow's hierarchy, if a person feels that he or she is in harm's way, higher needs will not receive much attention.

Social Needs

Once a person has met the lower level physiological and safety needs, higher level needs become important, the first of which are social needs. Social needs are those related to interaction with other people and may include:

- Need for friends
- Need for belonging
- Need to give and receive love

Esteem

Once a person feels a sense of "belonging", the need to feel important arises. Esteem needs may be classified as internal or external. Internal esteem needs are those related to self-esteem such as self respect and achievement. External esteem needs are those such as social status and recognition. Some esteem needs are:

- Self-respect
- Achievement
- Attention
- Recognition
- Reputation

Maslow later refined his model to include a level between esteem needs and self-actualization: the need for knowledge and aesthetics.

Self-Actualization

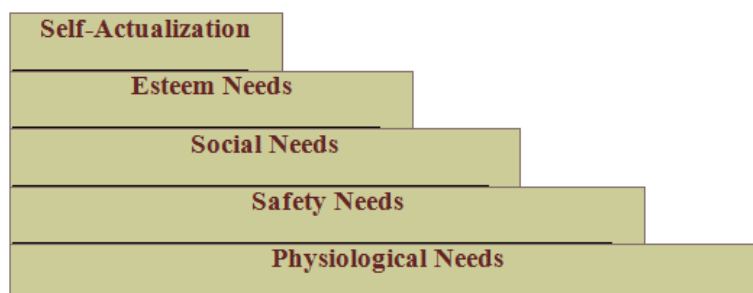
Self-actualization is the summit of Maslow's hierarchy of needs. It is the quest of reaching one's full potential as a person. Unlike lower level needs, this need is never fully satisfied; as one grows psychologically there are always new opportunities to continue to grow.

Self-actualized people tend to have needs such as:

- Truth
- Justice
- Wisdom
- Meaning

Self-actualized persons have frequent occurrences of *peak experiences*, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization.

Maslow's Hierarchy of Needs



Objects Factor of Analysis

The main objective to take this need theory to judge whether the principals of need are applicable in present era or not or the sectors of govt its applicability is justified or not i would like to analyse that whether these theories are working in current working atmosphere or office functioning may get effected with these activities this is a main objective to do this analysis on this prime theory of needs by Maslow's as Hierarchy as represented below as..

Implications for Management

If Maslow's theory holds, there are some important implications for management. There are opportunities to motivate employees through management style, job design, company events, and compensation packages, some examples of which follow:

- Physiological needs: Provide lunch breaks, rest breaks, and wages that are sufficient to purchase the essentials of life.
- Safety Needs: Provide a safe working environment, retirement benefits, and job security.
- Social Needs: Create a sense of community via team-based projects and social events.
- Esteem Needs: Recognize achievements to make employees feel appreciated and valued. Offer job titles that convey the importance of the position.
- Self-Actualization: Provide employees a challenge and the opportunity to reach their full career potential

Impact on Modern Marketing

However, not all people are driven by the same needs - at any time different people may be motivated by entirely different factors. It is important to understand the needs being pursued by each employee. To motivate an employee, the manager must be able to recognize the needs level at which the employee is operating, and use those needs as levers of motivation.

Successful marketing persuades a prospective client to purchase the product or service you are selling. One of the most effective ways to accomplish this is to appeal directly to one or more of his basic needs. Many business students are taught to view Maslow's hierarchy of needs as a guideline against which to target marketing efforts, arguing that success depends on meeting one of Maslow's identified needs. Although other needs theories also have

relevance, Maslow's needs hierarchy remains the foundation for many fruitful psychological approaches to marketing.

Maslow's Hierarchy of Needs Modern point of view

In the most basic sense, Maslow's hierarchy identifies five primary areas of needs experienced by most humans. Beginning with physiological, or basic life survival, needs, the model progresses in subsequent steps through safety and security, love and belongingness, self-esteem and finally self-actualization. Maslow postulated that as man meets the needs at the first level, he moves toward the next, then the next and so on. More recent studies have added levels to the needs hierarchy and refined the categories, but marketing classes throughout the country continue to use Maslow's needs hierarchy as a reasonable focus for modern marketing efforts.

Potential Marketing Implications of Maslow's Theory

Maslow posited that human behavior and decision-making are motivated by one of the five need levels in his hierarchy. Applied to marketing theory, your ability to effectively appeal to one of these motivational drivers is a key determinant of your potential success. Non-essential services -- massage treatments or custom tailoring, for example -- may be marketed successfully to those in the fourth or fifth level of Maslow's hierarchy because those people are driven by the needs for increased self-esteem and realizing their full potential. The same marketing campaign is unlikely to appeal to those on the first level, as they are driven by the most basic of human needs: food, water and other elements of survival.

Practical Applications

A prospective customer driven by Maslow's second needs level, safety and security, might be enticed to buy a new car if you convince him that it is safe for his family, reliable and well-rated in consumer studies. Someone driven by the need for self-esteem, in needs level four, is looking for recognition and validation, so you might tailor your marketing to convince her that acquiring and implementing your accounting methods will bring accolades from her peers or make her look good to her boss.

Things to Consider

Maslow's basic principles linking marketing to human psychology remain valid. You connect best with prospective customers if you appeal to their needs in a relevant, meaningful way. Consider the level of need your customer is trying to meet, and market your product in such a way as to convince him that it will fulfill exactly that need. Perform periodic evaluations of your marketing techniques because your target audience may not remain static. Always be aware of where on Maslow's needs hierarchy your customer base is and where your product fits in. The more these two dovetail, the more effective your marketing efforts

Impact on 21st Century Workers

Maslow's hierarchy of needs as a motivational theory for 21st-century workers. How does the hierarchic pyramid relate to today's diverse generational workforce? During his initial research of motivation, Abraham Maslow's study did not involve a multigenerational workforce. It appears that no one motivational theory addresses a single generation, nor are

the theories known to be specific to all generations. Today's leaders face challenges of effectively managing four generations in the workforce: Seniors, Baby Boomers, Generation X, and Generation Y. The workforce's moral values and structures achieved by Seniors and Baby Boomers have deteriorated throughout the years, resulting in an emotional strain for current managers trying to maintain a current generational productive workforce. Motivational theories have been studied and researched to enhance management effectiveness. This study revisited Maslow's hierarchy of needs, as it applies to today's diverse generational workforce, to determine if there would be any significant changes. There is a growing need for resources that can be used to better understand and improve management effectiveness in addressing the generational differences in businesses and organizations. Successful management is never easy, and is further complicated by the multigenerational workplace. Managers must be prepared to lead effectively and motivate individuals across all generations to increase and sustain high-level workplace performance. The researcher studied the motivational needs per four diverse generations in the workforce using Maslow's hierarchy of needs as a motivational theory model to observe if the theory can be applied by managers to motivate the four generations of workers in the 21st century. In this qualitative study, questions were modified for a greater understanding and queried among 25 participants representing the four generations. Per the results of responses to a focus group, it was determined that the current generations identify motivation by situation rather than by definition. Therefore, the researcher recommends that further research be completed in a much greater depth to gather a greater understanding of generational success in the workplace as it relates to motivation.

LIMITATIONS OF MASLOW'S HIERARCHY

While Maslow's hierarchy makes sense from an intuitive standpoint, there is little evidence to support its hierarchical aspect. In fact, there is evidence that contradicts the order of needs specified by the model. For example, some cultures appear to place social needs before any others. Maslow's hierarchy also has difficulty explaining cases such as the "starving artist" in which a person neglects lower needs in pursuit of higher ones. Finally, there is little evidence to suggest that people are motivated to satisfy only one need level at a time, except in situations where there is a conflict between needs.

Even though Maslow's hierarchy lacks scientific support, it is quite well-known and is the first theory of motivation to which many people they are exposed. To address some of the issues of Maslow's theory, Clayton Alderfer developed the ERG theory, a needs-based model that is more consistent with empirical findings.

CONCLUSION

Abraham Maslow's hierarchy of needs theory is still important and relevant in today's business organizations, for every organization that seek to obtain success and excellence, any attempt to shy away from practical application of the hierarchy of needs theory, will affect negatively the organizational culture, human resource management and the employee's performance, to achieve organizational excellence and create good atmosphere, better work environment and achieve target at the right time then a drive and application of the theory is paramount.

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