

Factors Necessary for the Employee's Motivational Level at Workplace under the Light of Maslow's Hierarchy of Need Theory

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Abstract:

Motivation has a lot of important in any organization. If employees are not/less motivated then they cannot put their maximum efforts in the job so that is the problem which must be solved. This study is about motivational factors that how they are affecting work motivation of employees and for this purpose Maslow's hierarchy of need theory is used to measure the motivation level of employees in the organization. Frequency and correlation analysis is used for the analysis and results explore that where strong and weak relationship with work motivation exists.

Analyzing the factors that affecting the work motivation of employees in the Organization

INTRODUCTION

This research work is to analyze the factors that affecting on the work motivation of employees in the organization. There are many theories that are built to measure the motivation level of employees. Maslow's hierarchy of need theory is one of them. The study is about to applying that theory in the organizations to find out the main factors that effecting on the work motivation. In this , work motivation is a dependent variable and all the needs of Maslow's that include physiological needs, safety needs, social needs, self-esteem needs and self-actualization needs are taken as independent variables. This research is to analyze the most significant variable that affecting on the work motivation of employees in work place.

Motivation is very important in every organization in employee's point of view. If the employees are not motivated, they are not performed well and the productivity of the firm decreases. Pinder (1998) define motivation as:

"a set of energetic forces that originate both within as well as beyond an individual being to initiate work related behavior and to determine its form, direction, intensity and duration".

Work motivation cannot be seen and it cannot be measured directly. it's very difficult to measure work motivation, so we used different established theories to measure it . The Maslow's need theory is widely accepted, it has become one of the most famous theories of measuring motivation in the organization behavior and management perspective.

Problem Statement

Motivation of employees much important factor in any organization. Without motivation, employees cannot perform well in the organization and the firm performance decreases in result. So the management should evaluate the employees by measuring their motivation levels to increase the firm performance.

Research Objectives

To find out the factors that affecting the work motivation of employees in the organization.

Literature Review

Motivation is the important factor that enhances the firm productivity. If the employees are motivated, they perform better and make efforts to increase the firm performance. There are different theories that measure the motivation level of employees.

Work Motivation

According to Pinder (1998) Work Motivation is a set of forces to push organization to achieve targets through behavior, direction and intensity of this behavior cited by. Work motivation cannot be measured directly, for this reason different theories are built to measure work motivation.

Gudmundson (2008) reported that work motivation is measured by growth factors and hygiene factors. The growth factors include responsibility, recognition, Knowledge and information. The hygiene factors include wage level, rewards and interpersonal relations cited by.

According to Maslow (1943), there are five basic needs of human that effect on work motivation of employees in the Organization. This theory tells that people must satisfy low level need first and then they go for high level needs cited as.

Physiological needs

Physiological needs are the basic needs of human life, these are used for the survival and without these needs people cannot spend their lives. It includes hunger, shelter, thirst, sex and other bodily needs.

Safety needs

According to Maslow (1943) Safety need is the second important need for the humans that give assurance of security and protection from emotional and physical damages, it also consider as primary motivators of behavior. It includes job security, living in safe environment and absence of danger cited by.

Social needs

When basic and safety needs are fulfilled than Social needs are must for the individual, it is the need through that an individual seeks love, affection and close relationships with others. It includes family, friends, work teams, acceptance, belongingness to groups, connection with other peoples etc.

Esteem needs

According to Maslow (1943) Esteem needs are the other important needs that effect on the work motivation of employees. This need is about respect from others as well as a need for self-respect. It consists of internal as well as external factors. Internal factors include self-respect, autonomy, achievements and external factors include attention, recognition and status cited by.

Self-actualization needs

When all other needs are satisfied, then self-actualization need comes. The desire to accomplish ones highest potential is self-actualization need. It is about the high level needs that discusses awareness, honesty, trust and freedom etc.

THEORETICAL FRAMEWORK

Variables

In this research, Work motivation is a dependent variable and Maslow's need theory is independent one and all the needs of Maslow's that include physiological needs, safety needs, social needs, self-esteem needs and self-actualization needs are its dimensions.

The hierarchy needs of theory model are used to find out the best significant motivational factors that effect on work motivation of employees. In which work motivation is taken as dependent variable and all the factors of hierarchy needs taken as independent variables. Descriptive statistics, exploratory factor analysis and regression analysis is used in this study. The result of this research shows that the basic, self-actualization and esteem needs are the significant factors in which basic needs has great influence on work motivation then self-actualization and at last the esteem needs but all other needs shows in significant results .

Hypothesis

H1: Basic needs have significant effect on work motivation.

H2: Safety needs have significant effect on work motivation.

H3: Social needs have significant effect on work motivation.

H4: Esteem needs have significant effect on work motivation.

H5: Self-actualization needs have significant effect on work motivation.

RESEARCH DESIGN

It is the descriptive study in which the topic is explored and its dimensions and elements are also identified. So we find out the correlation between these variables that shows the intensity of relationship between other variables. Either, the relationship between dependent and independent variables are weak, strong or moderate. It is cross sectional study in which we collect data in single point of time and in multiple sources. It is the field study in which researcher influence is minimum. This study is conducted on natural environment and I am not controlled any variable.

Population and Sampling

Our target population is the service sector that includes the banks and hospitals in Lahore. It is the Non probability sampling in which convenience sampling technique is used to conduct a sample from MCB bank and Inmol hospital Lahore as per our approach.

DATA COLLECTION

The questionnaire is designed to conduct the responses of the employees. The content of questionnaire is based on The Maslow's needs theory. Closed ended questions are built to limit the respondents to only answer the questions asked. 5

point likert scale which ranges from strongly disagrees to strongly agree is used in this analysis. 150 questionnaires are collected from the given sample.

ANALYSIS OF DATA (TECHNIQUES)

SPSS software is used for the analysis. SPSS is the computer program used for statistical analysis. Frequency and Correlation analysis is run in the SPSS software for the results. The purpose of this research is to study the correlation among the variables and its significance.

DATA ANALYSIS AND INTERPRETATIONS

Table 8.1 Basic Needs (Mean= 3.94, SD= 0.56) n= 150

	The salary motivated you to done your job better		Financial incentives motivates you more than non-financial incentives		Do you satisfied with the salary you draw at present		Do you satisfied with the lunch break, rest breaks and leaves given in the organization.	
	F	%	F	%	F	%	F	%
Strongly disagree								
Disagree					36	23.8	36	23.8
Neutral					59	39.1	59	39.1
Agree	59	39.1	60	39.1	35	23.2	35	23.2
Strongly agree	91	60.3	90	60.3	20	13.2	20	13.2

Table 8.1 includes item wise frequency and percentage for responses against the dimension “basic need”. Total responses were 150 with mean score 3.96 and standard deviation 0.47 concluding that this dimension of Maslow hierarchy shows that most of the respondents agree in these questions. When it is asked that “the salary motivated you to done your job better” 59 respondents (39.1) agree on that statement and 97 respondents (60.3%) strongly agree on it. When it is asked that “Financial incentives motivates you more than non-financial incentives”60 respondents (39.1) agree on that statement and 90 respondent(60.3%) strongly agree on it. When it is asked that “Do you satisfied with the salary you draw at present”36 respondent disagree, 59 respondents (39.1%) has neutral view, 35 respondents (23.2) agree on that statement and 20 respondent (13.2%) strongly agree on it. When it is asked that “Do you satisfied with the lunch break, rest breaks and leaves given in the organization” 36 respondent disagree, 59 respondents (39.1%) has neutral view, 35 respondents (23.2) agree on that statement and 20 respondent (13.2%) strongly agree on it.

Table 8.2 Safety Needs (Mean= 3.79, SD= 0.39) n= 150

	Good working conditions are provided in the organization		Do you feel secured in your job		Do you agree the retirement benefits available are sufficient		The medical benefits provided in the organization are satisfactory.	
	F	%	F	%	F	%	F	%
Strongly disagree			1	0.7	1	0.7		
Disagree	4	2.6	3	2.0	43	28.3	2	1.3
Neutral	10	6.6	31	20.4	51	33.6	50	32.9
Agree	103	67.8	69	45.4	31	20.4	70	46.1
Strongly agree	33	21.7	46	30.3	24	15.8	28	18.4

Table 8.2 were 150 with mean score 3.79 and standard deviation 0.39 concluding that this dimension of includes item wise frequency and percentage for responses against the dimension “safety needs”. Total responses Maslow hierarchy shows that most of the respondents agree in these questions. When it is asked that “Good working conditions are provided in the organization” 4 respondents disagree, 10 respondents (6.6%) has neutral view, 103 respondents (67.8) agree on that statement and 33 respondent (21.7%) strongly agree on it. When it is asked that “Do you feel secured in your job”1 respondent strongly disagree , 3 respondents disagree, 31 respondents (20.4%) has neutral view, 69 respondents(45.4) agree on that statement and 46 respondents(30.3%) strongly agree on it. When it is asked that “Do you agree the retirement benefits available are sufficient” 1 respondent strongly disagree, 43 respondent disagree, 51 respondents (33.6%) has neutral view, 31respondent (20.4) agree on that statement and 24 respondent (15.8%) strongly

agree on it. When it is asked that “The medical benefits provided in the organization are satisfactory” 2 respondents disagree, 50 respondents (32.9%) has neutral view, 70 respondents (46.1) agree on that statement and 28 respondents (18.4%) strongly agree on it.

Table 8.3 Social Needs (Mean= 3.61, SD= 0.59) n= 150

	The quality of the relationships in the informal workgroup is quite important to you		Do you satisfied with the support from the H.R department		In your working organization there is fair amount of team spirit	
	F	%	F	%	F	%
Strongly disagree	1	0.7	1	0.7		
Disagree	17	11.2	4	2.6	31	20.4
Neutral	28	18.4	70	46.1	37	24.3
Agree	74	48.7	51	33.6	64	42.1
Strongly agree	30	19.7	24	15.8	18	11.8

Table 8.3 were 150 with mean score 3.61 and standard deviation 0.59 concluding that this dimension of includes item wise frequency and percentage for responses against the dimension “social needs”. Total responses Maslow hierarchy shows that most of the respondents agree in these questions. When it is asked that “The quality of the relationships in the informal workgroup is quite important to you” 17 respondents disagree, 28 respondents (18.4%) has neutral view, 74 respondents (48.7) agree on that statement and 30 respondent (19.7%) strongly agree on it. When it is asked that “Do you satisfied with the support from the H.R department” 1 respondent strongly disagree , 4 respondents disagree, 70 respondents (46.1%) has neutral view, 51 respondents(33.6) agree on that statement and 24 respondents(15.8%) strongly agree on it. When it is asked that “In your working organization there is fair amount of team spirit” 31 respondents disagree, 37 respondents (24.3%) has neutral view, 64 respondents (42.1) agree on that statement and 18 respondent (11.8%) strongly agree on it.

Table 8.4 Esteem Needs (Mean= 3.84, SD= 0.42) n= 150

	Visibility with top management is important to you		Do you feel that your superior always recognizes the work done by you		Do you feel that the job you do gives you a good status		Do you satisfied with the responsibility and role that you have in your work.	
	F	%	F	%	F	%	F	%
Strongly disagree			2	1.3	1	0.7	7	4.6
Disagree	3	2.0	2	1.3	1	0.7	32	21.8
Neutral	10	6.6	52	34.2	33	21.7	23	15.1
Agree	97	63.8	76	50.0	77	50.7	56	36.8
Strongly agree	40	26.3	18	11.8	38	25.0	32	21.1

Table 8.4 were 150 with mean score 3.84 and standard deviation 0.42 concluding that this dimension of includes item wise frequency and percentage for responses against the dimension “esteem needs”. Total responses Maslow hierarchy shows that most of the respondents agree in these questions. When it is asked that “Visibility with top management is important to you” 3 respondents disagree, 10 respondents (6.6%) has neutral view, 97 respondents (63.8) agree on that statement and 40 respondents (26.3%) strongly agree on it. When it is asked that “Do you feel that your superior always recognizes the work done by you” 2 respondents strongly disagree , 2 respondents disagree, 52 respondents (34.2%) has neutral view, 76 respondents(50.0) agree on that statement and 18 respondents(11.8%) strongly agree on it. When it is asked that “Do you feel that the job you do gives you a good status” 1 respondent strongly disagree, 1 respondent disagree, 33 respondents (21.7%) has neutral view, 77 respondents (50.7) agree on that statement and 38 respondent (25.0%) strongly agree on it. When it is asked that “Do you satisfied with the responsibility and role that you have in your work” 7 respondent disagree, 32 respondents disagree, 23 respondents (15.1%) has neutral view, 56 respondents (36.8) agree on that statement and 32 respondents (21.1%) strongly agree on it.

Table 8.5 Self-actualization Needs (Mean= 3.93, SD= 0.56) n= 150

	Do you want to be the best at your job		In generally, you like to schedule your own work and to make job related decisions with minimum of supervision		Do you find opportunities for advancement in your working organization		Your aim is self-knowledge and enlightenment. The most important thing to you is realizing your ultimate personal potential.	
	F	%	F	%	F	%	F	%
Strongly disagree								
Disagree					36	23.8	36	23.8
Neutral					59	39.1	59	39.1
Agree	59	39.1	60	39.1	35	23.2	35	23.2
Strongly agree	91	60.3	90	60.3	20	13.2	20	13.2

Table 8.5 were 150 with mean score 3.84 and standard deviation 0.42 concluding that this dimension of includes item wise frequency and percentage for responses against the dimension “self-actualizations needs”. Total responses Maslow hierarchy shows that most of the respondents agree in these questions. When it is asked that “Do you want to be the best at your job” 59 respondents (39.1) agree on that statement and 97 respondents (60.3%) strongly agree on it. When it is asked that “In generally, you like to schedule your own work and to make job related decisions with minimum of supervision” 60 respondents (39.1) agree on that statement and 90 respondents (60.3%) strongly agree on it. When it is asked that “Do you find opportunities for advancement in your working organization” 59 respondents (39.1%) has neutral view, 35 respondents (23.2) agree on that statement and 20 respondents (13.2%) strongly agree on it. When it is asked that “Your aim is self-knowledge and enlightenment. The most important thing to you is realizing your ultimate personal potential” 59 respondents (39.1%) have neutral view, 35 respondents (23.2) agree on that statement and 20 respondents (13.2%) strongly agree on it.

Table 8.6 Correlation Analysis

		Correlations					
		Basic	Safety	Social	Esteem	Self-actualization	Work. Motivation
Basic	Pearson Correlation	1	.004	.077	.067	1.000	-.299
	Sig. (2-tailed)		.966	.352	.418	.000	.000
	N	150	150	150	150	150	150
Safety	Pearson Correlation	.004	1	-.038	.225	.004	-.008
	Sig. (2-tailed)	.966		.640	.006	.966	.925
	N	150	150	150	150	150	150
Social	Pearson Correlation	.077	-.038	1	.273	.077	.125
	Sig. (2-tailed)	.352	.640		.001	.352	.128
	N	150	150	150	150	150	150
Esteem	Pearson Correlation	.067	.225	.273	1	.067	-.059
	Sig. (2-tailed)	.418	.006	.001		.418	.474
	N	150	150	150	150	150	150
Self-actualization	Pearson Correlation	1.000	.004	.077	.067	1	-.299
	Sig. (2-tailed)	.000	.966	.352	.418		.000
	N	150	150	150	150	150	150
Work motivation	Pearson Correlation	-.299	-.008	.125	-.059	-.299	1
	Sig. (2-tailed)	.000	.925	.128	.474	.000	
	N	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8.6 shows the correlation analysis of 5 dimensions of Maslow's hierarchy of need theory with work motivation. It has been observed that there exists significant relationship between basic needs and work motivation ($p < 0.01$) while the intensity of relationship is strong as per Pearson's correlation coefficient ($r = 0.299$) so the hypothesis H1 has been accepted in full. Similarly, it has observed that there is no significant relationship between safety needs and work motivation ($p > 0.01$) and the intensity of relationship is weak ($r = -0.008$) so the hypothesis H2 has been rejected. It has also been observed that there is no significant relationship between social needs and work motivation ($p > 0.01$) and the intensity of relationship is low ($r = 0.125$) as per Pearson's correlation coefficient so the hypothesis H3 has been rejected. There is also no significant relationship between esteem needs and work motivation and the intensity of relationship is low as well so the hypothesis H4 has been rejected. It has also been observed that there exist significant relationship between self-actualization needs and work motivation ($p < 0.01$) while the intensity of relationship is strong as per Pearson's correlation coefficient ($r = 0.299$) so the hypothesis H5 has been accepted in full.

CONCLUSIONS

The results of frequency analysis shows that most of the respondents has agree on all the questions asked but the basic needs and self-actualization needs shows better results than other dimensions. Other three dimensions that have been observed and need to improve are safety needs, social needs and esteem needs.

There has been found significant relationship between basic needs and self-actualization needs with work motivation that means these two factors influence more on the work motivation of employees in the organization and their relationship with work motivation is strong. The other three dimensions that are social needs, esteem needs and safety needs shows insignificant results and the relationship with motivation is weak. So it is concluded that basic need is the most important factor effect on work motivation and second is self-actualization needs.

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QUESTIONNAIRES

Gender: ----- Age-----

1= Strongly disagree	2= Disagree	3= Neutral	4= Agree	5= Strongly agree
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Sr.	Questionnaires	1	2	3	4	5
1	The salary motivated you to done your job better	1	2	3	4	5
2	Financial incentives motivates you more than non-financial incentives.	1	2	3	4	5
3	Do you satisfied with the salary you draw at present?	1	2	3	4	5
4	Do you satisfied with the lunch break, rest breaks and leaves given in the organization.	1	2	3	4	5
5	Good working conditions are provided in the organization?	1	2	3	4	5
6	Do you feel secured in your job?	1	2	3	4	5
7	Do you agree the retirement benefits available are sufficient?	1	2	3	4	5
8	The medical benefits provided in the organization are satisfactory?	1	2	3	4	5
9	The quality of the relationships in the informal workgroup is quite important to you?	1	2	3	4	5
10	Do you satisfied with the support from the H.R department?	1	2	3	4	5
11	In your working organization there is fair amount of team spirit?	1	2	3	4	5
12	Visibility with top management is important to you?	1	2	3	4	5
13	Do you feel that your superior always recognizes the work done by you?	1	2	3	4	5
14	Do you feel that the job you do gives you a good status?	1	2	3	4	5
15	Do you satisfied with the responsibility and role that you have in your work?	1	2	3	4	5
16	Do you want to be the best at your job?	1	2	3	4	5
17	In generally, you like to schedule your own work and to make job related decisions with minimum of supervision?	1	2	3	4	5

Factors Necessary for the Employee's Motivational Level at Workplace under the Light of Maslow'.....

18	Do you find opportunities for advancement in your working organization?	1	2	3	4	5
19	Your aim is self-knowledge and enlightenment. The most important thing to you is realizing your ultimate personal potential.	1	2	3	4	5
20	When you are motivated, you will expend more efforts on the job?	1	2	3	4	5
21	When you are motivated, you will enhance quality of your job performance?	1	2	3	4	5
22	When you are motivated, you will increase productivity on the job?	1	2	3	4	5
23	When you are motivated, you will be willing to get involved in your job?	1	2	3	4	5