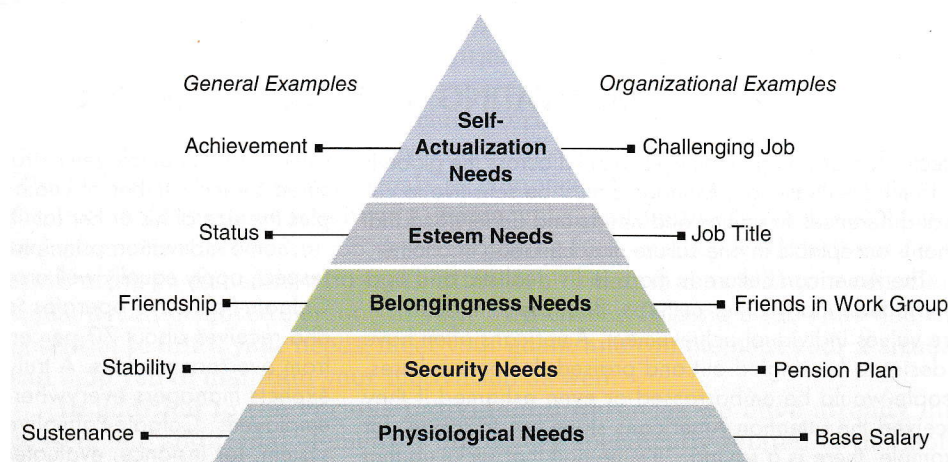


Figure 5.2

Maslow's hierarchy of needs consists of five basic categories of needs. This figure illustrates both general and organizational examples of each type of need. Of course, each individual has a wide variety of specific needs within each category.

The Hierarchy of Needs



Source: Adapted from Abraham H. Maslow, "A Theory of Human Motivation," *Psychological Review*, 1943, vol. 50, pp. 374-396.

The most basic needs in the hierarchy are *physiological needs*. These include the needs for food, sex, and air. Next in the hierarchy are *security needs*: things that offer safety and security, such as adequate housing and clothing and freedom from worry and anxiety. *Belongingness needs*, the third level in the hierarchy, are primarily social. Examples include the need for love and affection and the need to be accepted by peers. The fourth level, *esteem needs*, actually encompasses two slightly different kinds of needs: the need for a positive self-image and self-respect and the need to be respected by others. At the top of the hierarchy are *self-actualization needs*. These involve a person's realizing his or her full potential and becoming all that he or she can be.

Maslow believed that each need level must be satisfied before the level above it can become important. Thus, once physiological needs have been satisfied, their importance diminishes, and security needs emerge as the primary sources of motivation. This escalation up the hierarchy continues until the self-actualization needs become the primary motivators. Suppose, for example, that Jennifer Wallace earns all the money she needs and is very satisfied with her standard of living. Additional income may have little or no motivational impact on her behavior. Instead, Jennifer will strive to satisfy other needs, such as a desire for higher self-esteem.

However, if a previously satisfied lower-level set of needs becomes deficient again, the individual returns to that level. For example, suppose that Jennifer unexpectedly loses her job. At first, she may not be too worried because she has savings and confidence that she can find another good job. As her savings dwindle, however, she will become increasingly motivated to seek new income. Initially, she may seek a job that both pays well and satisfies her esteem needs. But as her financial situation grows worse, she may lower her expectations regarding esteem and instead focus almost exclusively on simply finding a job with a reliable paycheck.

In most businesses, physiological needs are probably the easiest to evaluate and to meet. Adequate wages, clean restrooms, ventilation, and comfortable

temperatures and working conditions are measures taken to satisfy this most basic level of needs. Security needs in organizations can be satisfied by such things as job continuity (no layoffs), a grievance system (to protect against arbitrary supervisory actions), and an adequate insurance and retirement system (to guard against financial loss from illness and to ensure retirement income).

Most employees' belongingness needs are satisfied by family ties and group relationships both inside and outside the organization. In the workplace, people usually develop friendships that provide a basis for social interaction and can play a major role in satisfying social needs. Managers can help satisfy these needs by fostering interaction and a sense of group identity among employees. At the same time, managers can be sensitive to the probable effects on employees (such as low performance and absenteeism) of family problems or lack of acceptance by coworkers. Esteem needs in the workplace are met at least partially by job titles, choice offices, merit pay increases, awards, and other forms of recognition. Of course, to be sources of long-term motivation, tangible rewards such as these must be distributed equitably and be based on performance.

Self-actualization needs are perhaps the hardest to understand and the most difficult to satisfy. For example, it is difficult to assess how many people completely meet their full potential. In most cases, people who are doing well on Maslow's hierarchy will have satisfied their esteem needs and will be moving toward self-actualization. Working toward self-actualization, rather than actually achieving it, may be the ultimate motivation for most people. In recent years there has been a pronounced trend toward people leaving well-paying but less fulfilling jobs to take lower-paying but more fulfilling jobs such as nursing and teaching. This might indicate that they are actively working toward self-actualization.¹⁸

Research shows that the need hierarchy does not generalize very well to other countries. For example, in Greece and Japan, security needs may motivate employees more than self-actualization needs. Likewise, belongingness needs are especially important in Sweden, Norway, and Denmark. Research has also found differences in the relative importance of different needs in Mexico, India, Peru, Canada, Thailand, Turkey, and Puerto Rico.¹⁹

Maslow's needs hierarchy makes a certain amount of intuitive sense. And because it was the first motivation theory to become popular, it is also one of the best known among practicing managers. However, research has revealed a number of deficiencies in the theory. For example, five levels of needs are not always present; the actual hierarchy of needs does not always conform to Maslow's model; and need structures are more unstable and variable than the theory would lead us to believe.²⁰ And sometimes managers are overly clumsy or superficial in their attempts to use a theory such as this one. Thus, the

According to Abraham Maslow people may be motivated by a hierarchy of needs, including social needs to belong to groups and be part of friendships. These co-workers are apparently helping meet their belongingness needs through close working relationships at work.



results quite different from Herzberg's.³⁰ If the theory is "method bound," as it appears to be, its validity is therefore questionable.

Several other criticisms have been directed against the theory. Critics say the original sample of accountants and engineers may not represent the general working population. Furthermore, they maintain that the theory fails to account for individual differences. Subsequent research has found that a factor such as pay may affect satisfaction in one sample and dissatisfaction in another and that the effect of a given factor depends on the individual's age and organizational level. In addition, the theory does not define the relationship between satisfaction and motivation.

Research has also suggested that the two-factor framework varies across cultures. Only limited studies have been conducted, but findings suggest that employees in New Zealand and Panama assess the impact of motivation and hygiene factors differently from U.S. workers.³¹ It is not surprising, then, that the two-factor theory is no longer held in high esteem by organizational behavior researchers. Indeed, the field has since adopted far more complex and valid conceptualizations of motivation, most of which we discuss in Chapter 6. But because of its initial popularity and its specific guidance for application, the two-factor theory merits a special place in the history of motivation research.

The Acquired Needs Framework

Next, we will discuss one final need-based motivation perspective. The **acquired needs framework** was advanced by David McClelland and centers on the needs for achievement, affiliation, and power (these needs are also sometimes referred to as *manifest needs*).³² A key differentiating element of this framework is the argument that these needs are acquired, or learned, from cultural, societal, and family influences.

acquired needs framework

Centers on the needs for achievement, affiliation, and power

The Need for Achievement

The **need for achievement** arises from an individual's desire to accomplish a goal or task more effectively than in the past. Individuals who have a high need for achievement tend to set moderately difficult goals and to make moderately risky decisions. Suppose, for example, that Mark Cohen, a regional manager for a national retailer, sets a sales increase goal for his stores of either 1 percent or 50 percent. The first goal is probably too easy, and the second is probably impossible to reach; either would suggest a low need for achievement. But a mid-range goal of, say, 15 percent might present a reasonable challenge but also be within reach. Setting this goal might more accurately reflect a high need for achievement.

need for achievement

The desire to accomplish a task or goal more effectively than was done in the past

High need-achievers also want immediate, specific feedback on their performance. They want to know how well they did something as quickly after finishing it as possible. For this reason, high need-achievers frequently take jobs in sales, where they get almost immediate feedback from customers, and often avoid jobs in areas such as research and development, where tangible progress is slower and feedback comes at longer intervals. If Mark only asks his managers for their sales performance on a periodic basis, he might not have a high need for achievement. But if he is constantly calling each store manager in his territory to ask about their sales increases, this activity indicates a high need for achievement on his part.

Preoccupation with work is another characteristic of high need-achievers. They think about it on their way to the workplace, during lunch, and at home.

They find it difficult to put their work aside, and they become frustrated when they must stop working on a partly completed project. If Mark seldom thinks about his business in the evening, he may not be a high need-achiever. However, if work is always on his mind, he might indeed be a high need-achiever.

Finally, high need-achievers tend to assume personal responsibility for getting things done. They often volunteer for extra duties and find it difficult to delegate part of a job to someone else. Accordingly, they derive a feeling of accomplishment when they have done more work than their peers without the assistance of others. Suppose Mark visits a store one day and finds that the merchandise is poorly displayed, the floor is dirty, and the sales clerks don't seem motivated to help customers. If he has a low need for achievement, he might point the problems out to the store manager and then leave. But if his need for achievement is high, he may very well stay in the store for a while, personally supervising the changes that need to be made.

Although high need-achievers tend to be successful, they often do not achieve top management posts. The most common explanation is that although high need for achievement helps these people advance quickly through the ranks, the traits associated with the need often conflict with the requirements of high-level management positions. Because of the amount of work they are expected to do, top executives must be able to delegate tasks to others. In addition, they seldom receive immediate feedback, and they often must make decisions that are either more or less risky than those with which a high need-achiever would be comfortable.³³ High need-achievers tend to do well as individual entrepreneurs with little or no group reinforcement. Bill Gates, cofounder of Microsoft, Reed Hasting, founder and CEO of Netflix, and Marissa Mayer, CEO of Yahoo! are all recognized as being high need-achievers.

The Need for Affiliation

Individuals also experience the *need for affiliation*—the need for human companionship.³⁴ Researchers recognize several ways that people with a high need for affiliation differ from those with a lower need. Individuals with a high need tend to want reassurance and approval from others and usually are genuinely concerned about others' feelings. They are likely to act and think as they believe others want them to, especially those with whom they strongly identify and desire friendship. As we might expect, people with a strong need for affiliation most often work in jobs with a lot of interpersonal contact, such as sales and teaching positions.

For example, suppose that Watanka Jackson is seeking a job as a geologist or petroleum field engineer, a job that will take her into remote areas for long periods of time with little interaction with coworkers. Aside from her academic training, one reason for the nature of her job search might be that she has a low need for affiliation. In contrast, a classmate of hers, William Pfeffer, may be seeking a job in the corporate headquarters

need for affiliation

The need for human companionship



Some people are motivated by a need for power. This need, in turn, may prompt them to seek impressive job titles and lavish offices such as this one. Titles and offices are seen as ways to convey to others how much power a person has.

of a petroleum company. His preferences might be dictated, at least in part, by a desire to be around other people in the workplace; thus, he has a higher need for affiliation. A recent Gallup survey suggests that people who have at least one good friend at work are much more likely to be highly engaged with their work and to indicate higher levels of job satisfaction.³⁵

The Need for Power

The third so-called acquired need is the *need for power*—the desire to control one's environment, including financial, material, informational, and human resources.³⁶ People vary greatly along this dimension. Some individuals spend much time and energy seeking power; others avoid power if at all possible. People with a high need for power can be successful managers if three conditions are met. First, they must seek power for the betterment of the organization rather than for their own interests. Second, they must have a fairly low need for affiliation because fulfilling a personal need for power may well alienate others in the workplace. Third, they need plenty of self-control to curb their desire for power when it threatens to interfere with effective organizational or interpersonal relationships.³⁷ Our *Understand Yourself* feature will give you personal insights into how you may be motivated by these acquired needs.

need for power

The desire to control the resources in one's environment



UNDERSTAND YOURSELF

WHAT MOTIVATES YOU?

For each of the following fifteen statements, circle the number that most closely agrees with how you feel.

Consider your answers in the context of your current job or past work experience.

- | | | | | | |
|--|---|---|---|---|---|
| 1. I work very hard to continually improve my work performance. | 1 | 2 | 3 | 4 | 5 |
| 2. I enjoy competition. I like to win in sports and other things I do. | 1 | 2 | 3 | 4 | 5 |
| 3. When working, I often chat with fellow employees about nonwork matters. | 1 | 2 | 3 | 4 | 5 |
| 4. I enjoy difficult challenges. At work, I like to take on the hard jobs. | 1 | 2 | 3 | 4 | 5 |
| 5. I enjoy being a manager. I like being in charge of things and people. | 1 | 2 | 3 | 4 | 5 |
| 6. It is important to me to be liked by other people. | 1 | 2 | 3 | 4 | 5 |
| 7. When I am working, I like to know how I am doing and how the work is progressing. | 1 | 2 | 3 | 4 | 5 |
| 8. If I disagree with someone, I let them know it. I am not afraid of disagreement. | 1 | 2 | 3 | 4 | 5 |
| 9. Many of my coworkers are also my friends. I enjoy spending my leisure time with them. | 1 | 2 | 3 | 4 | 5 |
| 10. I typically set realistic goals and tend to achieve them. | 1 | 2 | 3 | 4 | 5 |
| 11. It is important to me to get others to agree with my ideas. | 1 | 2 | 3 | 4 | 5 |
| 12. I enjoy belonging to clubs, groups, and other organizations. | 1 | 2 | 3 | 4 | 5 |
| 13. I enjoy the satisfaction of successfully completing a difficult job. | 1 | 2 | 3 | 4 | 5 |
| 14. One of my important objectives is to get more control over events around me. | 1 | 2 | 3 | 4 | 5 |
| 15. I would rather work with other people than work alone. | 1 | 2 | 3 | 4 | 5 |

(Continued)