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‘NEEDS OF AKDENİZ GARANTİ BANK EMPLOYEES’

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ABSTRACT

Beyond controversy, human being is at the center of business success. All of the businesses, whether profit or non-profit oriented, transform inputs into outputs. However, labor representing human being is inevitable input of this transformation process. For the reason that labor factor is the catalyst activating the other factors of production, the performance of business eventually depends on the employee performance. On the other hand, employee performance is shaped by employee motivation and ability. Keeping the ability factor constant, it can be argued that employee performance primarily influenced by motivation. In this respect, there are a lot of motivation theories differentiated as content and process theories applied to determine basic critical factors of motivation. Maslow's Hierarchy Of Needs Theory known as the most popular motivation theory worldwide asserts that people have certain fundamental needs arranged in a hierarchy form and that people are motivated to engage in behavior that will lead to satisfaction of these needs. Because of its popularity, a great deal of research has been carried out aimed at assessing the theory's validity. Unfortunately, the results of the research are not particularly encouraging. There appears to be little evidence in favor of the notion that there are five distinct categories of human needs. In addition, there is little support for Maslow's argument that needs are structured in to a hierarchy.

The main aim of this study is to test the validity of this theory by conducting a case research in the banking sector of Turkish Republic of Northern Cyprus (TRNC). As a summary, the research findings toward the needs of banking sectors designed according to Maslow's theory verify the previous researches conducted on the validity of theory. Such that, even though the relevant needs are found out to be important it does not support the argument that human needs form a hierarchy.

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1.INTRODUCTION

The word motivation is often used to describe certain sorts of behaviour. I study may be described as being highly motivated; such statements imply that motivation has a major influence on our behaviour but they don't really tell us how.

What is motivation? What factors influence motivation and, therefore need to be addressed? How does a supervisor or manager motivate employees to do their best? Can it be done using the older, mid-twentieth century theories of Maslow, McClelland, Herzberg, Vroom and Pavlov in today's business world? Or, should theories based on more modern research, which is more up to date, be used? The challenge of an organization's leaders and managers to motivate is extremely complex. They must find out what works for them in their situation in their respective organizations. We will look at the traditional theories from the early to mid twentieth century. We will see how they can still be applied in business today. We will also analyze a more modern theory, which may be more applicable today. We will compare the two generations of theories. There is probably no "absolute" to this study, because both generations of theories have many parallels to each other. We will attempt to answer all of the preceding questions in the pages to follow.

Motivation can be defined as a concept used to describe the factors within an individual which arouse, maintain and channel behaviour towards a goal.

The most important educational goal is for people to learn. An other important goal is to make this newly gained knowledge and information purpose full and meaningful to the people so that it may be retained and useful through their lives. An essential factor involved in meeting these goals is motivation.

One of the most important issues in organizations is having motivated employees because only motivated person can behave towards organizational goals. When the need for motivated employees was realized, many professionals provided theories and tools for work motivation. In this study, the duty to understand human behaviors and applying techniques for employees rests with managers of course.

The most important factor, in predicting whether a manager's subordinates would exhibit high morale, turned out to be how their need for power related to their need for affiliation. Teams which exhibited higher morale were those in which the manager's need or power exceeded their desire to be liked.

Attaining goals leads to feelings of self-respect, strength and confidence. Few people are able to continue a pattern of achievement and success without the added encouragement provided by others recognizing their achievements. Continued failure and frustration and defeat can result in

feelings of inadequacy and a withdrawal from competitive situations. Persistent lack of rewards leads to a view of society as being hostile and unrewarding.

The point may be made that satisfied needs do not motivate people. Hygiene's simply keep employees quiet for a time. For an individual to be motivated to perform a certain task, he or she must expect that completion of the task will lead to achievement of his or her goals.

The goals are to deal with motivation and its importance for an organization. Although the roots of motivation come from psychology, many studies and theories have been provided to be used in work life as a managerial concept. My study includes motivation in historical perspective, theories and theorists with application. Sources of this study are mainly management books and on line articles from management journals, a research conducted at a company with the application of Maslow's Hierarchy of Needs, motivational theory, Herzberg's Motivating & Maintenance, Erg Theory, Equity Theory, McClelland's 3-Need Concept, and Expectancy Theory. In conclusion, it is possible to understand how people are motivated within the organization, why motivation is important, and what motivates is a challenging job which allows a feeling of achievement, responsibility, growth, advancement, enjoyment of work itself, and earned recognition.

2. MOTIVATIONAL MANAGEMENT

2.1. Motivation in Historical Perspective

Motivation can be defined in a variety of ways, depending on whom you ask. If you ask someone on the street, you may get a response like, "It's what drives us" or "Motivation is what makes us do the things we do." As far as a formal definition, motivation can be defined as "forces within an individual that account for the level, direction, and persistence of effort expended at work," according to Schermerhorn, et al. This is an excellent working definition for use in business. Now that we understand what motivation is, we can look at the factors that help managers to be able to motivate and then a look at some of the theories on motivation.

At one time, employees were considered just another input into the production of goods and services. Researches conducted by many scientists changed this way of thinking about employees. Those studies found that employees are not motivated only by money and employee behavior is linked to their attitudes. Afterwards the human relations approach to management began; the needs and motivation of employees became the primary focus of managers.

Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Terpstra, 1979). Five major approaches to understanding motivation are Maslow's need-hierarchy theory, Herzberg's two-

factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self-actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes. Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965).

Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

2.2. Role of Motivation

Why do we need motivated employees? The answer is survival. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the jobs they perform. Motivating employees is maybe the most complex one among all the functions of management. This is due, in part, to the fact that what motivates employee's changes constantly (Bowen & Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). Also, as employees get older, interesting work becomes more of a motivator. It means that individuals are unique and they can be motivated in different ways. Motivation leads to goal directed behavior, which is an organizational goal. Consequently an employee satisfied and motivated by the job exhibits high performance and accomplishment. A motivated person will also motivate people around by encouraging and maybe forcing them towards accomplishment of group tasks. This will contribute the performance of other employees.

3. THEORISTS AND THEORIES OF MOTIVATION

3.1. Ivan Pavlov

Pavlov did extensive studies on classical conditioning. Classical conditioning is "a form of learning through association that involves the manipulation of stimuli to influence behavior." More simply, within organizations, employees associate an action with a following action, and then they expect the following action each time the initial action appears. This is a natural reaction for some. Pavlov's theory is difficult to argue with and is applicable today and probably will be for a long time.

3.2. Abraham Maslow

Abraham Harold Maslow, b. Brooklyn, N.Y., Apr. 1, 1908, d. June 8, 1970, was a founder of humanistic psychology in the 1960s, along with Carl Rogers, Rollo May, and others. They advanced their movement as a "third force" that provided an alternative to the schools of behaviorism and psychoanalysis.

Educated at the City College of New York, Cornell University, and the University of Wisconsin, Maslow taught at Brandeis University from 1948.

Maslow first became known for his description of the "hierarchy of prepotency" in human motivations. Observing that "man is a wanting animal" and that one desire is no sooner satisfied than another takes its place, he noted sense and order in the succession of motives. In the relatively rare individuals in whom all lower needs are satisfied a new motive can be observed, the drive for self-actualization--becoming everything that one is capable of becoming. Interest in higher levels of motivation led Maslow to the study of self-actualized people, who differ from most people in being unusually healthy psychologically; having marked ability to free themselves from stereotypes; and perceiving everyday life realistically and accepting it without defensiveness. Self-actualizing people appear to have, or to have had, "peak experiences" of insight, joy, or intense awareness. In *Toward a Psychology of Being* (1962), Maslow described the characteristics of such experiences and the effects they have.

3.2.1. Maslow's Holistic Dynamic Theory

The title of this paper is deliberately provocative in order to point up the allegedly elitist nature of Abraham Maslow's theory. I suspect that the theory seems elitist only from the perspective of the 'psychopathologically average' in Western society. In fact, one of the weaknesses of Maslow's theory from the perspective of personality theory is that it doesn't go very far in explaining fundamental individual differences except in terms of need gratification, as though we all are stamped from the same master template, and how we are now is dependent solely on our history of gratification. Put that way, one could almost draw a comparison with a Skinnerian explanation of what passes as a self being simply the result of reinforcement history. I may have put this a little harshly, since Maslow places a very great emphasis on individuality and idiosyncrasy, but the theory lacks an adequate explanation for one of its highest values. The concept of values itself, however, is well elucidated.

Maslow derives values from conditions necessary for health, as well as 'discovers' them in self-actualized people. He doesn't differentiate between psychological types as Jung does (Jung, 1971), and Maslow expresses an outright contempt for reductionism on the level of the trait/factor theorists. Consequently, since no special personal prerequisites are required, even self-actualization is achievable by those currently 'psychopathologically' average. The frustration that one senses in his writing, even the characterization of the average as 'psychopathological', is directed at a society which frustrates the potential of its members. Indeed, one of Maslow's criteria for psychological health is transcendence of the environment. This is facilitated by the ability to perceive reality more clearly as one approaches the level of self-actualization. Clear perception reveals that much of what was thought to be important is illusory. With this quality of perception and the ability to transcend ego, the tendency to dichotomize is likewise reduced. This includes such dichotomies as 'us/them', 'duty/pleasure', 'godlike/wormlike', even with some reservations 'good and evil'.

3.2.2. Needs-Hierarchy

According to Maslow, gratification of needs leads to psychological health. Maslow does not view Freudian concepts like id and primary processes as suspect, but posits that they may be precisely the motive power behind the progression from one need to another. We move on because we want to, not because we are driven by some form of drive reduction. Even a theory of homeostasis is inadequate alone, because there is no end to growth, no ultimate static balance. Each need is "prepotent" to the ones following it, and must be satisfied to some degree before the subsequent need becomes pressing. It is important to note that this is a question of degree, and not a discrete

step-wise progression. "...most members of our society who are normal are partially satisfied in all their basic needs and partially unsatisfied in all their basic needs at the same time.". For illustrative purposes, Maslow gives an arbitrary example of a person who is satisfied in 85% of his physiological needs, 70% in safety needs, 50% in love needs, 40% in self-esteem needs, and 10% in self-actualization needs.

It is this 'all at once' quality which makes Maslow's theory "holistic". It is "dynamic" in its motion forwards. It is very difficult to describe in a linear fashion without the serial presentation of elements contributing to a mistaken impression of a strict serial progression.

The danger of an impression of serialism is magnified by the fact that while all needs may have been satisfied to some extent, there is clearly a progression, but it is quantitative across needs with the most prepotent needs exerting the greatest pull, at least until such time as they are adequately satisfied. Maslow could be clearer on this. In his arbitrary example cited above, is the focus of gratification primarily on self-esteem now that the person has hit the 50% mark in love?

Maslow also maintained that the biological maxim of 'ontogeny repeats phylogeny' holds true for the needs-hierarchy. It is the higher needs which most clearly define us as human, and those needs would have emerged in the evolution of Homo sapiens from earlier forms. Developmentally, it is the lower needs which emerge first. Maslow notes that "even Mozart had to wait until he was three or four" to self-actualize.

In considering the needs hierarchy, I am tempted to compare it to Erikson's stages of development (Erikson, 1959). Both run the risk that superficial understanding will perceive them as strictly serial progressions, yet all stages in Erikson's theory exist in earlier and later forms. In Erikson, earlier crises unsatisfactorily resolved can be addressed by longitudinal compensation - so it is with Maslow, where frustration of a certain need can be alleviated through later gratification. There is even in Maslow an epigenetic element which comes into play in relation to self-actualization, though, of course, not in a tidy linear way, but in the proportion to which a person is self-actualized.

3.2.3. Deficiency Motivation and Growth Motivation

Needs lower on the hierarchy are prepotent over ones that are higher. When they have been satisfied to a certain level, the next need focuses the person's resources and behaviour towards its own gratification. At an even further level of gratification, a need becomes functionally absent. We still need to eat and drink, but where food and water can be reliably counted on, they do not possess much motive force, and even missing lunch would not count as a frustration of physiological needs in the sense Maslow uses.

If this is so, what happens when a person comes to the end of the hierarchy? Is there a point where all needs are functionally absent? Nirvana? Maslow discovered that self-actualized people continue to grow, and that the flame of desire is never extinguished in human beings.

The lower needs seemed to him to be "instinctoid", that is, absence of gratification breeds illness, presence leads to health, and illness can be cured by gratification. Therefore, these needs are 'deficiency needs', since they must be filled in order for there to be health.

What, then, motivates an already healthy individual to continue to grow, to become more healthy, to fully live up to their potentials? According to Maslow the mechanism is the same that makes a baby want to control its bowels - because it can and it wants to move on. Maslow was critical of much of Freudian theory, accusing Freudians of viewing the world through brown coloured glasses. People develop naturally and do not need to be jerked upwards in order to grow, they merely require that their development not be impeded.

The difference, then, between the motivations of self-actualized persons and 'normals' is not entirely clear, since motivation in the lower needs is to avoid deficiency, yet at the same time it is organic, a natural inclination towards growth. However, it is clear from Maslow's emphases that he regarded self-actualized people as being qualitatively different, and that the difference is that they are primarily growth motivated, with deficiency motivation playing a very small, but essential, role.

3.2.4. Health and Values

There are two types of values in Maslow, the 'implied', and the 'discovered'. I don't think Maslow would care for this characterization, since he maintained repeatedly that he was engaged in 'discovery'. He might consider 'implied' to be too close to 'invented', yet the implied values seem to me very strong.

If we accept that health is a primary value and that it is wrong to make people sick, then, to paraphrase the American Declaration of Independence, the highest values for oneself and others must be life, liberty, and the pursuit of fulfillment. I would go so far as to say that these are as universal as life is, though I can appreciate that advocates of a neo-Darwinian perspective emphasizing survival of the fittest, might make right, "nature red in tooth and claw", etc. might not accept this. Sacredness of life is an irreducible axiom which might not be clear to all persons.

The 'discovered' values and qualities of self-actualized people are listed again and again in relation to different topics in Maslow's writing. One that he considers important to health is transcendence of the environment. This manifests in a number of ways. For example, to make the argument for health as adaptation, one has to take the psychic centering point and place it external to the entity

whose health is being determined - social psychology taken to an extreme, thus making the self determined and denying agency, something which Maslow couldn't accept given his understanding of self-actualized people as socially autonomous. On the individual level, there are the insight therapies which deal very much with internal processes very personal to the individual. On a societal level, self-actualized persons accept social-conventions superficially most of the time. They don't want to be rude or offend others, but they are capable of fighting for change of circumstances they consider especially egregious. However, they assess the culture they live in critically, and accept or reject components based on inner criteria. Consequently, they have a tendency towards transcending nationalism, of being citizens of the world, and thus are somewhat immune to psychosocial infection. This all assumes, of course, that the lower needs have been met, and that the conditions have been opportune for the epigenetic emergence of this qualitatively different state of self-actualization all of which are socially dependent, reminiscent of G.H. Mead's autonomous agent who is the product of an entirely socially determined process.

This ability to assess is facilitated by a clearer perception of reality, which is in turn facilitated by a respect for truth, even when it is ugly. In fact, dichotomies such as ugly/beautiful, good/evil, duty/pleasure, and the fact that elements which are both 'wormlike' and "godlike" coexist in us and are each necessary, seem to be reconciled by the simple act of perceiving things just as they are. This type of perception at its height is egoless, or "Taoistic".

The link between Maslow and eastern philosophy is very interesting in light of the 'dichotomy' between universals and relativism. This, too, should be resolvable through adoption of a middle way which accepts both. However, in a society where I hear again and again that everything is relative, I find it very interesting to hear an American theorist saying things that have been said by Swiss analysts, Christian mystics, and Chinese sages. The universal is found in the general, and I would suggest that one may have been expressed in this American voice.

Clear perception of what's there is the only prerequisite necessary to deal with these questions. Unfortunately, a university degree doesn't grant this. However, if Maslow is correct, it is possible that one day "we may even define therapy as a search for values...", in a process of discovery, not asking of what 'ought', but rather, of what is simply there.

3.2.5. Redefinition Of Self-Actualization

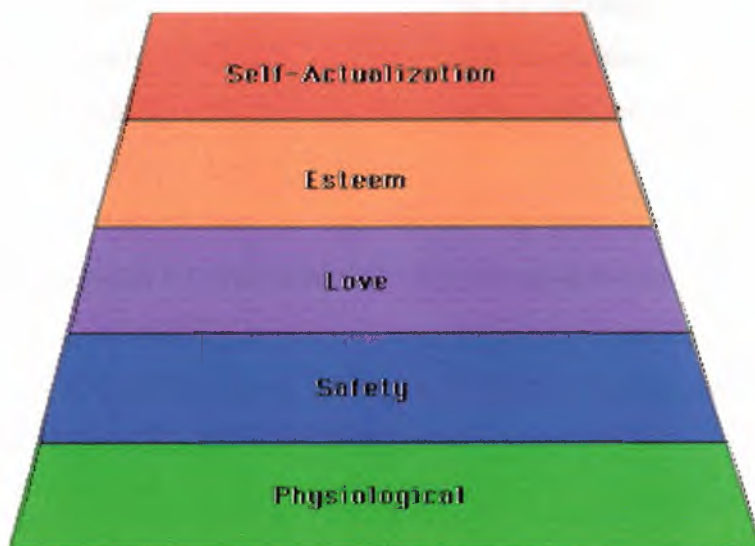
In other words, any person in any of the peak experiences takes on temporarily many of the characteristics which I found in self-actualizing individuals. That is, for the time they become self-actualizers. We may think of it as a passing characterological change if we wish, and not just as an

emotional-cognitive-expressive state. Not only are these his happiest and most thrilling moments, but they are also moments of greatest maturity, individuation, fulfilment - in a word, his healthiest moments.

This makes it possible for us to redefine self-actualization in such a way as to purge it of its static and typological shortcomings, and to make it less a kind of all-or-none pantheon into which some rare people enter at the age of 60. We may define it as an episode, or a spurt in which the powers of the person come together in a particularly efficient and intensely enjoyable way, and in which he is more integrated and less split, more open for experience, more idiosyncratic, more perfectly expressive or spontaneous, or fully functioning, more creative, more humorous, more ego-transcending, more independent of his lower needs, etc. He becomes in these episodes more truly himself, more perfectly actualizing his potentialities, closer to the core of his Being, more fully human.

Such states or episodes can, in theory, come at any time in life to any person. What seems to distinguish those individuals I have called self-actualizing people, is that in them these episodes seem to come far more frequently, and intensely and perfectly than in average people. This makes self-actualization a matter of degree and of frequency rather than an all-or-none affair, and thereby makes it more amenable to available research procedures. We need no longer be limited to searching for those rare subjects who may be said to be fulfilling themselves most of the time. In theory at least we may also search any life history for episodes of self-actualization, especially those of artists, intellectuals and other especially creative people, of profoundly religious people, and of people experiencing great insights in psychotherapy, or in other important growth experiences.

3.2.6. Maslow's Hierarchy of Needs



Abraham Maslow is known for establishing the theory of a hierarchy of needs, writing that human beings are motivated by unsatisfied needs, and that certain lower needs need to be satisfied before higher needs can be satisfied. Maslow studied exemplary people such as Albert Einstein, Jane Addams, Eleanor Roosevelt, and Frederick Douglas rather than mentally ill or neurotic people. This was a radical departure from two of the chief schools of psychology of his day: Freud and B.F. Skinner. Freud saw little difference between the motivations of humans and animals. We are supposedly rational beings; however, we do not act that way. Such pessimism, Maslow believed, was the result of Freud's study of mentally ill people. "The study of crippled, stunted, immature, and unhealthy specimens can yield only a cripple psychology and a cripple philosophy" (Motivation and Personality). Skinner, on the other hand, studied how pigeons and white rats learn. His motivational models were based on simple rewards such as food and water, sex, and avoidance of pain. Say "sit" to your dog and give the dog a treat when it sits, and-after several repetitions--the dog will sit when you command it to do so. Maslow thought that psychologists should instead study the playfulness, affection, etc., of animals. He also believed that Skinner discounted things that make humans different from each other. Instead, Skinner relied on statistical descriptions of people.

Maslow's hierarchy of needs was an alternative to the depressing determinism of Freud and Skinner. He felt that people are basically trustworthy, self-protecting, and self-governing. Humans tend toward growth and love. Although there is a continuous cycle of human wars, murder, deceit, etc., he believed that violence is not what human nature is meant to be like. Violence and other evils occur when human needs are thwarted. In other words, people who are deprived of lower needs such as safety may defend themselves by violent means. He did not believe that humans are violent because they enjoy violence. Or that they lie, cheat, and steal because they enjoy doing it.

According to Maslow, there are general types of needs (physiological, safety, love, and esteem) that must be satisfied before a person can act unselfishly. He called these needs "deficiency needs." As long as we are motivated to satisfy these cravings, we are moving towards growth, toward self-actualization. Satisfying needs is healthy, blocking gratification makes us sick or evil. In other words, we are all "needs junkies" with cravings that must be satisfied and should be satisfied. Else, we become sick.

Needs are prepotent. A prepotent need is one that has the greatest influence over our actions. Everyone has a prepotent need, but that need will vary among individuals. A teenager may have a need to feel that he/she is accepted by a group. A heroin addict will need to satisfy his/her cravings for heroin to function normally in society, and will not worry about acceptance by other people. According to Maslow, when the deficiency needs are met:

At once other needs emerge, and these, rather than physiological hungers, dominate the organism. And when these in turn are satisfied, again new needs emerge, and so on. As one desire is satisfied, another pops up to take its place.

3.2.6.1. Physiological Needs

Physiological needs are the very basic needs such as air, water, food, sleep, sex, etc. When these are not satisfied we may feel sickness, irritation, pain, discomfort, etc. These feelings motivate us to alleviate them as soon as possible to establish homeostasis. Once they are alleviated, we may think about other things.

3.2.6.2. Safety Needs

Safety needs have to do with establishing stability and consistency in a chaotic world. These needs are mostly psychological in nature. We need the security of a home and family. However, if a family is dysfunction, i.e., an abusive husband, the wife cannot move to the next level because she is constantly concerned for her safety. Love and belongingness have to wait until she is no longer cringing in fear. Many in our society cry out for law and order because they do not feel safe enough to go for a walk in their neighborhood. Many people, particularly those in the inner cities, unfortunately, are stuck at this level. In addition, safety needs sometimes motivate people to be religious. Religions comfort us with the promise of a safe secure place after we die and leave the insecurity of this world.

3.2.6.3. Love Needs

Love and belongingness are next on the ladder. Humans have a desire to belong to groups: clubs, work groups, religious groups, family, gangs, etc. We need to feel loved (non-sexual) by others, to be accepted by others. Performers appreciate applause. We need to be needed. Beer commercials, in addition to playing on sex, also often show how beer makes for camaraderie. When was the last time you saw a beer commercial with someone drinking beer alone?

3.2.6.4. Esteem Needs

There are two types of esteem needs. First is self-esteem which results from competence or mastery of a task. Second, there's the attention and recognition that comes from others. This is similar to the belongingness level, however, wanting admiration has to do with the need for power. People who have all of their lower needs satisfied, often drive very expensive cars because doing so raises their level of esteem. "Hey, look what I can afford-peon!"

3.2.6.5. Self-Actualization

The need for self-actualization is "the desire to become more and more what one is, to become everything that one is capable of becoming." People who have everything can maximize their potential. They can seek knowledge, peace, esthetic experiences, self-fulfillment, oneness with God, etc. It is usually middle-class to upper-class students who take up environmental causes, join the Peace Corps, go off to a monastery, etc.

3.2.7. Abraham Maslow changed the face of psychology in his hierarchy of motivational needs. This motivation model focuses on needs that must be met before one can move on to the next need.

In the past fifty years, much attention has been brought to the motivation of human behavior. Motivations are important especially in the workplace. Employers look at what can be motivating for a potential employee to keep them employed for the company and to motivate them to excel. Psychologists were able to identify two types of motivations for human behavior: intrinsic and extrinsic. Intrinsic motivations are tasks that we do with no visible goal or particular reward in mind: we are motivated from within, generally because it is pleasurable. Extrinsic motivations focus on a tangible, external reward, such as food or money. Keeping those motivations in mind, Abraham Maslow developed a theory of motivational needs which changed the face of psychology. Maslow was known as a humanistic psychologist. He believed that people were not merely controlled by mechanical forces. Life, as Maslow saw it, should not be controlled by stimuli or reinforcement, or unconscious psychoanalytic impulse; instead, he choose to focus on human potential. Maslow believed that humans strive to reach the highest levels of their capability.

In order to understand this better, Maslow set up a hierarchy of needs. The model consisted of different motivational needs. In order for higher needs to be met, the bottom, less sophisticated needs must be fulfilled. The model can be thought of as a pyramid with the most basic needs at the bottom and the higher-level needs at the top. In order for a particular need to be activated and guide a person's behavior, the more basic needs of the hierarchy must be met. The first needs to be met are an individual's psychological needs. These are simple basic biological needs such as oxygen, food, water, warmth, and shelter. These needs are the strongest if deprived, because without them a person would die. If these needs are fulfilled, the next level is an individual's safety needs. These needs are most often experienced by children who often display signs of insecurity and their need to be safe. Only when these lower needs are fulfilled can we move on to the other motivational needs. If a person has insecurities they are unable to experience the other motivations.

Love and belongingness is the next motivational need. These needs include the need to obtain and give affection and to be a contributing member of society. It is also our need to escape loneliness and alienation, and our overall sense of belonging. We then move on to our need for esteem. Esteem relates to the need to develop a sense of self-worth. This is also characterized by a human's need for a stable, firmly based, high level of self-respect from ourselves and others. We need to feel valuable and self-confident. If this need is not met, the individual feels inferior, weak and worthless.

Most of us make it to this point but often we cannot make it past this point. Most of us will not reach the top of Maslow's rung which is known as self-actualization. Self-Actualization is a state of self-fulfillment in which people realize their highest potential. Maslow considers this need an ongoing process. Self-actuals are people who are devoted, they work at a calling or vocation. Self-Actualization is a person's need to do what they were born to do. If these needs are not met, the person feels restless, on edge and lacking something. According to Maslow only one percent of human beings ever reach and satisfy their need for self-actualization. Maslow pointed to individuals such as Abraham Lincoln, Eleanor Roosevelt, and Albert Einstein as individuals who have reached self-actualization. The important thing of self-actualization is that an individual feel at ease with themselves and satisfied that they are using their talents to the fullest. Self-actualization produces a decline in the striving and yearning for greater fulfillment that marks most people's life, and provides a sense of satiation. Maslow believed that the only reason people would not move through the needs to this level is because of the hindrances of society. He thought that education could be one such hindrance. The reason for this is that sometimes education has imposed ideas of the culture. It is not to say that people should not be educated, but educated in a respectful teaching method that promotes personal growth.

There are criticisms of Maslow's theory. There is no concrete evidence that these needs exist. There is no available research that is able to validate Maslow's hierarchy. Also, Maslow's theory is difficult to measure. We cannot put physical values of psychological needs or esteem for example. Nor are we able to say that someone is self-actualized. For example, is the individual who is a couch potato a model of self-actualization? What if he truly believes that he is using his channel-changing talents to the best of his ability? According to Maslow's theory, it would almost seem that if that were the case, this person could be one of the one percent that have reached self-actualization. Moreover, we get the impression though that Maslow was steering us through personal growth with this model. The model is important in psychology because it highlights the complexity of the human needs, and it emphasizes that fact that until more basic biological needs are met, people are going to be relatively unconcerned with higher-level needs. If someone is

hungry, their first interest will be in obtaining food, they will not be overly concerned with their sense of belonging or esteem.

The model can explain why victims of war may suffer the breakdown of family ties and be unconcerned with the welfare of anyone else but themselves. However, probably the most important contribution of this model is that it led the face of psychology away from the issue of the unconscious forces that guide our behavior, and brought us forward towards something tangible such as humanism.

3.3. McClelland

McClelland and his associates came up with a test to measure human needs. They came up with three: need for achievement, need for affiliation, and need for power. According to McClelland, these needs are acquired with time and life experience. McClelland urged managers to be able to identify these needs in others to help themselves understand how to motivate individuals. Different motivation approaches would be used depending upon which need is identified. McClelland's ideas are very good, according to this author, and they can be applied today and tomorrow.

McClelland also identifies three aspects of motivation needs.

3.3.1. Achievement — nAch (= Alderfer's growth)

Primarily, he identifies an almost inherent need for achievement. In this, the perceptive student should observe a strong link with MacGregor's Theory Y. The small businessman has a primary problem, to survive. So he strikes out on his own. If he has a high need for achievement, he will solve the problems that may have arisen from redundancy and set out moderately difficult goals to achieve. People with the high need for achievement, will usually achieve them. They are the small businessmen who survive and succeed. They will put everything they have into making a success of things. However, there is an interesting psychological problem. Such individuals have a need for feedback. They need to be told how well they are doing.

Of the three accountants mentioned earlier, Riverside illustrates this well. Unlike Renfrew, he is not interested in being on top, and his psychological needs are less than those of Hallam, but he does value feedback. He wants to know if he is above average within the practice, is he above one standard deviation, is he growing better than average?

Feedback becomes difficult for the small businessman. In a franchise, meaningful comparisons can be made, but in a stand alone operation, it is less easy. Perhaps the answer lies in some self measuring of growth. If, as in an accounting practice, it is possible to measure growth through the

number of new clients, the percentage of new clients obtained by recommendation from existing ones may answer a very real need.

McClelland also stresses that those with low achievement needs tend to perform poorly. This may be an important aspect of business strategy. Perhaps the secret of success for the small business is not to look purely at satisfying the fundamental or basic existence needs. Rather, there must be some form of achievement need, which will create better levels of motivation and hence, a greater potential for long term success.

3.3.2. Affiliation — nAff (relatedness)

Second of McClellands needs is for Affiliation (nAff). This is always a problem for the small businessman, and possible solutions have already been alluded to. Perhaps the student should note, when dealing with this whole question of belonging, that it has been suggested that the failure of teleworking to take off in quite the manner expected may be due to people needing to see and/or be around co-workers. Obviously, the ability to work with a much lower need for affiliation will be a bonus for anyone who has to work as a sole trader.

3.4. Frederick Herzberg

Herzberg developed his two factor theory, taking a different approach from others. Herzberg argues that hygiene factors in the work setting are sources for job dissatisfaction. Also, he says that motivator factors in work tasks are sources for job satisfaction. His theories can be summarized by quote from him, "If you want people to do a good job, give them a good job to do." The theory of Herzberg may seem a little vague, but it is based on superb ideas. The two factor theory may be as useful, or more, than other theories of the time, because job context and content are major issues in the business world today.

3.5. Victor Vroom

Vroom's expectancy theory argues that motivation is based in values and beliefs of individuals, or how a person feels effort, performance and outcomes. He developed an equation to "calculate" motivation using three factors:

- 1- Expectancy – the probability that effort will be followed by personal accomplishment.
- 2- Instrumentality – the probability that performance will lead to outcomes.
- 3- Valence -the value of an individual of an outcome.

Vroom argues that a manager can use the equation $M = E * I * V$ to predict whether a particular reward will motivate an individual. While the basis of Vroom's expectancy theory is very good, the equation seems a little awkward today.

Motivation Theories are Like Wine; They Get Better With Age

The factors of the older theories are based on evidence, and Ritchie and Martin's twelve drivers seem to be somewhat arbitrary. Sampling in the older theories was generally more diverse. Motivation management was based on a study of all managers of training programs. Also, there was no mention by the group of managers of the basic needs such as food, drink, sex, and security. Many parallels are apparent in the motivational factors of motivation management and its predecessors. All of the factors seen in this modern theory have been seen before, thus any claim of originality would have to be considered somewhat suspect in the least.

3.6. ERG theory

Not surprisingly, there have been some criticisms of Maslow's approach. Clayton Alderfer accepts the notion of a hierarchy, but reduces it to three levels which form the acronym ERG:

Existence = Maslow's fundamental physiological and security needs.

Relatedness = need for interpersonal relations (close to Maslow's belongingness and esteem).

Growth = need for personal creativity and/or productive influence.

The second feature of Alderfer's ERG theory is that when higher needs are frustrated, then lower needs return even if they were once already satisfied. This is an all too familiar experience of the small businessman. Having had a successful career frustrated, either by a takeover or downsizing, the lower needs have to be satisfied often by striking out on one's own.

3.7. Reinforcement theory

This is an approach to motivation based upon the law of effect. Behaviour that has positive consequences tends to be repeated, while behaviour with negative consequences is unlikely to be repeated. Essentially, it is about using needs to change human behaviour in order to achieve a desired result.

The essential elements are:

3.7.1. Positive reinforcement

The use of positive consequences such as praise, a bonus or even a raise commensurate with the level of achievement to further encourage desirable behaviour. It is important that rewards and feedback follow the event quickly, and relate to the level of achievement. It is also important to ensure that a reward is made. If it is not, then the disgruntled individual will not perform well the next time. For the small businessman, rewards equate to finding something that works and will create positive reinforcement. For example, the stimulus might be the need to increase the sales or the customer base. The lonely solution is telesales, cold calling by telephone. It is a hard job, often with little sign of result or reward. However, when there is a response, some interest expressed, then the long suffering individual feels a tremendous boost, and is motivated to carry on. This illustrates Hammer's rule about telling people what they have got to do.

3.7.2. Avoidance learning

This about avoiding unpleasant consequences. In Hammer's terms this is telling people where they are going wrong. Perhaps the best example for the small businessman is better record keeping to avoid the more unhappy consequences of a Section 9 investigation by the Inland Revenue.

3.7.3. Extinction and punishment

This is about withdrawing the perceived encouragement of undesirable behaviour to get the best out of individuals. The small businessman does not possess the time for fools, or the consequences of their actions. If he has unsupportive subordinates that are poor time keepers, fail to show loyalty, fail to carry out instructions, then he has to be a line manager, move quickly from extinction to punishment and discreetly fire them.

Students will see that it is a dreadful combination of Eztoni's coercion and the worst perceptions of Taylorism. Such attitudes might even be criticised if the approach was used for discipline and training a pedigree dog. (Curiously, some of the original research, published in 1911, was on animal responses). It has no place in the workplace of the 21st century and certainly not in the small business.

3.8. Equity theory

A theory that emphasises the role played by an individual's belief in the equity and fairness of rewards in determining performance and satisfaction. The textbook definition includes reference to punishment. In an era 100 years beyond Taylor and Fayol, such a view has little place in the modern workplace.

Equity itself can be defined as a ratio between an individual's job inputs (effort/skill) and rewards (pay/promotion). The motivation comes from what an employee receives in proportion to the effort applied. This is a dangerously subjective and emotive area. An employee who does well with his sales figures deserves a reward. However, what about the situation where one employee does well because his product is in demand, and his territory easy, while another has a difficult product and/or territory. Should the second be better rewarded because of the difficulty?

For the small business, the problems are likely to arise with inequity. Once there is a feeling of inequity, of being taken for granted, of being expected to give too much, then there is potential for serious problems. Equity theory really emphasises that the workplace is about human relationships. Only when this is properly recognised, can any meaningful equity assessments be made. The small business needs to be like a family, with everybody gaining from and sharing in the successes. This may mean that everybody is treated as a team member, each has a role and each shares in an objective and clearly equitable manner.

3.9. Expectancy theory

This is defined as "a theory of motivation where people choose how to behave from among an alternative course of behaviour based upon their expectations of potential gain from each behaviour." Students should recognise a certain closeness to equity theory, but with more thought put into what really motivates people.

Expectancy theory is based upon:

- behaviour determined by a combination of factors in both the individual and the working environment;
- individuals make conscious decisions about their behaviour in the organisation;
- individuals have different needs, desires and goals;
- individuals select behaviour patterns based upon expectation of outcome.

From these assumptions, the expectancy model can be developed. This has three major components:

3.9.1. Performance-outcome

Here the individual expects a certain consequence of his behaviour. Students should not find this strange. Part of the motivation to pass the examinations is the prospect of an increase in salary and a possible promotion. In a small business, an employee might expect financial rewards for generating more sales.

There is a negative side to this. An employee might pass an examination, or improve sales, but not get the reward or recognition. This may result in a completely dysfunctional event. The successful student may feel disgruntled if technical effort is not rewarded by a raise and/or promotion, and as a result, leave for perceived better prospects elsewhere.

3.9.2.Balance

This is the power to motivate and it can vary between individuals. Some employees may well be motivated by the prospect of a promotion even if it means a move. Others, in contrast, may have external values that would case them not to value such a prospect very highly.

3.9.3.Effort/performance

This is based upon how difficult it will be to perform a task successfully. It is suggested that individuals select the level of performance that seems to give the best chance of achieving the outcome they desire or value.

This seems to have something of Theory X about it. There is a suggestion that people, while not actually hating work, will always go for the less difficult option. True, if a task is difficult, and the prospects of the outcome not very favourable, there will be a distinct reluctance if not a refusal to undertake the task. Also, by the same token, the prospect of a valued reward will be greeted with enthusiasm.

The entrepreneur has to create the right working environment. This means a working environment where people feel they are rewarded in a meaningful way, want to go the "extra mile" and want to grow with the business. This means that the fundamental strategy must go beyond just providing for the physiological and security needs. This means selecting a certain type of individual who will work well in a small but growing business. Certain people, no matter how technically suitable they are, may not fit in. Small businesses are demanding. They demand long hours of both owner and employees. Those who are reluctant to give that degree of response, sadly have no place. The work place has two components, it has to be right, and the people have to be right.

On this basis, the small businessman, anxious to get the best out of his team, must:

3.9.3.1. Determine the rewards valued by each employee

This means identifying what motivates each individual.

3.9.3.2. Determine the desired performance

Perhaps this should come first. First, there should be agreement as to what is desired, it should be a clear indication as to the level of commitment expected. If walking on water is required, the employees should be in no doubt that success and reward requires just that.

3.9.3.3. Make the performance level attainable

This is again about the balance between the suitable employee and the workplace. There will always be those who perceive the employer, be it large corporation or small business, as one that reaps where he does not sow. Such people perceive tasks as impossible and will be poorly motivated and unresponsive. However, the employer should know what the employee is capable of, so some level of success, even with minimal risk is possible.

3.9.3.4. Link rewards to performance

There are two lessons to be learned. Successful employees should be given extra responsibility and then visibly praised.

3.9.3.5. Analyse what factors might counteract the rewards effectiveness

Nothing is ever simple or obviously straightforward. Work groups may not favour high productivity. They may be unwilling to walk on water. To be sure, such a situation may not exist in the small business, but the entrepreneur must be aware that he might acquire them. He might inherit such a group, and he must mould it into what he wants.

3.9.3.6. Ensure that reward is adequate

If the reward is perceived as inadequate, then there will be little future motivation.

The entrepreneur must give some thought to the reward itself. Some rewards are intrinsic, felt directly by the individual. The partner in a small but growing accountancy firm will feel a sense of accomplishment and increased self-esteem when he lands a new client or successfully resolves a problem that he has never undertaken before. Members of the sales force will have similar feelings when they land new orders and/or new customers. By contrast, others are extrinsic such as bonuses, praise, all coming from an outside agency. Each reward is likely to be a combination of the two, and likely to produce different results in differing individuals.

This again emphasises that matching the individual to the job and workplace is the vital part of the motivation process, especially since expectancy recognises that not only do priorities change,

people move in different directions on the pyramid, but expectancy balances can actually change from positive to negative. If there is a continual failure to recognise achievement, a progressive breakdown of trust, then even the best employee can become someone who is at best, just a time server.

3.9.4. Goal getting

This is defined as a "process theory of motivation that focuses on the process of setting goals". It is argued that the natural human inclination to set and strive for goals is useful only if the individual both understands and accepts a particular goal. The perceptive student will see these when Theory Y is compared with the study of Luton car workers. There was no dislike of work (Theory Y) but work was seen as the provider for the other aspirations, which were all outside the workplace. There was clearly no desire within the workplace to move above the second tier of the Maslow pyramid. Rather, the belonging was about being an accepted part of a culture that did the work but had little interest in developing things further within the workplace. Fundamental to goal getting is:

- an understanding and acceptance of a particular goal (goal congruence);
- skills to achieve the goal;
- confidence that they have the skills to achieve the goal;
- a reasonable expectation of achieving that goal.

Behind this, there must be a level of trust that the employer will deliver on his/her promises. If trust is not present, and seen to be present and viable, then nothing will motivate an employee and they will get their satisfiers elsewhere.

In the small business, matching personal and business goals becomes one, so there is no conflict there. What the entrepreneur has to do is see a goal, decide that it is attainable and then work towards it. The small accounting practice might want fifteen new clients in the forthcoming year. It may also be that a fee income increase of £10k is also required. That can be achieved by:

- the new clients;
- increased fees charged to existing clients (some clients may be due for a re-negotiation);
- providing increased services to existing clients.

3.10. Back to the need theory model

Having reviewed the main need theories, we now refer back to the basic model. First, there is a need. For the small entrepreneur, this may be a basic physiological need, having been made redundant. However, it may be a burning desire to prove something, launch an idea into the market

place. The use of the word "deprivation" in the model is a little unfortunate. The student should not confine his attempts at understanding the purely basic needs. Need could derive from an idea, or the recognition of a gap in the market place. That is why idea, ambition and vision have been added to the model. The individual must then drive to fulfill the need. In a small business it is important to ensure that those who are around the entrepreneur share the need, idea or vision. There then follows the sequence of action(s) towards satisfaction. Beyond satisfaction, especially in the context of the Maslow pyramid, there is always the notion of a new need — where do you go from the top of the mountain?

4.STUDY A CASE ON THE THEORY OF MASLOW'S HIEARACHY OF NEEDS

4.1.The Concept of Motivation and Theory of Maslow Hieararchy of Needs

By Maslow's own statement, "pozitive motivation theory" is based on basic needs following each other in a hieararchical way. These are;

- 1- Physiological Needs (such as; water, food, air)
- 2- Safety Needs (such as; Safety, living without fear, anxiety and chaos).
- 3- Love Needs and belongliness (such as; friends, spouse,children)
- 4- Esteem Needs (such as; self respect, success, fame etc.)
- 5-. Self-Actualization.

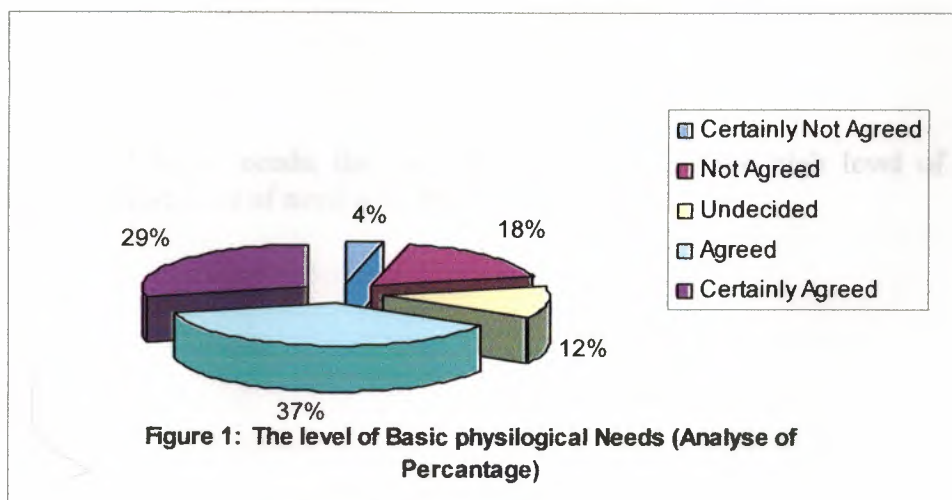
4.2. Research Method and Basic Findings

In the direction of the basic aim of this study, the applicability of The Theory of Maslow's Hierarchy of Needs in a Public Bank in North Cyprus was studied as an analysis of case. With in this framework, face to face method of questionnaire was applied to 38 staff in the Mediterranean Garanti Bank Limited General Directorate and 20 valid questionnaires' delivery were supplied. In the applied questionnaire, Likert type measure was used towards determining 5 basic needs in the level of bank according to the Maslow' Needs of Hierarchy mentioned above. In this measure, a

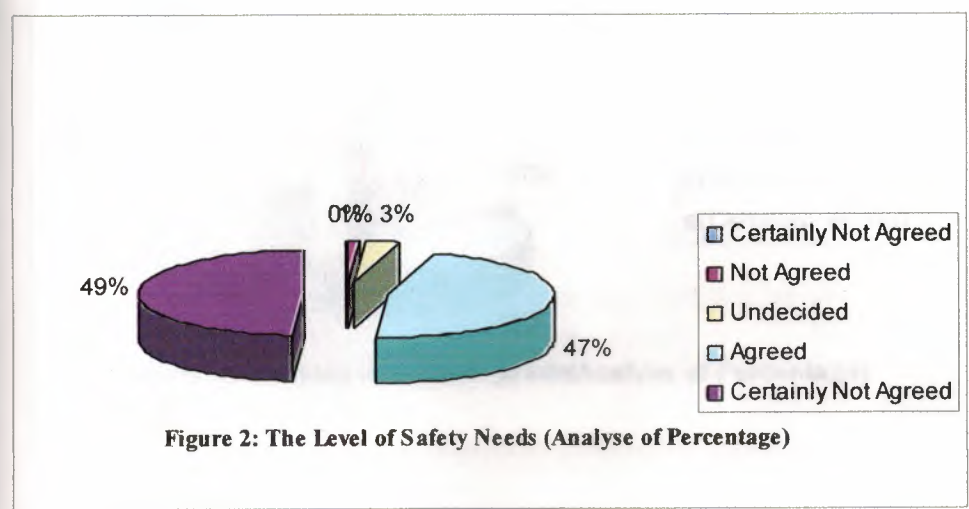
method of evaluation from the low need level (certainly agreed) to high level need level (certainly not agreed) was used. According to this, measure (-2= Certainly not agreed, -1= Not agreed, 0=undecided, +1= agreed, +2=Certainly agreed) was applied. Evaluation relating the level of need was realized by grouping total 22 questions asked in the questionnaire in accordance to 5 basic needs. That's to say, percentage analyse of basic need levels and arithmetic averages were represented in figures. In this framework, the main findings in the research are summarised in the below:

According to Maslow' Need Theory, from the lowest level to the highest level, the needs in 5 groups are represented arranged in order Figure1 to Figure 5 in the form of percentage analysis. In the Figure 6, the average of the level of needs in the form of percentage.

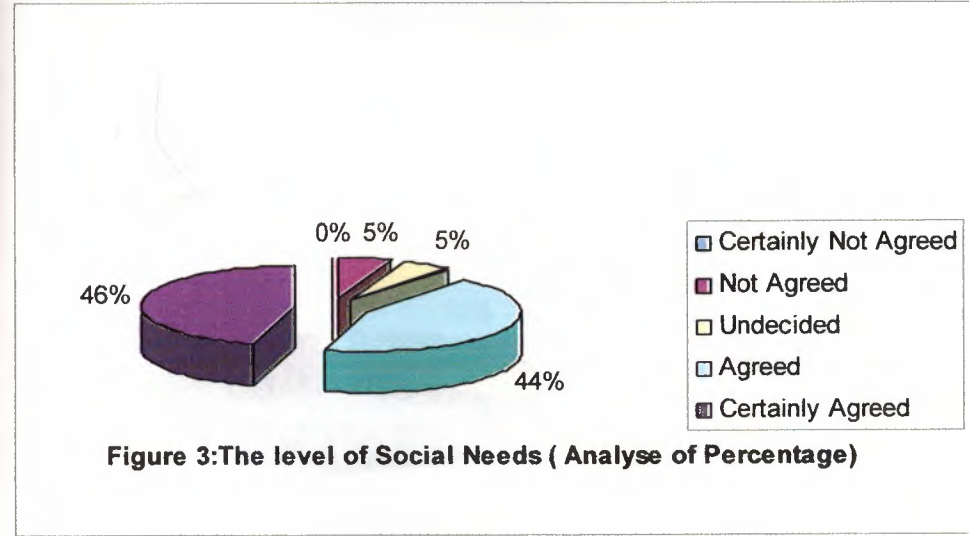
From the view of basic physiological needs, %66 rate represents high level of need. The ratio represents the highest level of needs is %29.(Figure 1)



From the view of safety needs, the ratio of %96 represents the high level of need. The ratio represents the highest level of need is % 49. (Figure 2)



From the view of social needs, the ratio of %96 represents the high level of need. The ratio represents the highest level of need is % 49. (Figure 3)



From the view of esteem needs, the ratio of %82 represents the high level of need. The ratio represents the highest level of need is % 44. (Figure 4)

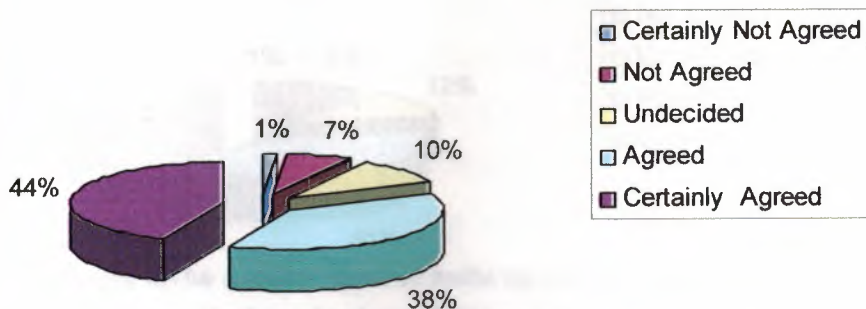


Figure 4: The level of Esteem Needs (Analyse of Percentage)

From the view of self actualization needs, the ratio of %65 represents the high level of need. The ratio represents the highest level of need is % 31. (Figure 5)

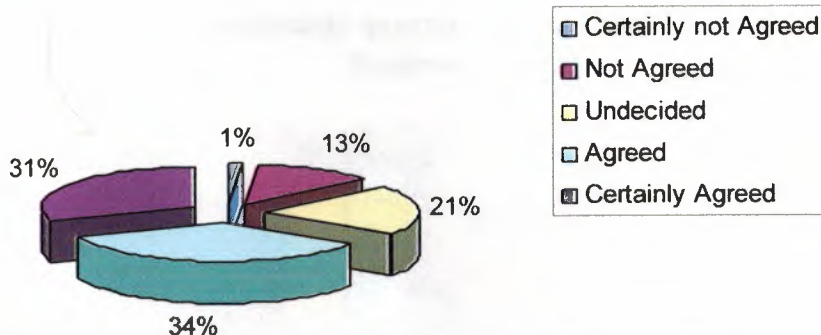
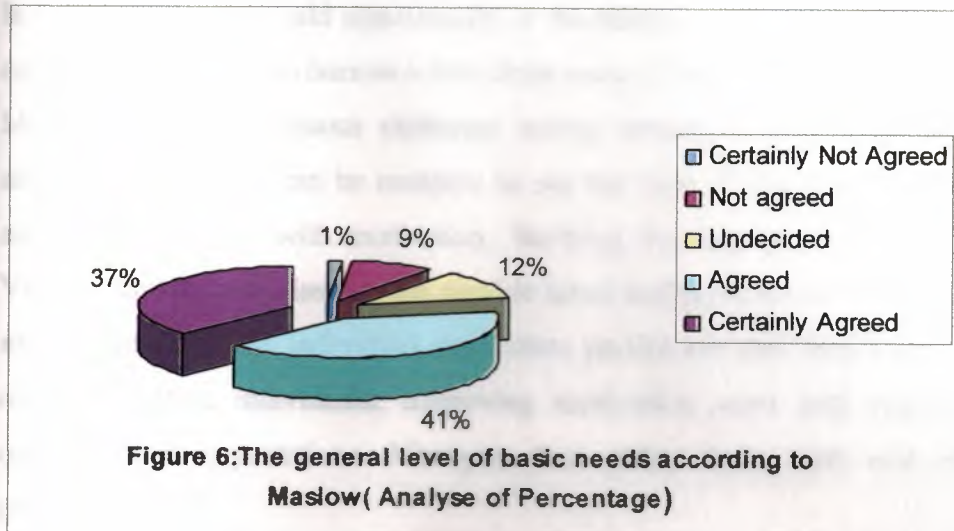
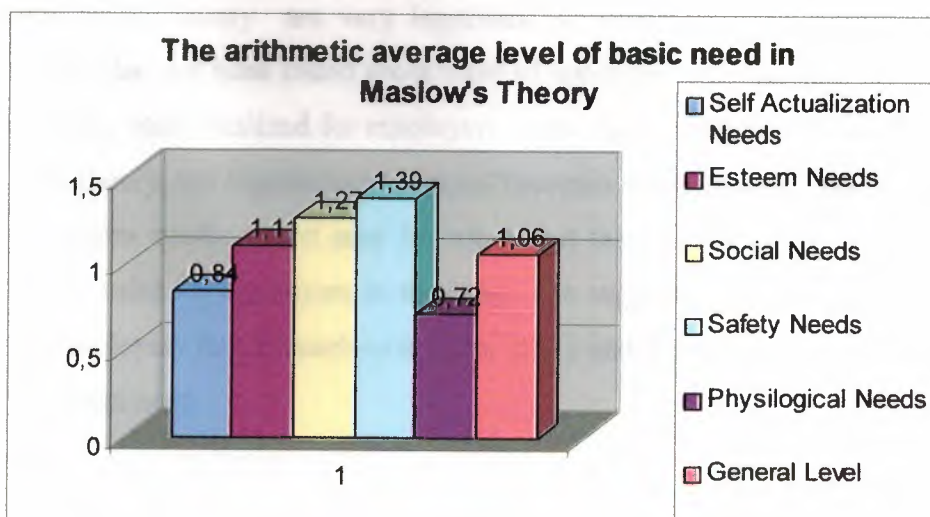


Figure 5: The level of Self-Actualization Needs (Analyse of Percentage)

The rate of %78 represents high level of need in terms of general level of all needs in 5 main groups. The ratio represents the highest level of need is % 37. (Figure 6)



The levels of need given as separate analyse of percentage for any need group are represented in the figure 7 in the form of arithmetic average. The data given in the form of arithmetic average makes the data given in the form of percentage analyse more clear, distinct and comparable. That is to say, all need groups have positive levels between 0 (undecided) and 2 (strongly agreed) in average. However, the order of this level of need in terms of importance differentiates. Safety need places the first by 1.39, it is followed in order by social needs with 1.27, esteem needs with 1.11, self actualization with 0.84 and basic physiological needs with 0.72 rates. The average general level of all needs has a value of 1.06 between "agreed" and "certainly not agreed".



5.CONCLUSION AND RECOMMENDATIONS

Motivation management is a modern, practical approach that will be useful to management trainers and trainees. Also, it will be a good guide in solving motivation problems within an organization. In reality, it does not add significantly to the theories of Pavlov, Maslow, McClelland, Herzberg, and Vroom. It seems to borrow a little from each of their works on motivation.

Motivation is a continuous challenge among managers today. The problems and solutions to motivation problems can be complex to say the least. Tools and ideas are available to managers and leaders to help with motivation. Studying the timeless theories of Herzberg, McClelland, Vroom, Pavlov, and Maslow can provide ideas and solutions to motivation problems. Motivation management and the individual motivation profile are also useful tools in discovering how to motivate certain individuals. Improving motivation starts with employee selection and high organizational expectations. Managers that utilize these tools and ideas can be successful motivators.

Success in small business is about two types of motivation. First, the employer/entrepreneur must have a level of aspiration above the physiological. Aiming to just "get by" is not enough. Whatever the faults of the Maslow model, something of its continual driving forward image must remain. McClelland's need for achievement must always be present. Secondly, there is the motivation of the employees and the work culture/climate. People must be motivated. However true Theory Y may be, the potentially successfully entrepreneur is a high achiever, one who thrives on challenges and can take the pressure. He is taking the risks and has every right to expect the same from his team. He must select people who are prepared to take risks and deliver on their promises.

The results of researches on the validity of Maslow's Theory of Hierarchy of Needs, which is the most popular motivation theory, harmonizes mostly with the theory. That is to say, although that needs stated in the theory are very important for employers was verified by researches, any supporting data has not been found about level of needs and whether they are in a hierarchy or not. In this research, study realized for employers in the bank represents the similar consequences. In contrast with theory, the highest level of need becomes dense in safety and it is followed by social needs and esteem needs. So, it may be concluded that the hierarchy foreseen in the theory of Maslow is not valid for employers in the bank. The suggestion for management of bank is firstly making the employers feel themselves in more safety and the necessity for taking into account their social and esteem need.

Finally, there is no single theory of motivation. If answering a case study question, the student may find he has to use bits of several theories: a lot of Maslow, certain assumptions from McGregor, a lot of McClelland. He should not be afraid to express his own ideas, nor should he forget that what works in one type of work place will not work in another.

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7.APPENDIX

MASLOW'UN İHTİYAÇLAR HİYERARŞİSİ TEORİSİNE GÖRE MOTİVASYON ANKETİ

AÇIKLAMA

Aşağıda, çalışma yaşamıyla ilgili değişik konularda 22 adet cümle yer almaktadır. Lütfen, cümleleri inceleyiniz ve düşüncenizi size sunulan 5 seçenekten birini işaretlemek yoluyla belirtiniz.

- a) Lütfen aşağıda sıralanmış olan cümleleri dikkatlice okuyunuz.
- b) Her cümle ile ilgili düşüncenizi belirtmek için cümlenin altındaki şıklardan size uygun olan birini seçerek kutu içini işaretleyiniz.
- c) Cümleleri mümkün olduğunca çabuk okuyup çabuk cevap veriniz.
- d) Cümleleri okuyup işaretlemeyi yaptıktan sonra önceki cümlelere geri dönüp tekrar cevap vermeyiniz ve cevaplarınızı değiştirmeyiniz.
- e) Bu kağıda adınız veya soyadınız yazılmayacağından cümlelere çekinmeden cevap verebilirsiniz.
- f) Cümleleri okumak ve gerekli işaretlemeyi yapmak için süre kısıtlaması yoktur.
- g) Bu anket çalışanların motivasyon düzeyi ve iş memnuniyetlerini ölçmek amacıyla yapılmaktadır.

MOTİVASYON İLE İLGİLİ SORULAR

1. İşlerini çok iyi yapan kişilere özel ücret artışları verilmelidir.

- ☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

2. Çalışanların kendilerinden beklenen görevleri tam ve doğru olarak bilmeleri için, iş tanımlarının daha mükemmel hale getirilmesi gerekir.

- ☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

3. Çalışanlara, işlerine bağlı elemanların çalışma koşullarına büyük ölçüde önem vermelidir.

- ☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

4. Bir yönetici kendisine bağlı elemanların çalışma koşullarına büyük ölçüde önem vermelidir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

5. Yönetici, kendisine bağlı elemanlar arasında arkadaşça bir çalışma ortamının gelişmesi için çaba göstermelidir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

6. Verimliliği standardın üzerinde olan kişiler için, diğerleri tarafından farklı olduklarının bilinmesi ve kabul edilmesi, çok önemlidir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

7. Çalışanlara karşı (olumlu ya da olumsuz) ilgisiz bir yönetim tarzı, onların duygularını zedeleyebilir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

8. Çalışanlar yeteneklerini işlerinde yarar sağlayacak şekilde kullanmak isterler.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

9. Şirkette kıdemlilik ve emeklilik olanakları, çalışanları şirkete bağlayan önemli faktörlerdir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

10. Hemen hemen her iş daha çekici ve özendirici hale getirilebilir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

11. Çalışanların çoğu, çalıştıkları her işte, yapabileceklerinin en iyisini yapmayı arzu eder.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

12. Üst kademe yöneticiler, çalışma saatleri dışında sosyal toplantıları destekleyerek çalışanlara daha yakından ilgilenebilir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

13. Çalışan için yaptığı işten gurur duymak gerçekten önemli bir ödül sayılır.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

14. Çalışma gruplarındaki kişisel ilişkilerin yapısı , verimi etkileyen çok önemli bir konudur.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

15. Kişisel teşvik primler çalışanların verimini arttırmaya yarar.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

16. Üst kademe tarafından takdir edilmek çalışanlar için çok önemli bir konudur.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

17. Çalışanlar, genellikle çalışma programlarını kendileri yapmayı ve işleri ile ilgili kararlarda kendilerine serbesti verilmesini arzu ederler.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

18. İş güvencesi çalışanlar için çok önemli bir faktördür.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

19. Çalışanlar için yeterli bir çalışma ortamına ve donanımına sahip olmak önemlidir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

20. Hiçbirşey istediğim gibi gitmiyor. Hiçbir zaman yeteri kadar kıyafetim, ev kirası, yemek, otomobil için yeterli param olmayacak
Gelecek için para biriktirmek imkansız.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

21. Paranın harcamak ve eğlenmek için olduğunu düşünenler oldukça sorumsuz kişilerdir.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

22. Bazı insanlara özeniyorum. Özellikle de ciddi fiziksel yaralanmalar geçirip sonradan bunların üstesinden gelen genç insanlara ben böyle bir durumda pes edebilirdim.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

DEĞERLENDİRME SEÇENEKLERİ

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Kararsızım ☐ Katılıyorum ☐ Kesinlikle katılıyorum

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Sorular

İHTİYAÇLAR						
Kişisel Bütünlük	8	11	13	17		
Takdir Görme (Benlik)	8	7	12	16		
Sosyal (Aidiyet, Sevgi)	8	14	10			
Güven	3	4	9	18	19	
Temel Fizyolojik	1	2	15	20	21	22