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## I. INTRODUCTION

In the early part of this century, management changed into a scientific discipline. At first simple and procedure management used to exist in governmental institutions such as military, railway administration. Procedures were simple planning, record keeping and writing down policies. The span of control was limited to few people. However as the firms grew they used such injunctions and saw that business worked.

Afterwards many new things intruded in business world and made these injunctions less important. As the time passed labour became more critical factor for the firms. The complexity of the markets required more adaptive organizations, political, social and cultural changes led to new ways of treating people. Here the management altered into a scientific concept which defines organizations as cooperative systems rather than a mechanical product. New approaches arised taking human resource management into account. (Perrow, 1973)

Lots of management definitions were proposed. Most basically, management is the process of planning, organizing, leading and controlling organization's human, financial, material and other resources to increase its effectiveness. Here it is obvious that, four principal functions of management are; planning, organizing, leading and controlling all resources to allow an organization achieve its goals.

In leading, managers encourage workers to do a good job and coordinate individuals and groups so that all organization members are working to achieve organizational goals. The study of different leadership methods and matching styles to the characteristics of the organization and its components is a concern of organizational behavior. (Jennifer and Gareth, 1996)

Organizational behavior is the study of the many factors that have an impact on how the individuals and groups respond to and act in organizations and how organizations manage their environment. The study of organizational behavior provides guidelines that both managers and workers can use to understand the forces that affect the behaviors in organizations and to make correct decisions about how to motivate and coordinate people and other resources to achieve organizational goals. The study of organizational behavior helps us understand such things as why people are motivated to join in an organization, why they feel good or bad about their jobs. Here we see that organizational behavior and motivation are important concepts within the leading function of management. Then, what is motivation?

Motivation is a frequently used term. There are more than hundred definitions on motivation. Actually motivation is studied in depth by psychology and is a general term applying to entire class of drives. Motivation refers to the drive and effort to satisfy a want and goal. Motivators are things that induce a person to perform. While motivation reflects wants, motivators are identified as rewards or incentives.

Here in this study, the aim is 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. Following pages include motivation in historical perspective, theories and theorists with application. Sources of this study are mainly management books and on line articles from management journals. To make the study more tangible, a research conducted at a company with the application of Maslow's Hierarchy of Needs motivational theory is also included. The company research consists of a motivation questionnaire applied to employees and interpretation of questionnaire results from the viewpoint of theory. By this way, it is possible to understand how people are motivated within the organization, why motivation is important.

Different theorists define motivation approximately in a same manner. However they differ in the method they explain motivation process and classification of needs of human. As it was mentioned before, theories find their roots in psychology. This means that management is a multidisciplinary profession and cooperates with related sciences to increase its effectiveness.

## II. MOTIVATION IN MANAGEMENT

### 2.1. Motivation and Motivators Defined

Human motives are based on needs. Individual feels such needs consciously or unconsciously. Some are primary needs, such as water, air, sleep and shelter. Other needs may be regarded as secondary, such as self esteem, affiliation with others, status, affection, self accomplishment. These needs vary among different individuals in intensity. The needs arise, human feels a desire to satisfy the need and acts towards satisfying the need. Then, we can say that needs motivate individual to behave in a certain manner. It is obvious that motivation is some kind of a chain reaction. Many authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behavior purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). For this study, motivation is defined as the inner force that drives individuals to accomplish personal and organizational goals.

As it was mentioned before, motivators are things that induce individual to perform. Work motivation can be defined as the psychological forces within a person that determine the direction of person's behaviour in an organization, a person's level of

effort, and a person's level of persistence in the face of obstacles. (Jennifer and Gareth, 1996)

Today 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. Following pages will include some of them. Here the duty to understand human behaviors and applying techniques for employees rests with managers of course.

## 2.2. Motivation in Historical Perspective

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.

### 2.3. 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 employees 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.

### III. THEORIES AND THEORISTS

Although the process of management is as old as history, today's scientific management is a twentieth century phenomenon and practice is far ahead of theory. In some pure sciences great inventors and scientists provided theories such as Einstein and they were proved through the years by other researchers. In contrary for the field of management, there is a great lack of such fundamental works so that the first management theoretician who wins the Nobel Prize for Economics was Herbert A. Simon in 1978. In order to arrive at a correct decision, a manager must have all the information necessary relevant to various factors.

#### 3.1. Abraham Maslow's Hierarchy of Needs Theory

Abraham Maslow is known for establishing the theory of a hierarchy of needs, writing that humans 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 people. This was a radical departure from two of the famous schools of psychology of his day: Freud and B.F. Skinner. Freud saw little difference between the motivations of humans and animals. We are rational beings; however, we do not act that way. According to Maslow such a belief, 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.

Maslow's hierarchy of needs was an alternative to 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, etc., he believed that violence is not human nature. Violence occurs when human needs are not met. In other words, people who couldn't satisfy 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. Needs are proponent. A proponent need is one that has the greatest influence over our actions. Everyone has a proponent 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 (and higher) needs emerge, and these, different than physiological hungers, dominate the organism. And when these in turn are satisfied, again new (and higher) needs emerge, and so on. As one desire is satisfied, another pops up to take its place. Those needs can be defined as a pyramid like shape (see appendix 1). Those needs included in the hierarchy are again grouped in two categories, as lower and higher order needs. While some sources including Self Actualization and Esteem needs into higher order needs, actually Maslow includes Social needs also in higher order needs. The remaining Safety and Physiological needs were defined to be lower order needs. Although there is a contradiction between classifications of need levels, it is a common point that lower level needs must be satisfied before higher order needs.

### 3.1.1. 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 satisfy them as soon as possible to establish homeostasis. Homeostasis is a psychology term which refers to the tendency of organism to balance itself internally in response to external conditions- Once they are satisfied, we may think about other things.

### 3.1.2. 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 dysfunctional, 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. Many people in our society do not trust law and order because they do not feel safe enough to go for a walk in their neighborhood. Many people, particularly those in big 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. This group of needs include security, protection from physical and emotional harm, stability and the like. There is also a concern for future. People wonder if they will be able to maintain their property or job so they can provide food and shelter tomorrow and the next day. If a person's safety or security is in danger, other things seem unimportant. When these needs are active, people will look at their jobs in terms of how well they satisfy these needs.

### 3.1.3. Love Needs (social needs)

Love and belongingness are next on the ladder. They consist of a sense of belonging, acceptance and a need for affiliation. Once Psychological and safety needs are satisfied, relationships and belonging is activated. 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. The kinds of work teams emphasized in total quality management and other high performance systems are one means of satisfying these needs.

#### 3.1.4. 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 is related to the need for power. Most people have a need for a high evaluation of themselves, which is based on recognition and respect from others. Satisfaction of esteem needs produces feelings of self-confidence, prestige, power and control. People begin to feel that they have some effect on their environment. People, who have all of their lower needs satisfied, often drive very expensive cars because doing so raises their level of esteem. Status is important.

#### 3.1.5. 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, and oneness with God, etc. Individuals satisfy this need in different ways.

A lady may express this as being an ideal mother while another expressing as managing an organization. The way self-actualization is expressed can change over the life cycle. A self-actualized manager may afterwards look for other areas to maximize potential and broaden horizon. In addition, the hierarchy does not always follow the pattern described by Maslow. Maslow accepts that this is a pattern that operates most of the time. Certainly there are exceptions.

### 3.2. Herzberg's Two Factor Theory

Theory proposed by Frederick Herzberg is also known as Motivation Hygiene theory. According to Herzberg, attitude of individual toward work can determine individual's success or failure. His theory was based on a broad research in which working people were asked to define situations when they felt good or bad about their job. Results of research revealed that employees related some job characteristics to job satisfaction and others to dissatisfaction. According to the Two Factor Theory of Frederick Herzberg, people are influenced by two factors. Satisfaction and psychological growth was a factor of motivation factors. Dissatisfaction was a result of hygiene factors. Herzberg developed this motivation theory during his investigation of 200 accountants and engineers in the USA.

Hygiene factors are needed to ensure an employee does not become dissatisfied. They do not lead to higher levels of motivation, but without them there is dissatisfaction. They are associated with job context which are aspects related to work settings. Job satisfaction is linked to environment in which person works rather than the nature of the work itself. Hygiene factors are Working conditions, Quality of supervision, Salary, Status, Security, Company, Job, Company policies and administration, Interpersonal relations.

Motivation factors are needed in order to motivate an employee into higher performance. These factors result from internal generators in employees. These are related to job content. Job content refers to the nature and duties of a job. If the motivation-hygiene theory holds, management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself in order for employees to be satisfied with their jobs. Typical Motivation Factors include: Achievement, Recognition for achievement, Responsibility for task, Interest in the job, and Advancement to higher-level tasks, Growth.

### 3.3. Vroom's Expectancy Theory

The book of Victor Vroom entiteled Work and Motivation covered the theory of expectancy. According to Vroom, personal beliefs on the relationship between effort and performance determine the motivation. This is to say that if a person believes that hard working will lead to a promotion he will work hard. Vroom realized that an employee's

performance is based on individual factors such as personality, skills, knowledge, experience and abilities. The expectancy theory says that individuals have different sets of goals and can be motivated if they believe that:

- There is a positive correlation between efforts and performance,
- Favorable performance will result in a desirable reward,
- The reward will satisfy an important need,
- The desire to satisfy the need is strong enough to make the effort worthwhile.

Vroom's Expectancy Theory is based upon the following three beliefs:

- Expectancy (Employees have different expectations and levels of confidence about what they are capable of doing). Expectancy is the degree of belief of a person that work effort will lead to achievement of a task. Management must discover what resources, training, or supervision employees need.
- Instrumentality (The perception of employees whether they will actually get what they desire even if it has been promised by a manager). Management must ensure that promises of rewards are fulfilled and that employees are aware of that. This is the degree of belief of a person that achieved task performance will lead to various outcomes.
- Valence (Valence refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards). Management must discover what employees value.

Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain. This force can be calculated by the following formula:  $\text{Motivation} = \text{Valence} \times \text{Expectancy} (\text{Instrumentality})$ . This formula can be used to indicate and predict such things as job satisfaction, person's occupational choice, the likelihood of staying in a job, and the effort person might show at work.

### 3.4. Equity Theory

J. Stacy Adam's theory is based on individual's feeling of equity gained by comparison of personal reward/input ratio with others' reward/input ratio. This is to say that if a person feels that his/her equal amount of effort with another person's is not equally rewarded, a feeling of inequity will exist. A positive felt inequity exist when the employee believes he receives relatively more than the others. Vice versa is negative felt inequity. Employee facing inequity may act as follows:

- Reduce performance efforts.
- Ask for a raise in money.
- Leave the company.
- Compare self to another coworker.
- Think that inequity is temporary and will be resolved in future. (James *et al.* 1994)

As a consequence, managers allocate rewards, individual makes equity comparison and job satisfaction is affected as well as job performance by equity perception. Thus, it is crucial for managers to balance effort and reward correlation among employees.

### 3.5. Reinforcement Theory

This is again a behavioristic approach to motivation which argues that behavior is affected by its consequence. Actually this theory does not concern with the reason of behaviour. Theory argues that if behaviour is reinforced, it is more likely to repeat. Reinforcers control the behavior. For example, if employee has a habit of coming late to work, manager may choose to compliment employee every time he/she comes early. Probably employee will choose to come early to be appreciated.

### 3.6. Theory X and Y

Douglas Mc Gregor defined two orientations for human beings as X oriented and Y oriented. Actually these orientations are derived from managers' views about classification of employee behaviors. Theory X assumes that humans inherently dislike working and will try to avoid it if they can. Because people dislike work they have to be forced or controlled by management and threatened so they work hard enough. Average employees want to be directed. Such people don't like responsibility. Average humans are clear and unambiguous and need security at work. Shop Floor, Mass Manufacturing -

Production Workers are included in this classification. Authoritarian, Hard Management can be applied for such people.

Theory Y assumes that People view work as being as natural as play and rest. Humans spend the same amount of physical and mental effort in their work as in their private lives. If people are motivated, they will be self-directing to the aims of the organization. Control and punishment are not the only mechanisms to make people work. Job satisfaction is key to engaging employees and ensuring their commitment. People learn to accept and seek responsibility. Average humans, under the proper conditions, will not only accept but even naturally seek responsibility. People are imaginative and creative. Their creativity should be used to solve problems at work. Professional Services, Knowledge Workers - Managers and Professionals are included in this group of people. Participative, Soft Management is applicable on such people. Theory X people are dominated by lower level needs. However Y oriented individuals are dominated by higher level order needs described by Maslow. Thus, approaches such as participative decision making, responsible and challenging jobs, and good group relations can maximize motivation.( Robbins, 1996)

### 3.7. ERG Theory

To address some of the limitations of Maslow's hierarchy as a theory of motivation, Clayton Alderfer proposed the ERG theory, which like Maslow's theory, describes needs

as a hierarchy. The letters ERG define three levels of needs: Existence, Relatedness, and Growth. The ERG theory is based on the work of Maslow, so it has much in common but also differs in some important aspects.

### 3.7.1 Similarities to Maslow's Hierarchy

Studies of Alderfer have shown that the middle levels of Maslow's hierarchy have some overlap; Alderfer reduced the number of levels to three. The ERG needs can be defined similarly to Maslow's theory as follows:

Existence: Physiological and safety needs

Relatedness: Social and external esteem needs

Growth: Self-actualization and internal esteem needs

Like Maslow's model, the ERG theory is hierarchical - existence needs have priority over relatedness needs, which have priority over growth.

### 3.7.2 Differences from Maslow's Hierarchy

In addition to the reduction in the number of levels, the ERG theory differs from Maslow's in the following three ways:

Unlike Maslow's hierarchy, the ERG theory allows for different levels of needs to be pursued simultaneously. The ERG theory allows the order of the needs be different for different people. The ERG theory acknowledges that if a higher level need remains

unsatisfied, the person may regress to lower level needs that appear easier to satisfy. This is known as the frustration-regression principle. Thus, while the ERG theory presents a model of progressive needs, the hierarchical aspect is not strict. This flexibility allows the ERG theory to apply for a wider range of behaviors. For example, it can explain the "starving artist" who may place growth needs above existence ones. Their interest for performing their art is greater than interest for life conditions.

Unlike Maslow's theory, managers must recognize that an employee has multiple needs to satisfy simultaneously. Furthermore, if growth opportunities are not provided to employees, they may regress to relatedness needs. If the manager is able to recognize this situation, then steps can be taken to concentrate on relatedness needs until the employee is able to pursue growth again.

## **IV. HIERARCHY OF NEEDS CASE STUDY**

### **4.1. Methodology**

A descriptive survey method was applied for this study. A sample of fifty employees working at Altındag aluminum Co. of whom thirty-five are blue collar and fifteen are white collar workers attended in this survey as respondents. After a literature survey, a professional survey questionnaire, which was recommended and applied by managerial consultancy companies, was selected to collect data. Data was collected by using a written questionnaire delivered to employees. Participants filled the questionnaires and returned them back. Questionnaires included twenty-four statements describing various situations or indicating an opinion. A scale line with six choice alternatives accompanied with statements at the bottom of each. Scale line composed of six choices ranking a degree of agreement as "Strongly disagree, Moderately disagree, Tend to disagree, Tend to agree, Moderately agree, Strongly agree" about each statement. The participants were asked to read each statement and tick one of the choices which best indicates the view of themselves about statement. Since the original of the questionnaire was in English, it was carefully translated into Turkish (see appendix I) To ensure that the implied meaning of statements remained unchanged; reliability of the translation was made approved to instructors at NEU. To avoid biased answers or hesitation, participants were not asked to write down their names, ages, gender etc. They were only asked to identify their position within the company as either blue collar or white collar. This ensured the objective answers to statements. The statements within the questionnaire were prepared toward measuring the importance that participants attribute to each level of needs defined in

Maslow's theory. However, each statement measured tendencies by using indirect correlating between statements and answers. So, participants were not aware of what was measured by each statement. Finally the results of questionnaires were studied and interpreted in relation with Maslow's theory.

#### 4.2. Information about Altındağ Aluminum Metal Industries Co.

Altındağ Co. has been operating since 1991 with two integrated plants on an area of 9000 square meters in Istanbul. Company has been producing aluminum profiles for door and window systems. Besides, many kinds of accessories for those systems are also produced. Production facility operates with a full capacity of 6000 tons per year. Company exports 80% of its products. Customer profile of the company heavily consists of wholesalers. Company has also authorized dealers at abroad. To ensure customer satisfaction and high quality, company achieved to get TSE and ISO 9000, 9001 certificates. Company still operates with 100 employees.

#### 4.3. Measurement of motivation at Altındağ Co.

The questionnaire filled out by the participants was prepared to measure the prepotency of each level of needs described in Maslow's hierarchy. Prepotency here means the most powerful need controlling the actions. Maslow describes the needs in five hierarchical levels. However in this study, the needs were studied in four major levels. The first level,

which is physiological, needs and the second one, which is safety needs, were considered as only one level. The other need levels remained same as in the original theory. After compiling physiological and safety needs, the new hierarchy was shaped as follows from basic to top; Physiological & safety needs, Social needs, esteem needs and Self-actualization needs. The reason for combining Physiological and Safety needs is unawareness of people about their Physiological needs. Actually each person needs air, water and other crucial things to survive. However, their body satisfies such needs and balances the organism to keep alive automatically. Thus, individuals do not consider such needs as “needs” on a motivational basis within work life. People consider themselves as creatures living in a way and they start seeking benefits to make their lives better. This is the point where they find themselves in safety needs level.

Second reason for combining Physiological and Safety needs is that; asking people if they satisfy their basic biological needs to survive such as eating, taking oxygen and drinking water would be nonsense. An alive person who is working is naturally considered as satisfied basic biological needs.

Another reason is that; theory of Maslow is actually a psychological study, so he had to consider even the most basic physiological needs in the hierarchy. However physiological needs have nothing to do with motivation in work life.

As a consequence, Physiological needs keep a person alive and a person who is working is supposed to have satisfied those needs. Thus it is a sound idea to start measuring the needs of working individuals by starting with Safety needs level.

After defining the need levels according to above-mentioned criteria, various numbers of statements were identified to measure each particular level need. However to ensure that participants do not understand what the statements intended to measure, the statements were ranked randomly on questionnaire sheet. The distribution of statements according to need levels is as follows;

Statements 1, 7, 11, 15, 23 measured Physiological and Safety needs.

Statements 2, 3, 4, 6, 14, 19, 24 measured Social needs.

Statements 5, 9, 10, 12, 13, 16, 18, 21, 22 measured Esteem needs.

Statements 8, 17, 20 measured Self-actualization needs.

The measurement of each level of need was exercised separately because the purpose was finding the potent need for employees rather than reaching an overall average motivation ratio. Thus it was not necessary to deliver equal number of statements to each level of need for measurement purpose.

Respondents indicated their opinion as matching choices below each statement ranking between “strongly disagree” & “strongly agree”. To be able to tabulate the responses numerically, each choice was graded as follows; Strongly disagree: 0, Moderately agree: 1, Tend to disagree: 2, Tend to agree: 3, Moderately agree: 4, Strongly agree: 5. Actually responses to the statements measured the magnitude of that particular need from weak (0)

to relatively strong (5). In each statement participants were grading themselves for that particular need. Sum of grades for each statement was total score for individual for that particular need. Higher the score, the stronger need.

Each group of need consisted of unequal number of statements. Thus, scores for each level were calculated in different ways by applying weights particular to each level of needs. For example; Physiological & Safety needs level included 5 statements. Considering 5 as the maximum grade for each statement, maximum score would be  $5 \times 5 = 25$ . If we say that  $X$  is equal to score of each participant for that level of need,  $\sum x$  would be the total score of all participants for that group of statements. If we say that  $n$  = number of participants,  $\sum x / n$  would be average score of all participants for that level of need. Since this average score is a value out of 25, we have to weight each statement for a total of 100 to express this value as a percentage. Formula for weight of each statement in that particular group of statements is as follows:

$$100 / \text{possible maximum score for that particular level.}$$

For example; weight for each Physiological & Safety need scores would be:  $100 / 25 = 4$  according to the formula.

Finally we can reach the score of each need level with the following formula:

$$\text{Weight of each response particular to that level} \times \text{Average score for that level}$$

For example: To calculate Physiological & Safety need score of blue collar workers we do the followings;

$$\sum x = 603, n = 35, \text{Average score} = \sum x / n = 603 / 35 = 17,22$$

Weight of each statement in that particular group of statements is;  $100 / 25 = 4$

Score for Physiological & Safety need level =  $4 \times 17,22 = 68,9$

The measurement of needs for blue and white collar employees was conducted separately because it was assumed that white collar employees would be located in a higher level of needs than blue collars within the hierarchy. By measuring separately, their actual needs could be defined and most appropriate approach to facilitate their motivation would be possible. Because each level of needs require different motivational techniques.

### 5.1. The Needs of White Collar employees calculated

Following are measured needs of white-collar employees. (see appendix II) -

#### 5.1.1. Physiological & Safety needs

Physiological & Safety needs level included 5 statements. Maximum possible score is  $5 \times 5 = 25$

Weight of each statement in that particular group of statements is;  $100 / 25 = 4$

$\Sigma x = 245$       Average score =  $\Sigma x / n = 245 / 15 = 16,33$

Score for Physiological & Safety need level =  $4 \times 16,33 = 65$  which is 85% (see appendix C)

## V. THE RESULTS OF THE QUESTIONNAIRE

### 5.1.2. Social needs

The measurement of needs for blue and white collar employees was conducted separately because it was assumed that white collar employees would be located in a higher level of needs than blue collars within the hierarchy. By measuring separately, their actual needs would be defined and most appropriate approach to facilitate their motivation would be possible, Because each level of needs require different motivational techniques.

### 5.1. The Needs of White Collar employees calculated

#### 5.1.3. Safety needs

Followings are measured needs of white-collar employees. (see appendix H)

#### 5.1.1. Physiological & Safety needs

Physiological & Safety needs level included 5 statements. Maximum possible score is  $5 \times 5 = 25$

Weight of each statement in that particular group of statements is;  $100 / 25 = 4$

$\sum x = 245$ ,      Average score =  $\sum x / n = 245 / 15 = 16,33$

Score for Physiological & Safety need level =  $4 \times 16,33 = 65$  which is 65%.(see appendix C)

$$\sum x = 146, \quad \text{Average score} = \sum x / n = 146 / 18 = 8,11$$

### 5.1.2. Social needs

Social needs level included 7 statements. Maximum possible score is  $7 \times 5 = 35$

Weight of each statement in that particular group of statements is;  $100 / 35 = 2,857$

$$\sum x = 354, \quad \text{Average score} = \sum x / n = 354 / 15 = 23,6$$

Score for Social need level =  $23,6 \times 2,85 = 67,42$  which is 67,42%.(see appendix D)

### 5.1.3. Esteem needs

Esteem needs level included 9 statements. Maximum possible score is  $9 \times 5 = 45$

Weight of each statement in that particular group of statements is;  $100 / 45 = 2,22$

$$\sum x = 441, \quad \text{Average score} = \sum x / n = 441 / 15 = 29,4$$

Score for Esteem need level =  $29,4 \times 2,22 = 65,2$  which is 65,2%.(see appendix E)

### 5.1.4. Self actualization needs

Self-actualization needs level included 3 statements. Maximum possible score is  $3 \times 5 = 15$

Weight of each statement in that particular group of statements is;  $100 / 15 = 6,66$

$$\sum x = 146, \quad \text{Average score} = \sum x / n = 146 / 15 = 9,73$$

Score for Self actualization need level =  $9,73 \times 6,66 = 64,8$  which is 64,8%.(see appendix F)

## 5.2. The Needs of Blue Collar employees calculated

Followings are measured needs of blue-collar employees.( see appendix G)

### 5.2.1. Physiological & Safety needs

Physiological & Safety needs level included 5 statements. Maximum possible score is  $5 \times 5 = 25$

Weight of each statement in that particular group of statements is;  $100 / 25 = 4$

$$\sum x = 603, \quad \text{Average score} = \sum x / n = 603 / 35 = 17,22$$

Score for Physiological & Safety need level =  $4 \times 17,22 = 68,9$  which is 68,9%.( see appendix C)

### 5.2.2. Social needs

Social needs level included 7 statements. Maximum possible score is  $7 \times 5 = 35$

Weight of each statement in that particular group of statements is;  $100 / 35 = 2,857$

$$\sum x = 707, \quad \text{Average score} = \sum x / n = 707 / 35 = 20,2$$

Score for Social need level =  $20,2 \times 2,85 = 57,7$  which is 57,7%.( see appendix D)

### 5.2.3. Esteem needs

Esteem needs level included 9 statements. Maximum possible score is  $9 \times 5 = 45$

Weight of each statement in that particular group of statements is;  $100 / 45 = 2,22$

$$\sum x = 957, \quad \text{Average score} = \sum x / n = 957 / 35 = 27,34$$

Score for Esteem need level =  $27,34 \times 2,22 = 60,7$  which is 60,7%.( see appendix E)

### 5.2.4. Self actualization needs

Self-actualization needs level included 3 statements. Maximum possible score is  $3 \times 5 = 15$

Weight of each statement in that particular group of statements is;  $100 / 15 = 6,66$

$$\sum x = 256, \quad \text{Average score} = \sum x / n = 256 / 35 = 7,314$$

Score for Self actualization need level =  $7,314 \times 6,66 = 48,7$  which is 48,7%.( see appendix F)

## CONCLUSION

The analysis of survey results revealed a considerable judgment. The dominant need among all levels of needs for white-collar employees was social needs whose score is the highest 67,4%. Thus we may say that the most important need for surveyed white collar employees was social needs which include belonging, affiliation and acceptance needs. These social needs are located in higher order needs in Maslow's theory. Furthermore we can also say that such people dominated by higher order needs are Y oriented people according to Mc.Gregor's theory. Although white-collar employees are at the second level of hierarchy, their score for Physiological & safety needs are less than 67,4. However this means that they considerably gratified their first level needs and passed to second level. Now the motivating factor for them is Social needs. Actually for each level of need, we observe a considerable score. However the aim of this study is to find out the strongest need for the employees at the moment.

The results of the survey revealed for the blue collar employees that, dominant need level for them is Physiological & safety needs with the score of 68,9%. So we can say that they are at the bottom of the needs hierarchy. This level of needs include security, protection, stability and certainty of future needs. Maslow located these safety needs in lower order needs. Again we can relate this issue to Mc. Gregor's theory so that, the individuals dominated by lower order needs are X oriented individuals. Among all levels, the most important need to blue collars are Physiological & safety needs.

As a consequence, the priority of needs for both group of employees were measured. Motivating factor for blue-collar employees was identified as Physiological & safety needs. For white-collar employees, that was Social needs.

kind of needs and behavior toward satisfying those needs. Considering the needs of a person, we can shape his/her behavior through satisfying the respective needs and we can direct the actions of that person toward our goals. Here achievement of our goal becomes a means for that person to satisfy his/her own needs. On an institutional management basis, the goal is the organizational goal, basically having things done to keep the organization operating. Thus we can ensure the operation of our organization through motivating employees.

The dominant needs for both blue and white-collar employees were identified in conclusion part. To be able to motivate employees according to their needs, we can use strategies such as: reinforcement, effective discipline and punishment, treating people fairly, satisfying employee needs, setting work related goals, restructuring jobs and rewards on job performance. To be able to apply these strategies, some managerial tools can be used such as: staff incentives, good communication, job enrichment, trust and high expectations, approval, praise and recognition.

Knowing that white-collar employees are at social needs level at our sample company, we can easily say that these people give more importance to affiliation, acceptance and belonging needs than other needs. Thus we can motivate them by arranging working

## RECOMMENDATIONS

The essence of motivation is the need process. An individual feels some carving for one kind of needs and behaves toward satisfying those needs. Considering the needs of a person, we can shape his/her behaviour through satisfying the respective needs and we can direct the actions of that person toward our goals. Here achievement of our goals becomes a means for that person to satisfy his/her own needs. On an institutional management basis, the goal is the organizational goal, basically having things done to keep the organization operating. Thus we can ensure the operation of our organization through motivating employees.

The dominant needs for both blue and white-collar employees were identified in conclusion part. To be able to motivate employees according to their needs, we can use strategies such as; reinforcement, effective discipline and punishment, treating people fairly, satisfying employee needs, setting work related goals, restructuring jobs and rewards on job performance. To be able to apply these strategies, some managerial tools can be used such as cash incentives, good communications, job enrichment, trust and high expectations, approval, praise and recognition.

Knowing that white collar employees are at social needs level at our sample company, we can easily say that those people give more importance to affiliation, acceptance and belonging needs than other needs. Thus we can motivate them by arranging working

groups in which they will feel important and show their potential. White collar employees must be encouraged to arrange meeting schedules and come together to plan and control departmental activities. To be able to increase their motivation and performance, specific and clear objectives must be set. By this way they will be able to direct their efforts toward objectives. Goal setting must be followed by recognition and encouragement by superiors in the case of achievement of objectives. Delegation of responsibility with the required authority is another way of giving them a feeling of acceptance and trust. Thus the organizational chart must be redesigned to let people know their positions and responsibilities. The organizational chart with the job definitions included must be officially announced to all employees within the organization. The monetary needs of white collar employees must also be taken into consideration because they are at the second level of needs hierarchy and yet they are not very far away from the first level so, they still and of course feel need for monetary benefits. For this purpose, a new performance based pay system can be designed. This kind of a system may include such practices as periodic premium pays to departments showing higher performance than others. This will make employees feel that extra efforts are rewarded and people are treated fairly. Promotion is still one of the most effective ways of motivating white collar employees.

After identifying ways of motivating white collar employees, ways of motivating blue collar employees can be discussed. From the survey we know that blue collar employees of Altındağ are in the tendency of satisfying their first level needs within the hierarchy. Satisfying basic need such as nutrition, shelter and feeling of security about their jobs is

more important to them. Such individuals are defined to be Y oriented in Mc Gregor's theory since they are dominated by lower level needs. Y oriented employees have little ambition to achievement. Recognition is also less important to them to some extent. Since they dislike working in nature, a soft management style leaving achievement of some simple objectives to them is not applicable to blue collar employees. Their main concern is income so they can be motivated by using pay strategies. At Altındağ Co. For blue collar employees, a pay system must be designed offering high payment for overtime. Because plant generally works full capacity as three shifts a day and high rate of output is required. This pay system will give employees the feeling that high pay comes through hard working. Since the company is an industry company producing aluminum products, clear instructions must be given to blue collar employees such as identifying daily minimum production quantity per individual. This process will provide that employees will feel obliged to show necessary effort. Otherwise they may lose job in case of poor performance. However, giving the employee only a fear of losing job may cause them to feel pressured. This may decrease the performance. Instead of fear, giving them the confidence that they will keep their jobs as long as they perform well, may yield better results for motivation. Superiors will give this feeling by controlling and appreciating performance of staff frequently.

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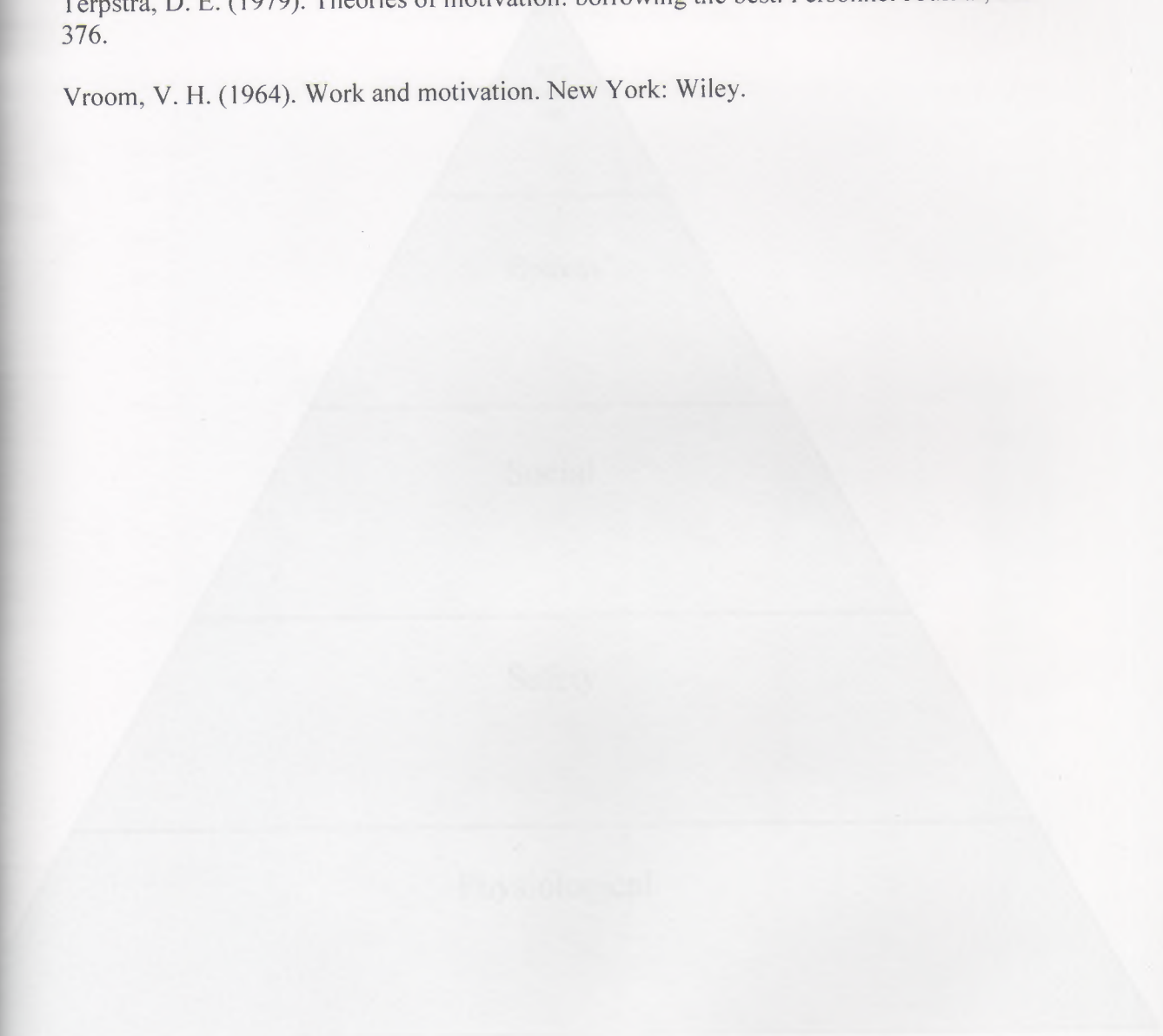
Robbins, S. P. (1996). *Organizational Behavior* (7<sup>th</sup> ed.). New Jersey: Prentice Hall

Appendix A

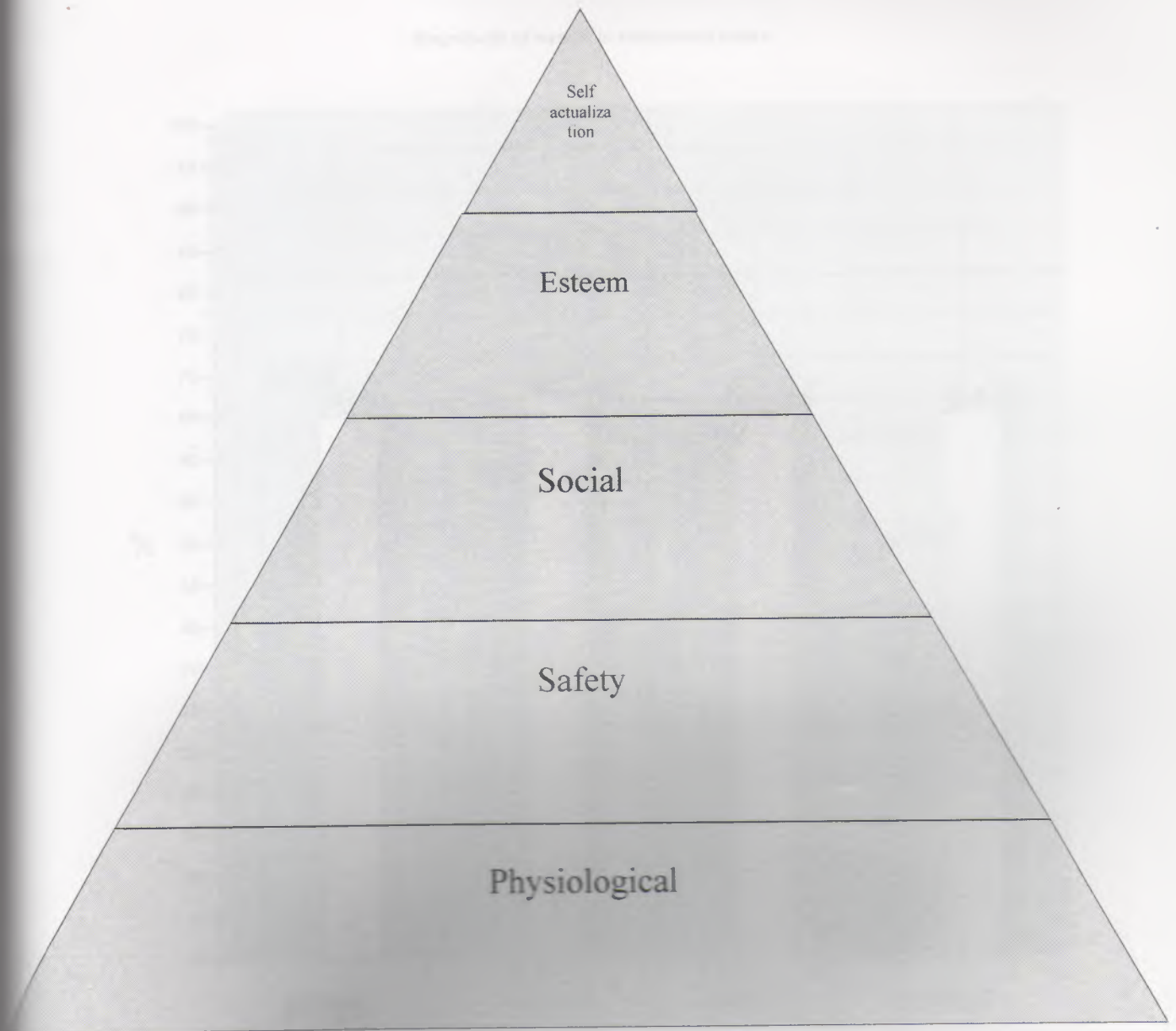
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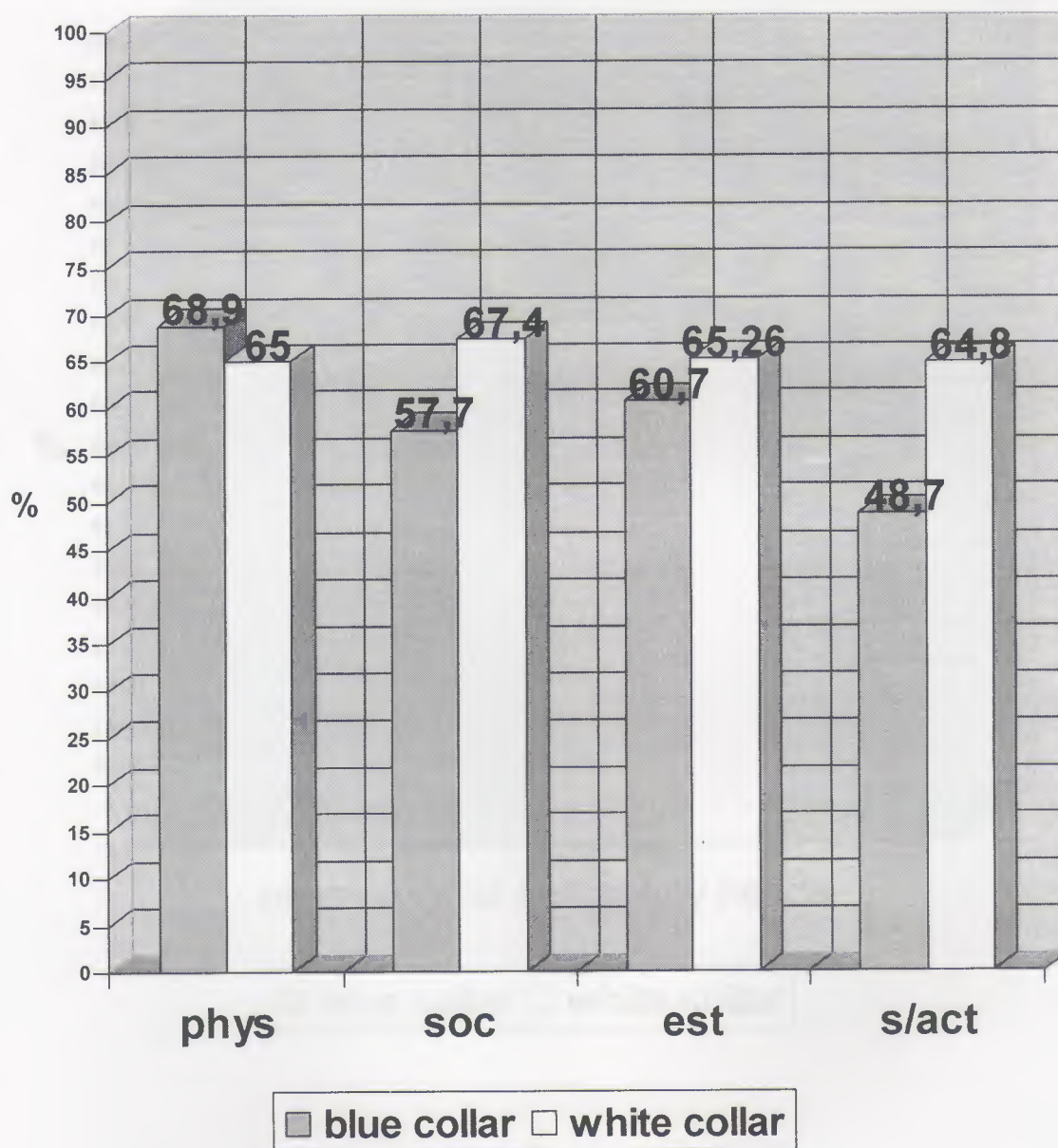


## Appendix A



## Appendix B

Magnitude of needs in hierachical order



\* phys: Physiological and safety needs

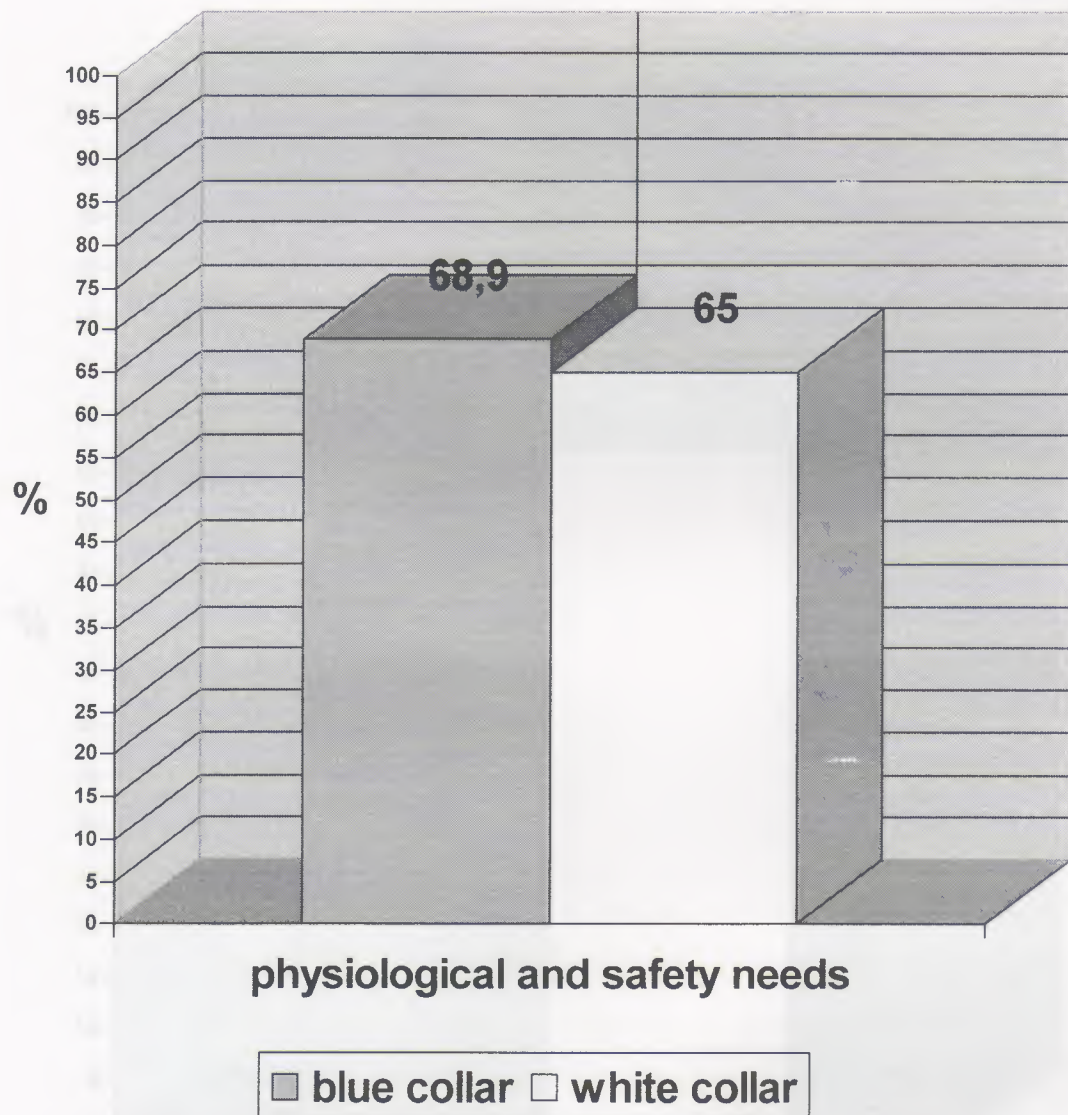
\* soc: Social needs

\* est : Esteem needs

\* s/act: Self actualization needs

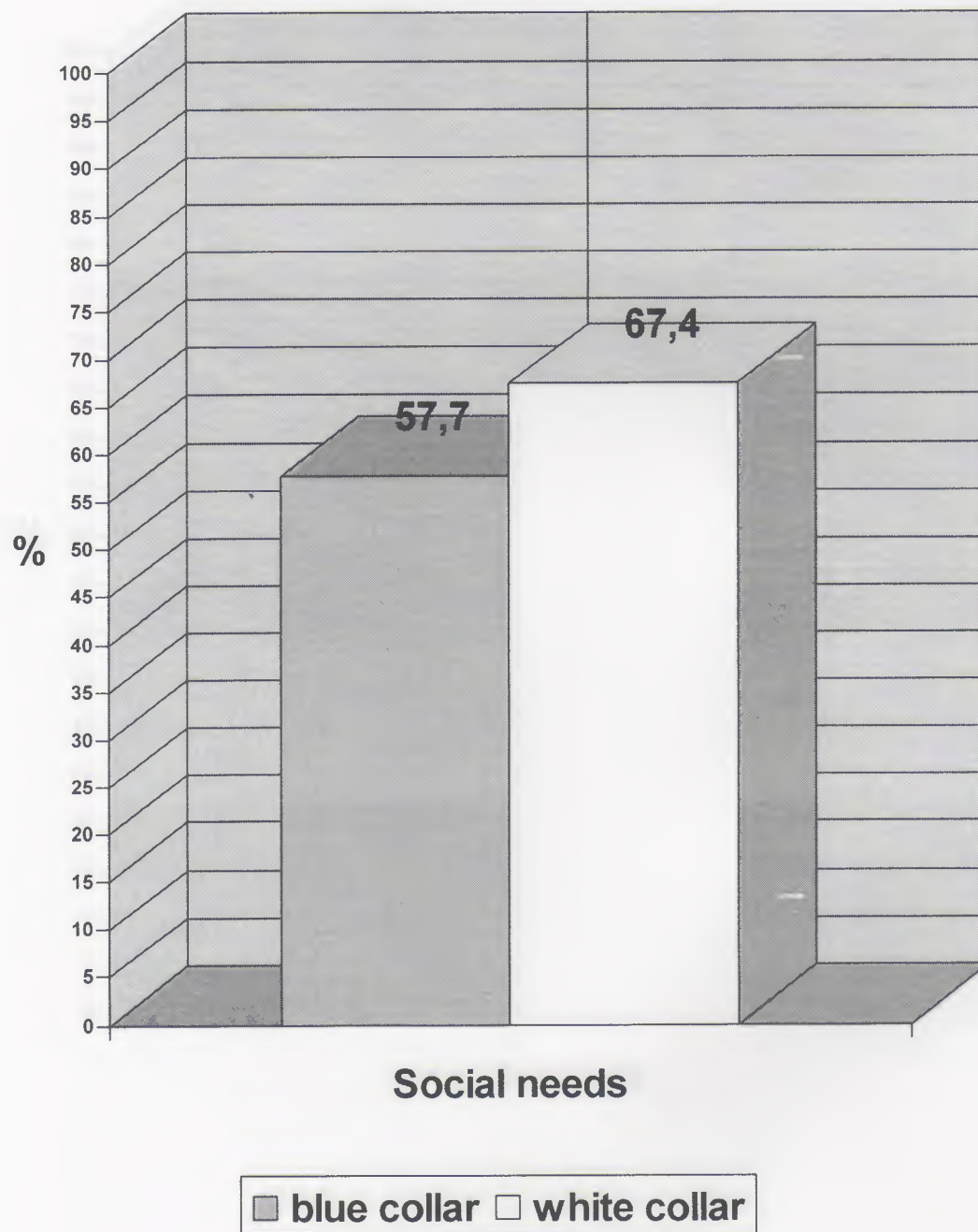
## Appendix C

Magnitude of physiological and safety needs

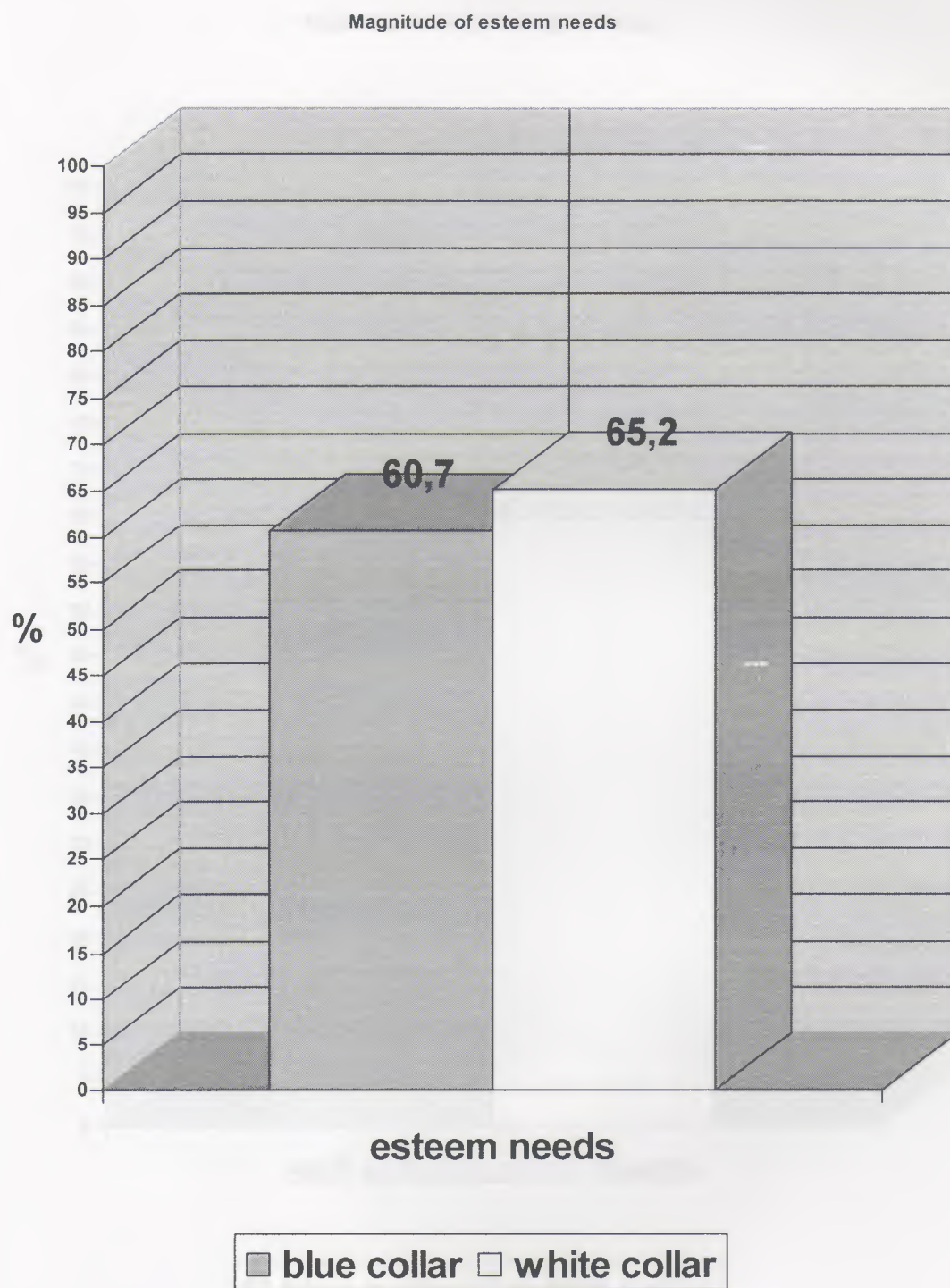


## Appendix D

Magnitude of social needs

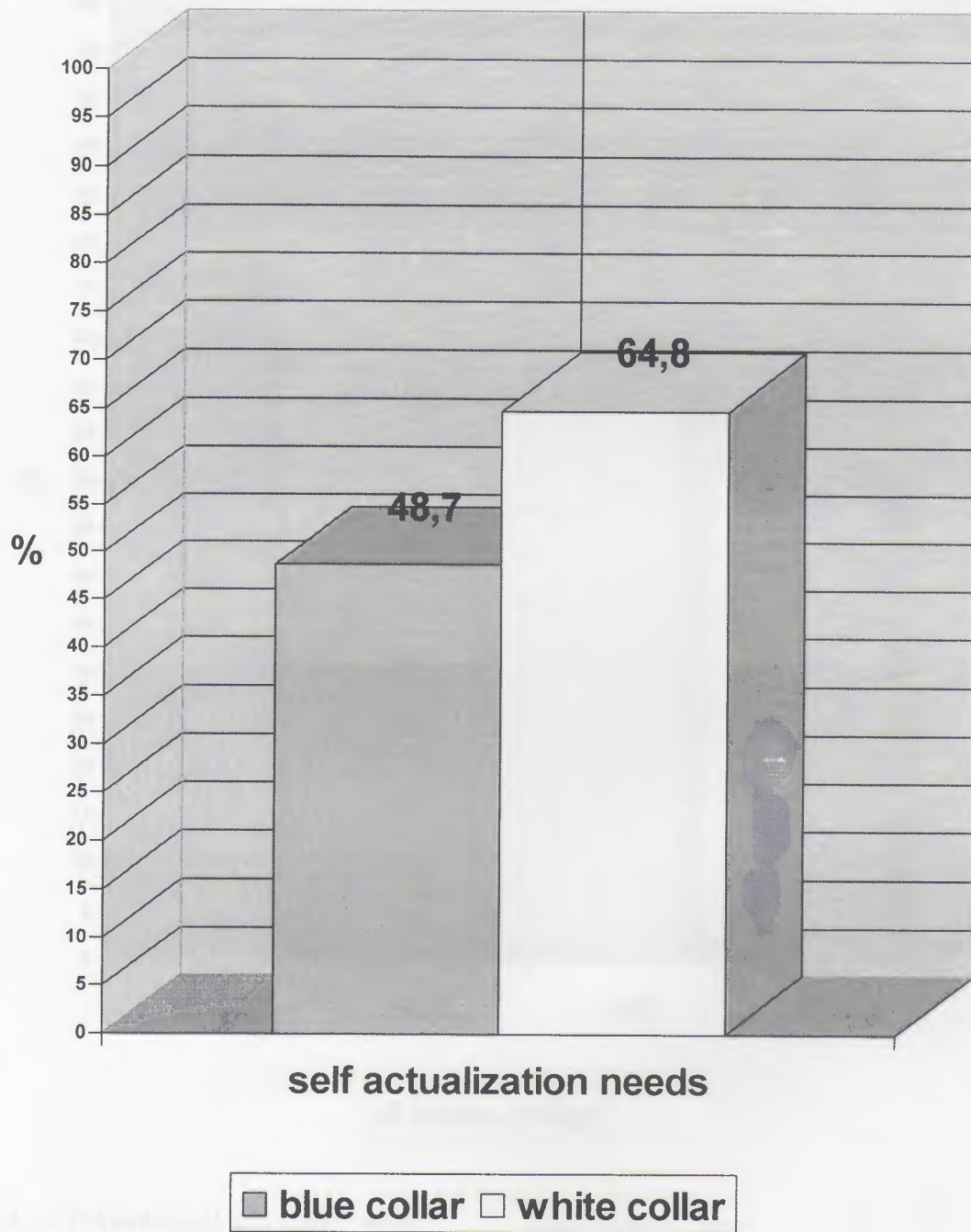


## Appendix E



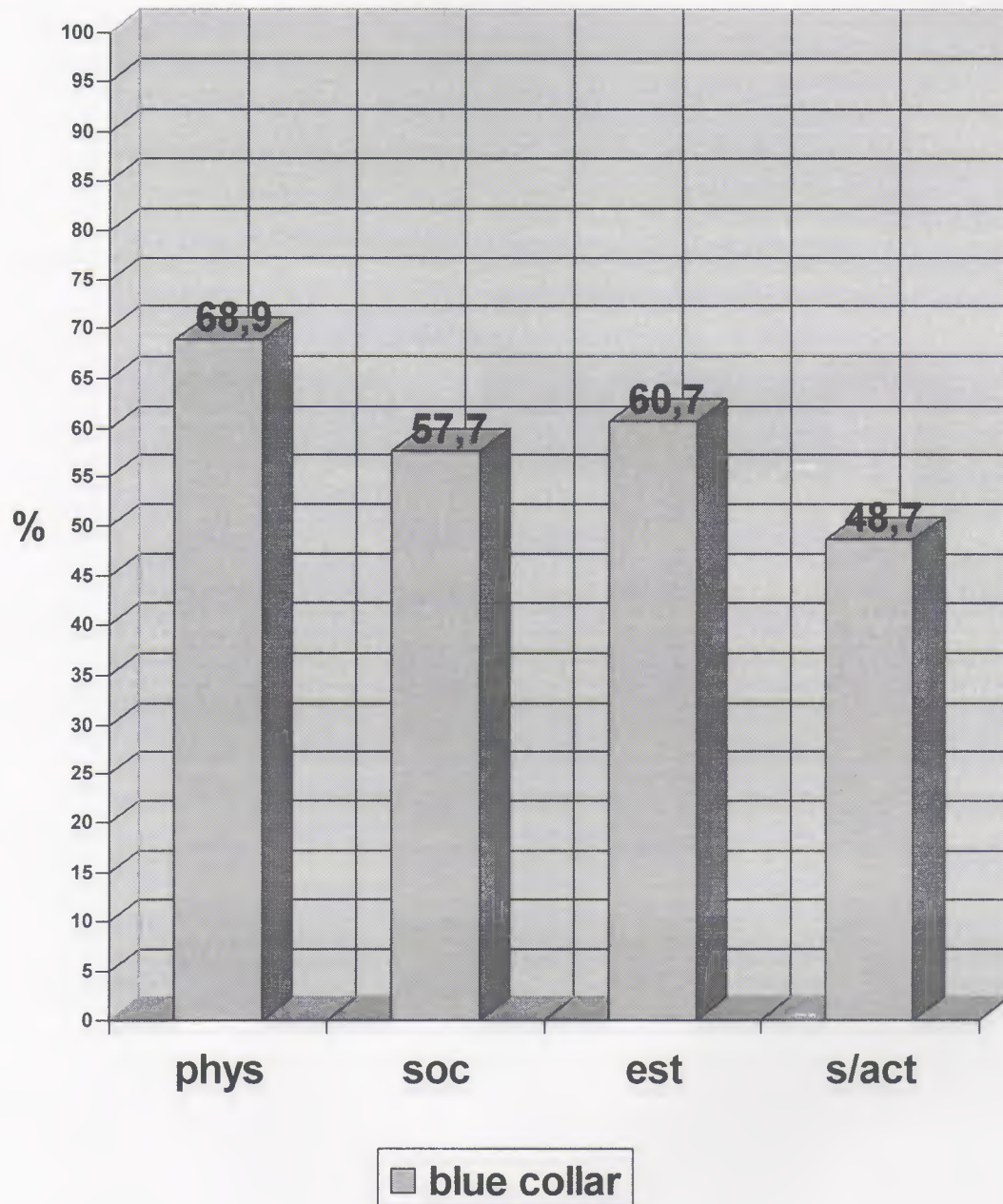
Appendix F

Magnitude of self actualization needs



## Appendix G

Magnitude of needs for blue collar employees



\* phys: Physiological and safety needs

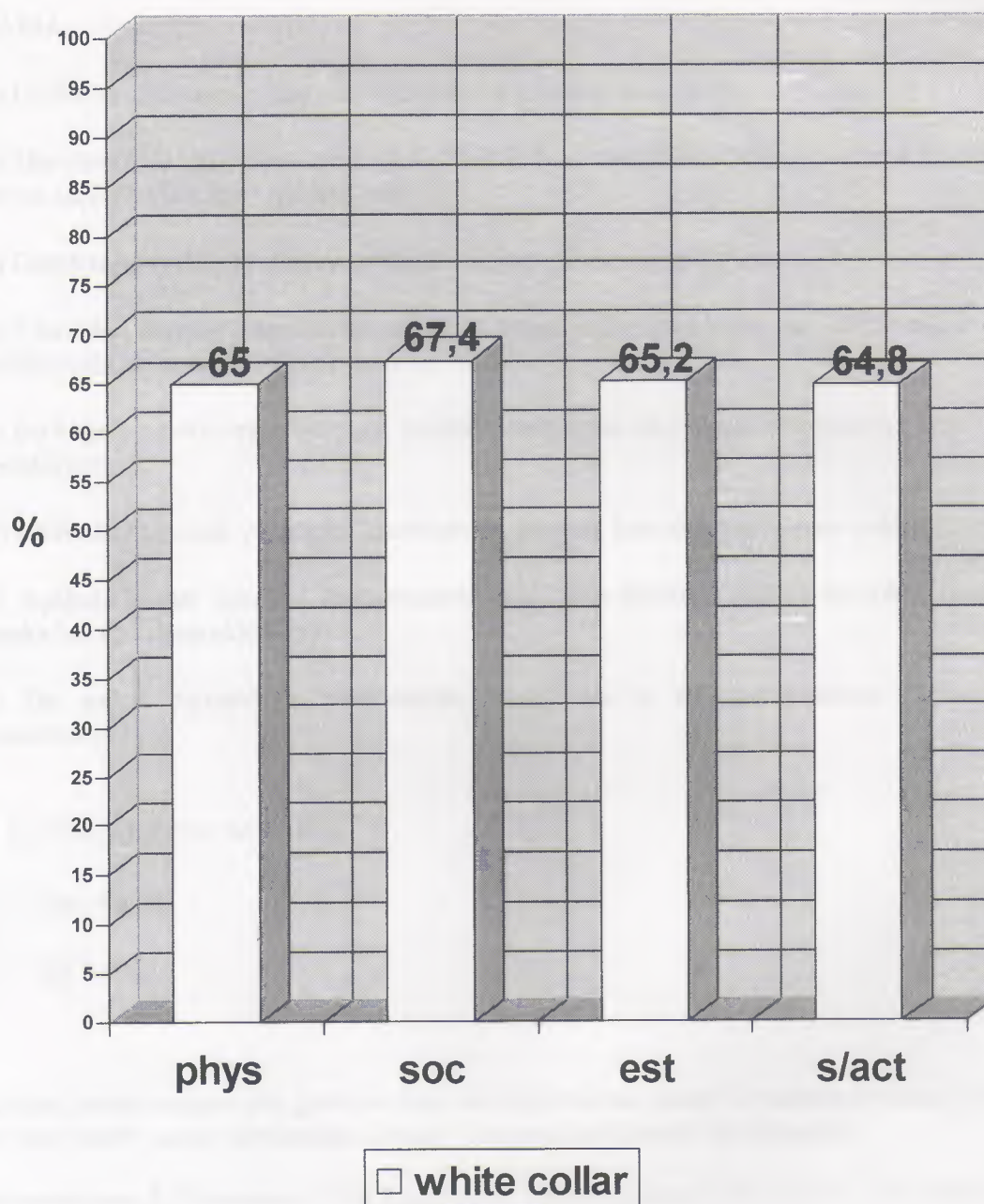
\* est : Esteem needs

\* soc: Social needs

\* s/act: Self actualization needs

## Appendix H

Magnitude of needs for white collar employees



\* phys: Physiological and safety needs

\* soc: Social needs

\* est : Esteem needs

\* s/act: Self actualization needs

## Appendix I

### MOTİVASYON ANKETİ

#### İHTİYAÇLAR HİYERARŞİSİ SORULARI

##### UYGULAMA:

- Lütfen aşağıda sıralanmış olan cümleleri dikkatlice okuyunuz.
- Her cümle ile ilgili düşüncenizi belirtmek için cümlenin altındaki şıklardan size uygun olan birini seçerek kutu içini işaretleyiniz.
- Cümleleri mümkün olduğunca çabuk okuyup çabuk cevap veriniz.
- Cümleleri okuyup işaretlemeyi yaptıktan sonra önceki cümlelere geri dönüp tekrar cevap vermeyiniz ve cevaplarınızı değiştirmeyiniz.
- Bu kağıda adınız veya soyadınız yazılmayacağından cümlelere çekinmeden cevap verebilirsiniz.
- Cümleleri okumak ve gerekli işaretlemeyi yapmak için süre kısıtlaması yoktur.
- Aşağıda kurum içindeki konumunuzla ilgili olan bölümde sadece bir şıkkı işaretleyiniz ve başka bir açıklama eklemeyiniz.
- Bu anket çalışanların motivasyon düzeyi ve iş memnuniyetlerini ölçmek amacıyla yapılmaktadır.

##### ŞİRKET İÇİNDEKİ KONUMUNUZ:

- ☐ İdari Kadro
- ☐ İşçi kadrosu

1. Hiçbirşey hesapladığım gibi gitmiyor.Sanırım hiçbirzaman yeterli kıyafetim,ev kirası,yemek ve otomobil için yeterli param olmayacak.Gelecek için para biriktirmek ise imkansız.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

Appendix I continued

2. Karşımdakinin bir konuyla ilgili benim kadar veya benden çok bilgisi olduğunu hissetmedikçe onlarla tartışmaktan kaçınırım.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

3. İnsanlarla ufak konuşmalar yapmaktan epeyce sıkılıyorum. Kişiler konuşacakları önemli bir konu olmasa bile sadece istedikleri için veya sadece birlikte olmak adına biraraya gelebilmeliler.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

4. Bu yakınlarda ulusal atleizm takımında koşmak için seçilmiş bir gencin nasıl sevindiğine dair bir yazı okudum. Nasıl hissettiğini biliyorum.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

5. Beni eleştiren veya küçümseyen insanlarla pek ilgilenmem. Bu onların problemi.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

6. Oldukça sıklıkla, insanlar benden sırf bişeyler yapmamı istediği için çok iş üstlendiğimi fark ediyorum. Sanırım tanıdığım insanlara 'hayır' demekte zorlanıyorum.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

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

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

8. Günümüz kültüründe bu garip gelebilir ama her nasılsa, uğrunda çok çalıştığımız şeyler- yüksek bir maaş, iyi bir mevki, güvenlik, ev v.s. gibi şeyler bana yeterli gelmiyor. Bazen yaparken kendimi iyi hissedeceğim ve önemli birşeyin içinde olmak ve tamamen kendimi buna vermek istiyorum.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

9. Bazı insanlar yeni veya yabancı oldukları bir topluluğa ilk girdiklerinde konuşacak uygun herhangi birşey bulmakta oldukça zorlanırlar. Benim bu tür bir sorunum yoktur. Yeni insanlarla ya da gruplarla tanışmayı ve konuşmayı çok severim.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

Appendix I continued

10. Birçok insan anlaşmazlıklardan ve çatışmaktan kaçınır.Ben öyle değilim.İyi tartışmalardan hoşlanırım.Kiminle olduğu önemli değildir.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

11. Tamamen emekli maaşlarına bağımlı yaşayan yaşlı insanlardan pek hoşlanmam.Bence gençliklerinde ileriye düşünmeleri ve birikim yapmaları gerekirdi.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

12. Herhangi bir oyun ya da sporda kaybetmek beni aslında çok fazla rahatsız etmez.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

13. Sulu, laubali insanlar beni kızdırır.Onlara ayıracak vaktim yok.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

14. Gelenekler benim için çok faydalı çünkü benden ne beklendiğini ve ne yapmam gerektiğini anlatıyorlar.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

15. Her maaşın %10 unu biriktirmek çok mantıklı bir tavsiye ve bence herkesin buna öncelik vermesi gerekir.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

16. Bazı insanlara imreniyorum.Özellikle de ciddi fiziksel yaralanmalar geçirip sonradan bunların üstesinden gelen genç insanlara! Ben böyle bir dudumda pes edebilirdim.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

17. Uzayın sonsuzluğuna erişmekten,bir gökkuşağının güzelliğinden veya çimlerdeki çiğ taneleri gibi güzel ve özel şeylerden bahseden insanlar duydum. Bu tür şeyler kulağa hoş gelir.Ben de bu tarz şeyler yaşadım ve tekrar yaşamak için çok şey verirdim.

☐Kesinlikle katılmıyorum ☐Katılmıyorum ☐Pek Katılmıyorum ☐Biraz katılıyorum ☐Katılıyorum ☐Kesinlikle katılıyorum

Appendix I continued

18. Bazı insanların, mesela Marilyn Monroe gibi herşeyleri yolunda gidenlerin, neden intihar ettiklerini anlayamıyorum.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

19. Bazı yöneticilerin işçilerini işten çıkarmak zorunda kaldıklarında çok üzüldüklerini duyuyorum. Duygularını anlayabiliyorum.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

20. Sıradan muntazam işler yapmayıp bunun yerine meditasyonla, potansiyellerini arttırmakla ve doğu dinleriyle v.s. ilgilenen insanlar oldukça fazla eleştirilirler. Aslında neyin peşinde olduklarını pek anlamam ama onlara oldukça özenirim. Keşke benim de kaçıp gidecek cesaretim olsaydı.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

21. Yüzsüz ve umursamaz birçok insan var. Bunlardan iğreniyorum ve bıktım.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

22. Bildiğim bazı insanlar sıklıkla diğerleri tarafından gözardı ediliyor. Çok şükür bu tarz şeyler başıma pek gelmez. Diğer insanlardan yeteri kadar destek görürüm.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

23. Tutumlu insanlar- yani, küçük şeyleri bile atmak yerine saklayan ve gerçekten gerektiğinde yenilerini alanlar- takdir edilmeli ve örnek alınmalı.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum

24. Organizasyonlara, gruplara ve klüplere katılan fakat aktif işler üstlenmeyen insanları gerçekten anlamıyorum.

☐ Kesinlikle katılmıyorum ☐ Katılmıyorum ☐ Pek Katılmıyorum ☐ Biraz katılıyorum ☐ Katılıyorum ☐ Kesinlikle katılıyorum