

**PERCEIVED IMPORTANCE OF MASLOW'S
HIERARCHY OF NEEDS AMONG EMPLOYEES OF THE
INSTITUTE OF ADVANCED TECHNOLOGY, NAIROBI**

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DECLARATION

I declare that this research paper is my original work and has never been submitted to any other university for assessment or award of a degree or any other certificate.

Signature.....

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This research paper has been submitted with my approval as the university supervisor.

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DEDICATION

This Research Project is lovingly dedicated to my husband and daughter who have been my constant source of inspiration. They have given me the drive and discipline to tackle any task with enthusiasm and determination. Without their love and support this project would not have been possible. Be blessed.

ABSTRACT

The objective of this study was to establish the perceived importance of Maslow's hierarchy of needs among employees of Institute of advanced technology. The researcher adopted descriptive case study. The study targeted employees of Institute of Advanced Technology, Nairobi. The research instrument was a questionnaire and focused interview which were developed by the researcher Data was analyzed using descriptive statistics. Results are presented in tables.

The Researcher found out that 61.36% of employees at Institute of Advanced Technology are male while 38.64% are female. Majority of these employees are graduates. Moreover, 81.8% of them have worked at the institute between one and five years and are aged between 21 and 30 years. Institute of Advanced Technology seems to have high staff turn-over as evidenced by the length of service of the employees at the institute.

Findings from the research show that basic needs and self-actualization needs are considered the most important by the employees of Institute of Advanced Technology implying that these needs are not being adequately met of Institute of Advanced Technology. Further, the security and self-esteem needs are generally rated lowly meaning that the needs are no longer motivating factors for employees. Thus, the management of Institute of Advanced Technology needs to be more innovative so as to meet the employees' needs so as to motivate them.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Models seeking to integrate motivational theories have been proposed by scholars, but today there is no generally accepted model that integrates all workplace motivation. Educators in the field need useful rules of thumb for motivating on a day-to-day basis (Kroth and Idaho, 2007). For instance, Vroom's (1964) expectancy theory embodies use of reason-focused expectations as the root for a universal theory of work drive. To him, motivation is driven by expectancy that a certain given outcome will follow an action which in turn will have a spiral effect of more rewards of other outcomes. Level one outcomes are through behavior resulting in a given function being executed and this in turn will yield other outcomes (like remuneration, promotion, appreciation).

Herzberg's Motivation-Hygiene Theory states that the factors that involve working with ease (motivation factors) lean towards work gratification (Herzberg 1974, 2003). The absence of these factors at a workplace leads to employees basically being "not satisfied." This makes the employees not to strive to increase productivity. "Satisfied" employees work harder hence raising productivity. Occupational set-up factors (hygiene factors) result in working dissatisfaction. Once these factors are well-thought-out, employees modestly turn out to be "not dissatisfied." Productivity is not constrained nonetheless is maintained at adequate standards.

Maslow's hierarchy of needs are level-based implying that once the needs of the first level are met motivation shifts to satisfying the next level of needs in the hierarchy. However, McGregor's Theory X and Theory Y embody dualistic conventions on human nature and human behavior pertinent to management. Theory X exemplifies a negative aspect of humanity that considers beings as mostly loathing work and are reckless in addition to having to be controlled to carry out their duties. Theory Y represents a positive outlook of human nature. It takes up human beings to be mostly diligent, innovative, take up duties responsibly and are self-controlled at workplaces (McGregor, 1985). Then, it is expected that bosses valuing assumptions on human nature aligned with Theory X should have a management style that is rather unlike that of managers valuing approaches consistent with Theory Y.

Therefore, motivation at the workplace is very important since it determines the level of performance of the organization. The hierarchy of needs outlined in Maslow's theory is widely used and applicable in any organization and employee management. Indeed, Maslow's concept of self-actualisation relates directly to the present day challenges and opportunities for employers and organisations. Its aim is to provide real meaning, purpose and true personal development for employees in organizations not only for work but also for life. Maslow saw these issues fifty years ago: the fact that employees have a basic human need and a right to strive for self-actualisation, just as much as the corporate directors and owners do (Locke and Latham, 2004).

The successful organizations and employers will be those who genuinely care about, understand, encourage and enable their people's personal growth towards self -

actualization - way beyond traditional work-related training and development, and of course way beyond old-style X-theory management autocracy, which still forms the basis of much organized employment today. The best modern employers and organizations are beginning to learn at last: that sustainable success is built on a serious and compassionate commitment to helping people identify, pursue and reach their own personal unique potential. When people grow, they automatically become more effective and valuable as employees. In fact, virtually all personal growth, whether in a hobby, a special talent or interest, or a new experience, produces new skills, attributes, behaviors and wisdom that is directly transferable to any sort of job role. The best modern employers recognize this and as such offer development support to their staff in any direction that the person seeks to grow and become more fulfilled (Locke and Latham, 2004).

1.1.1 The Concept of Perception

Many experts in behavioral studies have defined the meaning of perception. Perception according to Kotler (1997) is the process through which people choose, organize and interpret information in order to form a meaningful picture of the world. According to Gibson (1996) it is the process of personal perception in understanding the environment that involves organizing and interpreting a stimuli in a psychological experience. Perception is an internal process that allows us to choose, organize, and interpret stimuli from our environment, and the process affects us (Mulyana, 2001). According to Robbins (1996) perception can also be interpreted as a process by which individuals organize and interpret their sensory impressions to give meaning to their environment. Perception assists individuals in selecting, managing, storing, and interpreting stimuli into a whole

world picture and meaning. Because each person is giving their own meaning to the stimulus, individuals can differ in seeing the same thing in different ways.

Despite the diversity in definitions, it is clear that perception is the organization of information about the environment, whether obtained through vision, hearing, appreciation, and feeling. It is not a true recording of information about the situation but it is a unique interpretation and can be very different from reality. It can be concluded that perception determines the direction of and shapes a person's behavior (Prasetya and Kato 2011).

1.1.2 Hierarchy of Needs

Maslow's Hierarchy of Needs theory (Maslow, 1954) is one of the most referenced motivational theories in management literature. Maslow did not originally provide research findings to support his theory of a hierarchy of needs and little exists today. Still, because it makes so much common sense, and because it is easy to understand, explain, and use, it has continued to be applied in organizational settings (Mustafa, 1992).

Maslow claimed that people move up a needs hierarchy as they satisfy each of them. Unsatisfied needs motivate until they are fulfilled. He visualized the hierarchy as a pyramid. At the bottom of the needs hierarchy pyramid are physiological needs which include the most basic needs that are vital to survival, such as the need for water, air, food, and sleep. Maslow believed that these needs are the most basic and instinctive needs in the hierarchy because all needs become secondary until these physiological needs are met. Safety needs are next and these are important for survival, but they are not

as demanding as the physiological needs. Examples of security needs include a desire for steady employment, health insurance, safe neighborhoods, and shelter from the environment.

Social needs include needs for belonging, love, and affection. Maslow considered these needs to be less basic than physiological and security needs. Relationships such as friendships, romantic attachments, and families help fulfill this need for companionship and acceptance, as does involvement in social, community, or religious groups. After the first three needs have been satisfied, esteem needs become increasingly important. These include the need for things that reflect on self-esteem, personal worth, social recognition, and accomplishment. Self-actualizing needs is the highest level of Maslow's hierarchy of needs. Self-actualizing people are self-aware, concerned with personal growth, less concerned with the opinions of others, and interested in fulfilling their potential.

The model helped leaders to better understand how to create workplace conditions to satisfy employee needs (Mustafa, 1992). As people progress up the pyramid, needs become increasingly psychological and social. Soon, the need for love, friendship, and intimacy become important. Further up the pyramid, the need for personal esteem and feelings of accomplishment take priority. Like Carl Rogers, Maslow emphasized the importance of self-actualization, which is a process of growing and developing as a person in order to achieve individual potential. In every management, there should be a concern for need recognition. According to Obikoya (1996), need recognition stresses the recognition of employees' needs, particularly their desire for quality of work life, job

satisfaction, having knowledge of what is going on in the organization and being informed of any changes before they take place. In assessing needs, it is imperative that the manager has a good knowledge of his workers. McOliver & Nwagwu (1996) expressed that individual acts on the basis of his or her perception or interpretation of reality.

1.1.3 Institute of Advanced Technology

The Institute of Advanced Technology (IAT) is an information communications technology (ICT) and Business learning organization in Kenya. It was established in 1991 and has grown from an initial single centre of 3-classrooms to a national training institution with 9 Campuses in Nairobi and Mombasa including a school of Business in the heart of Nairobi central business district located at the 12th floor of Ecobank Towers. IAT has an infrastructure of more than 80 classrooms, 1000 computers and over 200 full-time Lecturers and instructors (www.iat.co.ke, August 9th, 2012).

Institute of advanced technology offers a wide range of quality Information and Communication Technology (ICT)/ Computer and Business training and education. It also offers End User, Professional and Career Training and Education to individuals as well as Public and Private corporate organization seeking to develop their personnel. IAT has been conducting ICT and Business courses successfully in partnership with international and local partners since 1991. The institutions that IAT collaborates with include: Maseno University, St' Paul's University, NCC Education (UK), the European Business Competence License (EBCL), International Computers Driving License ICDL

among others. IAT is also a Microsoft Gold Certified Partner in learning solutions (www.iat.co.ke, August 9th, 2012).

It is approximated that about 13,500 students have achieved the International Computer Driving Licence (ICDL) certification at IAT. The institution was awarded the Microsoft Citation of Excellence for being the best Certified Technical Education Centre of the year in the West, East and Central Africa region for 4 years in a row and is a Gold Certified Partner. IAT offers undergraduate degree courses, diploma and certificate courses (www.iat.co.ke, August 9th, 2012).

The institute of advanced technology currently has two hundred and fifty employees and still recruits replacements quarter annually to fill the gaps of employees leaving the organization. This is attributed to the relatively low remuneration the organization provides its employees who always move on to search for greener pastures. This is the point at which Maslow's hierarchy of needs comes in because the management of the institute of advanced technology need to understand the needs of each employee and how much importance they attach to these needs so that they can address them to avoid the relatively high rate of employee turnover.

Employee turnover is costly to the organization because recruiting new employees costs a lot of time and other resources which could be channeled to other areas to improve performance of the organization. The other negative effect of high employee turnover is that the new recruits may not have the experience their predecessors had and this may be

a setback to the organization as it will take time before the new recruits can deliver effectively. For the above reasons, it is important that the institute of advanced technology find a way to retain their employees as long as possible so as to get the best out of them. This is the point at which Maslow's needs hierarchy comes in since understanding and addressing the employees needs will keep them satisfied thus staying on instead of moving to look for greener pastures.

1.2 Research Problem

Modern organizations face the challenge of motivating their employees so that they can be able to get maximum output from them. The dynamic business environment requires that organizations have motivated workforce that exert maximum effort necessary to compete effectively with other players in the industry. Maslow (1954) came up with the hierarchy of needs theory to assist explain human motivation. Since then, the theory of needs has been widely referred to both in corporate and academic domains. This is an indication that the theory has great significance in explaining and predicting employee's motivation.

IAT as an institution of learning faces a number of human resource issues. There is a high staff turnover at the institution as a result of low morale mainly arising from relatively low remuneration and this poses a challenge to the stability of the institution. Most employees feel that their needs are not well addressed hence some level of frustration exists among them. There is need for management to know that different people have different needs that motivate them towards achieving their objectives.

The management of the institute of advanced technology need to identify the perceived importance each employee attaches to Maslow's needs so as to be in a position of addressing them and in that way, they will curb the problem of high employee turnover. Understanding the perceived importance various employees attach to Maslow's needs will help in providing those needs that are most important to the employees and this will ensure they are satisfied hence no need of moving on as they will be contented with what the organization offers them. This will benefit the organization in the sense that recruiting as well as training expenses will be reduced and they will benefit from the learning experience curve meaning that the organization's performance will be improved.

Studies have been conducted on Maslow's hierarchy of needs. Hablemitoglu et al (2010) carried out an assessment of the Housing in Maslow's Hierarchy of Needs. The aim of the study was to define a house according to Maslow's hierarchy of needs. The findings indicate that house ownership has significant effect on the physical, social and economical features of the house. Pfeifer (1995) conducted a research on Christian perspective of Maslow's hierarchy of needs. The findings indicate that many Christian educators have accepted the hierarchy of needs theory because they find it sensible and easy to understand. Dima et al. (2010) carried out a review on the use of Abraham Maslow's motivation theory for setting consumers' satisfaction-non-satisfaction. The study indicates that behind a consumer's decision to purchase a product/service there is always a reason or a complex of reasons, and behind rejecting a product/service there is always the consumer's conclusion that, by its characteristics, that respective product/service will not fulfil that respective need at the level one desires.

The above studies do not focus on the perceived importance of Maslow's needs as perceived by employees yet this is important in understanding differences among employees with respect to the needs that motivate them. This is a gap that needs to be filled. This study will focus on the gap by examining the perceived importance of Maslow's needs among employees of Institute of advanced technology. The study will focus on finding out the relative importance that employees of the institute of advanced technology attach to the needs in Maslow's hierarchy by addressing the question: What is the perceived relative importance of Maslow's needs among employees of the institute of advanced technology?

1.3 Research objective

To establish the perceived importance of Maslow's hierarchy of needs among employees of Institute of advanced technology.

1.4 Value of the study

The findings of this study will be beneficial to a number of people. The management of IAT will be able to understand the significance of Maslow's needs in human resource management. It will assist them to know the benefits it can bring to the organization if effectively applied.

Other organizations will also get to learn more on the perceived importance of Maslow's needs in managing their human resources. They will also learn more on its application and how the same can assist them in the better management of their employees.

Those in the academic realm will also be able to benefit from the findings of this study. They will get materials for reference when conducting similar or related studies .They can also find the study significant in carrying out comparative studies to ascertain the perceived relative importance of Maslow's needs between IAT and other organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Maslow's Hierarchy of Needs

Abraham Maslow is known for establishing the theory of a hierarchy of needs (Maslow, 1987). Maslow studied human subjects (In particular, he studied biographies of celebrities such as Albert Einstein, Jane Addams, Eleanor Roosevelt, and Frederick Douglas) rather than mentally ill or neurotic people, which was radically different from the Freudian and Skinner schools of psychology. He claimed that human beings are motivated by unsatisfied needs, and that certain lower needs need to be satisfied before higher needs can be satisfied (Maslow, 1987). 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 an individual is motivated to satisfy these needs, he is on the path to growth ultimately reaching self-actualization (a growth need) once all the deficiency needs are met. He further claimed that these needs are prepotent. A prepotent need is one that has the greatest influence over our actions (Sarma and Hoek, 2004).

Every individual has a certain need that may vary among individuals. For example a teenager may have a need to feel that he/she is accepted by a group whereas 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 (1987), once a deficiency need is met at once other needs (needs at the same level or higher level) emerge, and these, rather than physiological hungers, dominate the organism. When these higher needs are in turn satisfied, again new (and still higher) needs emerge, and so on. In

essence as one desire is satisfied, another pops up to take its place. The need layers in the hierarchy do not have strict transition points and the pyramid is mainly heuristic in nature (Sarma and Hoek, 2004). The five layers in the hierarchy of needs comprise physiological needs, safety needs, esteem needs, love needs and self-actualization needs.

Maslow (1987) indicates that physiological needs are the fundamental needs that allow an organism to survive. These needs include air, water, food, sleep, etc. If the individual does not satisfy the needs at this level, they may be sick, in pain or in discomfort. Individual are thus motivated to alleviate them as soon as possible. Only once these needs are reasonably satisfied may one think of other things.

Once the physiological needs are relatively well gratified a new set of needs that are mostly psychological in nature emerges. Safety needs allow an individual to establish stability and consistency in a chaotic world. Needs that can be categorized into this layer are security; stability; dependency; protection; freedom from fear, anxiety, and chaos; need for structure, order, law, and limits; strength in the protector; and so on. For example an individual may need the security of a home and family before concerned about higher needs. However, if a family is dysfunctional (an abusive husband), the members in the family (the wife) cannot move to the next level as she would be constantly concerned for her safety (Sarma and Hoek, 2004).

Love and belongingness are next in the hierarchy. “The love needs involve giving and receiving affection. When they are unsatisfied, a person will feel keenly the absence of friends, mate, or children. Such a person will hunger for relations with people in general for a place in the group or family and will strive with great intensity to achieve this goal. Attaining such a place will matter more than anything else in the world and he or she may even forget that once, when hunger was foremost, love seemed unreal, unnecessary, and unimportant. Now the pangs of loneliness, ostracism, rejection, friendlessness, and rootlessness are preeminent.” (Maslow, 1987).

The esteem needs can be categorized into two types. First is self-esteem which results from competence or mastery of a task. Second, is the attention and recognition that comes from others. “All people in our society (with a few pathological exceptions) have a need or desire for a stable, firmly based, usually high evaluation of themselves, for self-respect or self-esteem, and for the esteem of others. These needs may therefore be classified into two subsidiary sets. These are, first, the desire for strength, achievement, adequacy, mastery and competence, confidence in the face of the world, and independence and freedom. Second, we have what we may call the desire for reputation or prestige (defining it as respect or esteem from other people), status, fame and glory, dominance, recognition, attention, importance, dignity, or appreciation.” (Maslow, 1987). This is similar to the belongingness level; however, wanting admiration has to do with the need for power. For example individuals who have all of their lower needs satisfied, would drive very expensive cars to raise their level of esteem.

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. This need is a growth need and is attained once all the deficiency needs have been fulfilled. People at this level can now seek knowledge, peace, esthetic experiences, self-fulfillment, etc. Individuals at this level need to realize their potential to be at peace with themselves (Sarma and Hoek, 2004).

2.2 Importance of Maslow's Needs Hierarchy

The basic human needs are organized into a hierarchy of relative prepotency. One main implication of this phrasing is that gratification becomes as important a concept as deprivation in motivation theory, for it releases an organism from the domination of a relatively more physiological need, permitting thereby the emergence of other more social goals. The physiological needs, along with their partial goals, when chronically gratified cease to exist as active determinants or organizers of behavior. They now exist only in a potential fashion in the sense that they may emerge again to dominate the organism if they are thwarted. But a want that is satisfied is no longer a want. The organism is dominated and its behavior organized only by unsatisfied needs. If hunger is satisfied, it becomes unimportant in the current dynamics of the individual (Young, 1934).

If the physiological needs are relatively well gratified, there then emerges a new set of needs, which are categorized roughly as the safety needs. All that has been said of the physiological needs is equally true, although to a lesser degree, of these desires. The organism may equally well be wholly dominated by them. They may serve as the almost

exclusive organizers of behavior, recruiting all the capacities of the organism in their service, and the organism can be described as a safety-seeking mechanism. Again it can be said of the receptors, the effectors, of the intellect and the other capacities that they are primarily safety-seeking tools. For instance in a hungry man, the dominating goal is a strong determinant not only of his current world-outlook and philosophy but also of his philosophy of the future. Practically everything looks less important than safety, (even sometimes the physiological needs which being satisfied, are now underestimated). A man, in this state, if it is extreme enough and chronic enough, may be characterized as living almost for safety alone (Meyer & Herscovitch, 2001).

If both the physiological and the safety needs are fairly well gratified, then there will emerge the love and affection and belongingness needs, and the whole cycle already described will repeat itself with this new center. Now the person will feel keenly, as never before, the absence of friends, or a sweetheart, or a wife, or children. He will hunger for affectionate relations with people in general, for a place in his group, and he will strive with great intensity to achieve this goal. He will want to attain such a place more than anything else in the world and may even forget that once, when he was hungry, he sneered at love (Meyer et al, 2002).

All people in society have a need or desire for a stable, firmly based, high evaluation of themselves, for self-respect, or self-esteem, and for the esteem of others. By firmly based self-esteem, it means that which is soundly based upon real capacity, achievement and respect from others. These needs may be classified into two subsidiary sets. These are,

first, the desire for strength, for achievement, for adequacy, for confidence in the face of the world, and for independence and freedom. Secondly, there exists what may be called the desire for reputation or prestige, recognition, attention, importance or appreciation (Sarma and Hoek, 2004).

Even if all these needs are satisfied, a new content and restlessness will soon develop, unless the individual is doing what he is fitted for. A musician must make music, an artist must paint, a poet must write, if he is to be ultimately happy. What a man can be, he must be. This need is called self-actualization. It refers to the desire for self-fulfillment. The tendency for him to become actualized in what he is potentially. This tendency might be phrased as the desire to become more and more what one is, to become everything that one is capable of becoming (Sarma and Hoek, 2004).

The theory is very important to modern managers because as they understand it and the different needs of their employees, they will work towards satisfying the needs of the employees at their respective levels which will ensure that the employees are contented and motivated to perform as expected as all their energies will be focused on high production not where to move on to so as to satisfy their needs. Addressing the needs of each employee will reduce staff turnover and improve performance of the organization as a whole which will put it in a position to compete effectively in the highly competitive business world of today.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The research was a descriptive survey of the Institute of Advanced Technology. This design was appropriate because it allowed the researcher to collect data from a cross-section of respondents at one point a time.

3.2 Target Population

The study targeted employees of Institute of Advanced Technology Nairobi. Currently, there are 103 employees who work for Institute of advanced technology (www.iat.co.ke, August 29th, 2012). These will therefore form the population of the study.

3.4 Data collection

The Primary data was collected from employees of Institute of advanced technology in Nairobi. The primary data was collected through a structured questionnaire. The questionnaire will be divided into two parts. Part A contained questions on the demographic information of the respondents while part B sought data on the perceived relative importance of Maslow's needs among employees of Institute of advanced technology. The questionnaire contained both open and closed ended questions and was administered through drop and pick method.

3.5 Data Analysis

The data was analysed using descriptive statistics. Results were presented in tables and charts.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Data used in this research was collected from Institute of Advanced Technology where 44 respondents filled the questionnaire. 27 male and 17 female respondents participated in the research. The findings were analysed based on the questionnaire's outline as discussed below. The results were presented in tables.

4.2 Demographic Data

4.2.1 Gender of the respondents

The respondents were asked to indicate their gender and age bracket in years. The results are represented in table 4.1 below.

Table 4.1: Distribution of the respondents by gender

Gender	Frequency	Percentage
Male	27	61.36
Female	17	38.64

As shown in table 4.1, male respondents comprised 61.36% and the female were 38.64%.

4.2.2: Age brackets of the respondents

Table 4.2: Distribution of the respondents by age brackets

Age of respondents	Male	Female	Total
21-30 Years	16	13	29
31-40 Years	7	4	11
41-50 Years	3	0	3
Above 50 Years	1	0	1
Total	27	17	44

Table 4.2 shows that majority of the respondents (29) are aged between 21 and 30 years - 16 male and 13 female, 7 male and 4 female are aged between 31 and 40 years while the rest are male 3 and 1 are aged 41-50 and above 50 years respectively.

4.2.3: Length of service of respondents at the Institute

The respondents were asked to indicate the length of service at the institute in bracketed years. The results are represented in table 4.3 below.

Table 4.3: Length of service of respondents at the Institute

Length of service at the Institute	Male	Female	Total
1-5 years	19	17	36
6-10years	7	0	7
Over 10 years	1	0	1

As shown in table 4.3 above, 36 of the respondents have worked at the Institute between 1 and five years (19 male and 17 female), 7 male have worked 6-10years while only one male of the respondents has worked in the institute for over ten years as shown in table 4.3 depicting that majority of employees at IAT are recent recruits.

4.2.4 Respondents' Academic Qualification

The respondents ticked each appropriate academic qualification listed in the research questionnaire. Table 4.4 below represents the results.

Table 4.4: Academic Qualifications of Respondents

Academic qualification of respondents	Male	Female	Total
College Certificate	2	0	2
College Diploma	3	2	5
Bachelors degree	22	11	33
Masters degree	4	4	8
Ph.D degree	1	0	1

As shown in academic qualification of respondents table 4.4 above, 22 male and 11 female respondents have bachelors' degree while 4 both male and female have master's degree and one male has a PhD degree indicating that a majority of the responds are employed at the institute fresh from college. Among the 38 bachelors' degree holders 2 male have college certificates while 5 (3 male and 2 female) of them have college diplomas.

4.3 Perceived Importance of Maslow's Hierarchy of Needs

Respondents were required to indicate how important each of the five categories of needs identified by Maslow was to them. They rated a series of statements presented on a five-point likert-type scale. The rating was combined for each level of need and their means calculated as shown in table 4.5 below.

Table 4.5: Mean Scores for the ratings of importance of needs in Maslow's Theory of Motivation by male and female respondents

Maslow's Hierarchy of Needs	Male		Female	
	Mean	Standard Deviation	Mean	Standard Deviation
Basic needs	19.83	13.33	13.28	7.75
Security needs	16.58	5.31	12.73	4.01
Love needs	16.47	10.73	13.20	5.14
Sef-esteem needs	15.44	7.83	13	5.02
Self-actualization needs	19.80	10.05	13.67	5.41

Male-Female Mean comparison of importance of needs in Maslow's Theory of Motivation presented in table 4.5 above shows basic needs having the highest mean of 19.83 for the male while for the female self-actualization has the highest mean of 13.67. On the other hand, male's self-esteem needs have the lowest mean of 15.55 while the female's security needs are the lowest with a mean of 4.01. Self-actualization, security needs and love needs had means of 19.80, 16.58 and 16.47 respectively for the male

while for the female basic needs, love needs and self-esteem needs had means of 13.28, 13.20 and 13.00 respectively. Both male and female basic needs have the highest standard deviation of 13.33 and 7.5 respectively while security needs had the lowest standard deviation for both male (5.31) and female (4.01).

4.4 Discussion of the results

According to the results, basic needs and self-actualization needs are considered to be the most important needs to employees of Institute of Advanced Technology contrary to literature on Maslow's Theory of Motivation. Maslow's Theory of Motivation stipulates that needs of human beings are satisfied in a hierarchical manner. The basic needs have to be fully satisfied after which the security needs will be sought after. Once the security needs are satisfied, the next levels (love needs, self-esteem needs and self-actualization needs) will be sought after. However, the research findings from Institute of Advanced Technology contradict Maslow's Theory of Motivation whereby self-actualization needs are considered more important over security needs, love needs and self-esteem needs.

These findings do not agree with Maslow's theory of motivation since different individuals may not necessarily follow Maslow's hierarchy of needs in satisfying their needs. Higher level needs can be important and be sought after before the lower level needs are fully satisfied.

Most employees from Institute of Advanced Technology are fresh graduates and have worked at the institute for one to five years. This implies a high turn-over. This could be attributed to the institute's failure to motivate employees to continue working at the institute.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter describes the findings in summary and conclusions. Recommendations and suggestions for further research are also outlined in that order. After which, limitations of the study are given at the end.

5.2 Summary of the Findings

Table 4.1 shows that male respondents comprised 61.36% and the female were 38.64% an indication that, in relative terms, the number of male employees to female employees at Institute of Advanced Technology is high. In Table 4.2 shows that majority of the respondents (29) are aged between 21 and 30 years, 11 are aged between 31 and 40 years while the rest are male. 3 and 1 respondents are aged 41-50 and above 50 years respectively. Thirty six (36) of the respondents have worked at the Institute between one and five years, 7 male have worked 6-10years while only one male of the respondents has worked in the institute for over ten years as shown in table 4.3 depicting that majority of employees at Institute of Advanced Technology are recent recruits.

In terms of academic qualification of respondents, table 4.4 shows that 33 of the respondents have bachelors' degree while 4 have masters degrees and one has a PhD degree indicating that a majority of the respondents are employed at the institute fresh

from college. Among the 38 bachelors' degree holders 2 male have college certificates while 5 (3 male and 2 female) of them have college diplomas.

Basic needs and self-actualization have the highest means 19.83 and 13.67 amongst the male and female respectively. On the other hand, self-esteem needs have the lowest mean of 15.55 while security needs are the lowest with a mean of 4.01 among the female (table 4.5). Self-actualization needs, security needs and love needs had means of 19.80, 16.58 and 16.47 respectively for the male needs while for the female basic needs, love needs and self-esteem needs had means of 13.28, 13.20 and 13.00 respectively. Both male and female basic needs have the highest standard deviation of 13.33 and 7.5 respectively while security needs had the lowest standard deviation for both male (5.31) and female (4.01).

5.3 Conclusion

Basic needs and self-actualization needs are considered the most important by the employees of Institute of Advanced Technology implying that these needs are not being adequately met of Institute of Advanced Technology. Therefore the management needs to come up with ways to meet these needs appropriately to ensure a motivated workforce.

Further, the security and self-esteem needs are generally rated lowly meaning that the needs are no longer motivating factors for employees. Thus, the management of Institute of Advanced Technology needs to be more innovative so as to meet the employees' needs so as to motivate them.

Institute of Advanced Technology seems to have high staff turn-over as evidenced by the length of service of the employees at the institute. 81.8% respondents have worked at the institute between one and five years.

5.4 Recommendations

The management of Institute of Advanced Technology should look into ways of satisfying the basic and self-actualization needs so that their employees may be motivated to stay on and give their best to the institute thereby utilizing the experience curve. Equally other organizations may use these findings to enhance motivation among their employees in relation to their respective needs.

5.5 Suggestions for further Studies

Further research can be done to find out why different individuals have different needs that motivate them at one particular time. More research can be carried out to determine why different genders attach different levels of importance to different categories of needs. Since this was a case study, further research needs to be done in more than one organization and at varied times.

5.6 Limitations of the Study

- Not all the targeted respondents were reached.
- The research findings may not be generalized for all organisations since was a case study that may be unique to the Institute of Advance Technology only.

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Appendix I: Research Questionnaire

Part A: Demographic Information

1. Gender

Male ☐

Female ☐

2. Age

a) 21-30 years

b) 31-40 years

c) 41-50 years

d) Above 50 years

3. Length of service at the Institute.

a) 1- 5 years

b) 6-10 years

c) More than 10 years

4. Academic qualification (tick each that is appropriate).

College certificate ☐

College Diploma ☐

Bachelors degree ☐

Masters ☐

Ph.D ☐

Part B: Perceived relative importance of Maslow's needs

Rate the following in order of importance to you by ticking the relevant box.

Use the scale of: 1= Strongly agree 2= Agree 3= Not sure 4= Disagree 5= Strongly disagree.

No.	Perceived relative importance	1	2	3	4	5
1	My company provides lunch breaks					
2	My company provides tea at 10.30 am					
3	My company provides rest breaks					
4	My company pays enough wages to purchase the essentials of life					
5	I have enough time to rest at night without being overburdened by work carried home					
6	Adequate water dispensers are provided in appropriate locations at the workplace					
7	The offices are well ventilated					
8	The company has given employees medical insurance					
9.	My job is guaranteed at the Institute of Advanced Technology					
10.	There is a retirement scheme at Institute of Advanced Technology					
11.	The company embraces team spirit amongst all employees.					
12	Annual get together occasions are organised by the Institute for Advanced Technology e.g. fun days, end year parties, among others.					
13	Welfare activities of employees like weddings are supported by the company					
14	Employees' opinions count in decision making at the workplace					
15	My extra efforts are rewarded by the company					
16	Employees' tags have their job titles engraved on them					
17	I am commended by my manager/supervisor in the presence of other employees when I meet my targets.					

18	My manager/supervisor addresses me in a dignified manner even when I have made a mistake					
19	I am given new challenging but attainable targets by my supervisor					
20	Some challenges at the workplace are left to me to deal with without interference from the management of the company					
21	I am given an opportunity to choose what to be trained on by my company					