

## **Role of Manager in Human Need Fulfillment in Work Organization**

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**Abstract:** *The concern of this paper centered on the role of manager in human need fulfillment in work organization. Where workers cannot have needs satisfied, they may leave the organization more often. While the means to fulfillment, within the organization, may vary, individuals continue to seek fulfillment of their basic needs and expectations. The fact of the matter is that now employers do realize their responsibility in fulfilling the workers' expectations. The paper argued that organization that employs the skills and services of a worker has a responsibility to fulfill his reasonable goals and needs.*

**Keywords:** *Need, Employee, Organization, and Manager Fulfillment.*

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### **1. INTRODUCTION**

Sine Adam and Eve were directed in the Garden of Eden to earn their livelihood by “the sweat of the brow”, man has found labour essential to the maintenance of his own welfare. William Faulkner has observed: “You can’t eat for eight hours a day nor make love for eight hours a neither day nor drink for eight hours a day; all you can do for eight hours is work. Which is the reason why man makes himself and everybody else so miserable and unhappy”? Modern man is no exception. The individual who works with an organization for his livelihood harbours some expectations from the management. When the expectations of the employing organization match those of the new employee, the employee will be more productive in his first year of employment, he will be more satisfied with his work, and he will tend to stay with the organization for a longer time than if there were a number of mismatches in the expectation of the two.

After an employee has been taken in, his skill and ability to do the job have been developed and his emoluments determined, the next step is to understand why people act as they do, that is, to understand their behaviour. Every individual can and is able to work; but he may or may not be willing to work at all for want of certain incentives, motivations, or a particular work situation or out of mere indolence and lethargy. His willingness to work is based largely on a management’s ability to integrate the interests and needs of its employees with the objectives of the organization. In order to know why an individual is or is not willing to work, it is necessary that a manager should first acquaint himself with issue as to why an individual responds quickly or remains indifferent to work and becomes uncooperative, indifferent, arrogant, irritating, insubordination, unfriendly, or acts in an undesirable manner. He should, therefore, know that all human behaviour has some cause; and to know this, he must examine the nature of employee needs and the causes that motivate an individual to achieve certain goals or fulfils his needs. Other

important fact is that the action of all human beings is goal oriented. Human behaviour is directed towards the fulfillment of some aspirations, needs, drives wants, etc. It is, therefore, necessary for the employers to find out the answer to the question “why” or what is it that makes people do things?”

No manager worth his salt can afford to neglect this aspect of human behaviour; if he does, the inevitable behavioural consequences would be an employee’s passivity, his hostility, his refusal to accept responsibility, his resistance to change, indolence, unreasonable demands for economic benefits, high labour turnover and absenteeism, poor quality of work, fall in production and reduced efficiency, social turmoil arising out of strikes, lock-outs, discontentment, conflicts and cleavages, walk outs, indiscipline, low moral, withdrawal from work, day-dreaming, wasteful and destructive behaviour, jealousy, irritation, antagonism, annoyance, excessive complaining, bragging and frustration. Unsatisfied employees often become aggressive, and uncooperative towards the management, and this is often disastrous for labour-management relations.

## **2. MEANING OF HUMAN NEEDS**

An ability to understand and influence human behaviour postulates knowledge of the needs of man. According to Maire (1995) a need may be defined as “a condition requiring the supply of relief”, “the lack of anything requisite, desired or useful”. In the opinion of Kolasa (1978), “A need is a lack or deficit of something within the system or organism”. We may say that a need is a personal, unfulfilled vacancy that determines and organizes all mental processes and all behaviour in the direction of its attainment.

## **3. MASLOW’S RANK ORDER OF HIERARCHY OF NEEDS**

It is generally not easy to say which of man’s needs are important at a particular time and place. Psychologists have given considerable thought to this important issue and have tried to fix priorities for them; and they have come to the conclusion that when basic needs are satisfied, a person seeks the satisfaction of higher needs. Maslow (1954) of Brandeis University has pointed out that “needs are organized in a series of levels, called the hierarchy of needs or the hierarchy of relative potency”. He has hypothesized five levels of needs. These needs are:

### **3.1 Physiological Needs**

At the lowest level are the physiological needs. “Man lives by bread alone, as long as it is not available”. Once it is available it ceases to have importance for the time being. Maslow observes: “For a man who is extremely and dangerously hungry, no other interests exist but food. He dreams food, he remembers food, he thinks about food, he emotes only about food, he perceives only food, and he wants only food. Freedom, love, community feeling, respect, philosophy, sexual behaviour, may all be waived aside as fripperies, which are useless since they fail to fill the stomach. Such a man may fairly be said to live by bread alone (Maslow, 1972). McGregor (1957) adds: “Unless the circumstances are unusual, his needs for love, for status, for recognition, for safety and security are inoperative when his stomach has been empty for a while. But when he eats regularly and adequate, hunger ceases to be an important need. The same is true of other physiological needs of man that is that needs for rest, shelter, exercise, protection from wealth elements”. Mahatma Gandhi put it another way: “Even God cannot talk to a hungry man except in terms of bread”. In order words, physiological needs will dominate when all needs are unsatisfied. In such a case, no other needs will serve as a basis for motivation. As Maslow (1972) states: “a person who is lacking food, safety, love and esteem would hunger for food more strongly than anything else”. Physiological needs, when constantly gratified, cease to exist as active determinants of behaviour. The satisfaction of many of these needs is socially determined. For example, the need for food and sexual gratification are controlled by many laws, taboos and customs.

### **3.2 Safety Needs**

When physiological needs have been reasonably satisfied, the next higher needs emerge, viz; the safety needs. The need for security include:

- a. Avoidance of harm from the physical environment (say, too much cold or heat); need for shelter, protective clothing, artificial warmth, and ways of protecting oneself (from rain or in some natural hazard);
- b. Safety against war, disease, natural catastrophes, crime, societal disorganization, neurosis, brain injury, chronically bad situations;
- c. Protection from wild animals, murder and tyranny;
- d. Building up of a reserve supply of the necessities of life, such as stocks for food and large cisterns for water;
- e. Economic security in the form of pension, insurance of various kinds, savings accounts gratuity, provident funds, security of job;
- f. Protection against arbitrary action, favouritism, discrimination, unpredictable administrative policy. Without the satisfaction of these needs, the physical environment would be very threatening.

Since every industrial employee is in a dependent relationship, safety needs may assume a considerable importance for him. The desire for safety and security is satisfied by the existence of an orderly society, by job security, insurance, saving; bank account and other types of social security, fringe benefits and welfare programmes.

### 3.3 Social Need (Affiliation or Affection)

When man's physiological and safety needs have been satisfied, his social needs become important. These needs are concerned with:

- a. Getting companionship, associating with some one, having a sweetheart or a wife and children;
- b. Seeking acceptance by his fellow-beings;
- c. Giving and receiving love and affection;
- d. becoming a member of a group, club, society or any other formal organization;
- e. Cooperating with others. Elthon' (1945) says: "Man's desire to be continuously associated in work with his fellows is a strong, if not the strongest, human characteristic.
- f. Protecting one's child, infant, weak and older people.

When man's social needs are not satisfied, he behaves in a peculiar way, which often tends to defeat organizational objectives. He resists, becomes antagonistic, uncooperative and even hostile.

### 3.4 Esteem Needs

When belonging and affiliation needs are satisfied, then esteem needs arise, "Whereby individuals desire a high evaluation of themselves". These needs are concerned with the awareness of importance to others (self-esteem) and the actual esteem from others. These are higher level needs but have low priority. According to Maslow (1972) "The satisfaction of esteem needs leads to feelings of self-confidence, worth, strength, capability and adequacy, of being useful in the world; but any thwarting of these needs produces feelings of inferiority, weakness and of helplessness which, in turn, give rise to either basic discouragement or else compensatory or neurotic trends". When this is so, an individual may resort to disruptive or immature behaviour to satisfy his desire for attention.

### 3.5 Self-Actualization Needs

These are needs which help realize own potentialities for continued self-development and for being creative. Maslow (1972) points out that "a man generally wants to achieve self-fulfillment; that is, he has a tendency to develop his potential. 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". To satisfy this need, one may become a good singer, a reputed author, a renowned athlete, an ideal mother or ideal manager.

#### **4. THE POSITION OF NEEDS HIERARCHY IN NIGERIA**

In the Nigerian context, according to Okere (2011), it may be said that physiological needs are still dominant in many industries as in developed countries. As for safety needs, these take the form of job security, security against hazards of life and security against industrial injury. The safety laws and measures of social security have been designed to satisfy some of these needs. As for the higher social needs, they are not easy to satisfy. However, close relationships are built with at least some fellow workers. Ego needs are satisfied to a very limited extent; whereas self-realization or self-actualization takes place very seldom.

#### **5. CHANGING NATURE OF HUMAN NEEDS**

As Maslow (1972) pointed out, “Each need is not completely exclusive of other needs, but the individual’s concentration of interests is seen as variable and changing”. As satisfaction in one area is obtained, interest moves to another focus. The effect of the progressive need fulfillment is to suggest that while all individuals are needs-oriented and their needs have some common basis, not every individual feels the same needs at a given point of time.

Study undertaken by Herrick (1982) has brought out certain interesting observations e.g.; “Interesting work” was placed on the top. “Enough information to get the job done was second in importance”. In composite figures, more than 50% of the employees were “white collar personnel”. Fein (1990) has provided an analysis of the data, regarding differences in job expectations of the composite worker, and blue-collar workers. “Good pay and job security” appear to be more important for blue-collar workers than for white-collar employees. On the other hand, “interesting work” and “enough authority” appeared particularly to be of lesser importance to most blue-collar workers than was true of the composite workers.

Hofstede (1992), in an international study of employees in seven occupational levels in 16 countries, has concluded as follows:-

- a. The professions exhibited urgent needs for self-actualization and esteem (achievement and reputation);
- b. Managers had self-actualization esteem and social needs;
- c. Technical has a mixture of self-actualization, esteem, social security, and physiological needs;
- d. Clerical workers were most concerned about social needs; and
- e. Unskilled workers sought for security and physiological needs.

Hofstede (1990), further said that, “It would be a mistake to conclude that every employee’s needs and expectations are identical to those of other employees. Differences appear by occupation, and it should be expected that differences occur within individuals”. On the basis of this study, a hierarchy seems to appear based upon the organizational level of the employee. Perhaps certain needs are met as the individual rises up on the organizational hierarchy, and other needs become more urgent.

#### **6. MANAGER’S ROLE IN HUMAN NEED FULFILLMENT**

As we have stated earlier, need fulfillment is the responsibilities of the management. Therefore, the manager should know what the needs (current) of the employees are; and then should evaluate their legitimate and finally provide opportunities for their attainment. The first task before the management is to discover the present needs of an employee. Such needs may vary in intensity with which they are expressed. Observation of a workers’ interest and response patterns may reveal the needs of each worker. Personal conversations with the employees may also reveal these needs. Some times, non-directive interviewing, or open-ended invitations to express the interests, goals, etc. may also give an idea about their needs.

Having known the needs, the management is required to take some decision as to how these needs can be fulfilled. In so doing, the cost involved (in money, in time, and in human efforts) are taken into consideration; and it is to be decided whether the organization can bear the cost involved. Again, the effects of workers’ behaviour, as a result of need fulfillment have also been considered.

Finally, the management thinks of various ways in which needs could be fulfilled. These may be as follows:

- a. ***Fulfillment of Psychological Needs:*** Basic needs are fulfilled by providing reasonable wages and salaries with which basic necessities of life may be purchased.
- b. The need for security can be fulfilled by providing a consistent fair and concerned attention to the workers. Medical and hospitalization, pension plan, social security benefits etc, are the measures through which economic security could be provided.
- c. The need for affiliation can be fulfilled by providing for work breaks, arranging organization-wise and department-wise picnics and bouquets; and prepare job assignments.
- d. ***Competence need:*** The management can help to develop a feeling of competency by properly assessing the capabilities of each employee and giving the worker job assignments within boundaries of his ability to perform. Necessary training, communication, and material assistance, and feedback for successful performance can also be provided.
- e. The reputation need is often fulfilled by giving praise for the work done well. Promotion and salary increases based upon merit or techniques such as employee of the week-awards, the giving of some prizes for services rendered, are other forms of management response to the needs of workers for esteem and recognition.

The need for power is generally fulfilled by delegation of authority. The need for achievement can be fulfilled by assigning greater delegation of decision making duties and assignments of high risk tasks.

## 7. CONCLUSION

Needs are not simple as they are often considered to be. One has to handle many problems simultaneously; immediate needs of hunger, thirst, sleep, as well as long range personal goals of job security. Personal needs vary in intensity from person to person and vary daily within the same person. One's needs tend to develop and enforce attitudes about him and the world. For some people this complexity of needs makes exciting life; for others it makes life too burdensome and difficult.

In sum, it may be said that Maslow's need hierarchy concept does make a significant contribution in terms of making management aware of the diverse needs of humans at work.

## 8. RECOMMENDATIONS

The following suggestions are advanced for effective fulfillment of human needs in human work organizations.

- a. Manager should know what satisfies the employees;
- b. Manager should have full knowledge of human behaviour and about the contribution it has made to organizational development;
- c. Management of organization should provide a congenial working environment, if the performance of human resources is to be effectively enhanced, for this will encourage personal growth and development as well as creative thinking.
- d. Manager's idea should be to work with the people, not with things.

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