Maslow theory

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The theory of motivation was coined by the Abraham Harold Maslow. He was an American psychologist, founder of humanistic psychology, leader of the behavioral direction of management thought. A. Maslow was born in Brooklyn. Having received a psychological education, he initially studied the social behavior of primates. A doctoral degree in psychology was awarded to A. Maslow at the University of Wisconsin. The theory of motivation was formulated a new theory of motivation, in which he presented his view on understanding the mechanisms of human behavior. Unlike supporters of the school of scientific management, he argued that the motives for people's actions are mostly not economic factors, but various needs that can only partially and indirectly be met with money.

This is very old theory which are using in different areas of individual lives. Abraham Maslow, supposed that the subject of mind is behavior, not human consciousness. Physiological needs necessary for human survival: food, water, rest, etc. If we consider the organization, in this case we are talking about preserving our workplace, since it is work through monetary reward that makes it possible to satisfy physiological needs. Social needs: the need for a social environment, communication with people, support. Needs respect, recognition of others and the pursuit of personal achievement. The need for self-expression, i.e. the need for their own growth and the realization of their potential.

To meet basic needs, according to Maslow, several social conditions are necessary: freedom of speech, choice of activities, freedom of expression, the right to research activity and information, the right to self-defense, and a social structure characterized by justice, fairness and order. Unlike basic needs, the value of meta-needs is the same, so they do not have a hierarchy. Meta-needs include: the need for justice, well-being, unity of social life, etc. Maslow pointed out that meta-needs constitute unity with fundamental, basic needs. The lack of unity of these needs leads to "meta- pathology", manifested in the lack of values, meaninglessness and purposelessness of life.

The classification of needs has received attention since ancient times. At least since Aristotle, their division into physical and spiritual has been known. At present, the classification of needs is based on the findings of the American psychologist and economist A. Maslow. He believes that human needs are arranged in a certain hierarchical sequence, depending on their importance to the individual. According to A. Maslow, there are five groups of needs: physiological, security, involvement (to the team, society), recognition and self-realization (self-expression). It is assumed that the listed requirements are satisfied sequentially in the order in which they are listed. Such a scheme is usually depicted either in the form of a triangular pyramid or ladder of needs.

Attempts to classify needs were undertaken by many scientists, but only A. Maslow considered groups of motives that are ordered in the value hierarchy according to their role in personal development, and he also revealed the laws of the construction of needs and the motivating forces. Not the needs themselves are motivators of behavior, but the degree of their satisfaction. The driving force behind motivation is the fact that people can never fully achieve their goals. As soon as one goal is achieved and any need is satisfied, a new goal arises, connected with the need to meet the newly emerging need, etc (Khorasani, & Almasifard, 2017).

Maslow formulated the basic principles that characterize human nature: 1) the needs of people can never be completely satisfied; 2) the state of partial or complete dissatisfaction with the needs induces the person to action; and 3) there is a hierarchy of needs.

According to the hierarchy principle developed by A. Maslow, the needs of each new level become relevant for an individual only after the previous requests are satisfied. Unlike previous theories of motivation, in which physiological needs were the starting point of motivation, for A. Maslow, they appear relatively isolated and are used as “channels” for other, higher or complex needs. Although unmet need plays the primary role, after its satisfaction, it can no longer dominate, but exists only potentially, with an emphasis on moving forward towards higher needs. In this case, all needs function cyclically: repeated after a certain period of time (Wahba, & Bridwell, 1976).

The needs of the lower levels are inherent in all people about equally, and the higher levels - in varying degrees. Higher needs help to differentiate individuals and are of great importance for the formation of value orientations of a person’s personality. The highest human need is self-realization. The needs of self-actualization do not have a sufficiently clear definition and reflect a wide range of cultural and individual differences. According to Maslow’s calculations, self-actualizing and self-fulfilling individuals make up about 1% of the population. They are an example of psychologically healthy individuals and serve as a benchmark for most people. Meta-needs are inherent in self-fulfilling individuals.

Studying the motivation of personal development, A. Maslow formulated 15 main features inherent in the so-called self-fulfilling individuals:

1. Effective perception of reality and a comfortable relationship with reality. For self-actualized people, an adequate perception of reality, free from the influence of actual needs, stereotypes and prejudices, lack of fear of the unknown and uncertainty is characteristic.

2. Acceptance (self, other, nature). Self-actualized people accept human nature as it is, do not embellish reality, they are characterized by the absence of artificial, protective forms of behavior (hypocrisy, bigotry, falsity and pretense), as well as the rejection of such behavior by others.

3. Spontaneity, simplicity and naturalness. Self-actualized people are quite spontaneous in their behavior and extremely spontaneous in their inner life, thoughts, while complying with established rituals, traditions, ceremonies, but treat them with a good-natured grin (Stoyanov, 2017).

4. Service. This implies focusing on problems of external order, solving fundamental issues (life in the global coordinate system). Such people are not engaged in introspection, but in their life mission or vocation. They often relate their activities to universal values and tend to view it from the point of view of eternity, not the current moment (Tripathi, 2018).

5. Detachment, the need for privacy. For such people, the tendency to loneliness is characteristic, they take a position of detachment in relation to many events, including the events of their own lives. This helps them relatively calmly endure the troubles and be less susceptible to environmental influences.

6. Autonomy, independence from culture and environment, will and activity. This means high stability under the influence of destructive forces, the ability to heal itself, independence from the opinions of others. At the same time, autonomy implies self-determination, the ability to take responsibility, and an active search for decisions.

7. A fresh look at things. Self-actualized people just enjoy life, every time they find something new in the already known.

8. Mystical experiences and higher experiences. The feeling of the disappearance of one's own "I", the maximum concentration and immersion in the problem.

9. The sense of identification with humanity as a whole.

10. Interpersonal relationships. A self-actualized person is able to fully merge with a loved one, to become part of it. Characterized by the absence of manifestations of hostility in interpersonal relationships.

11. Democracy. This is manifested in respect for any person, willingness to learn from others.

12. The ability to distinguish the means from the goal, good from evil. Self-actualizing individuals behave highly morally, acutely feel good and evil. They are goal oriented and enjoy the process.

13. Philosophical sense of humor. Such people relate with humor to life in general, to their professional activities, to themselves.

14. Creativity. This feature is understood as a way of world perception and interaction with reality, it does not depend on what a person does, and appears in all actions of a self-actualizing person.

15. Resistance to cultural influences, transcendence of culture. Self-actualized people do not unconditionally accept the culture to which they belong, belong to it rather critically, choosing from it good and rejecting the bad. Thus, according to A. Maslow, a self-actualizing person is distinguished by an individual attitude towards the surrounding reality. A. Maslow does not idealize such a person, emphasizing that she is also subject to shortcomings, wrong actions, stubbornness, irritability, lack of attention to others (MacDonald, & Bowen, 2017).

Maslow drew attention to the fact that when hiring qualified and administrative employees, not only money is important for them, but the ability to meet the needs of a higher order. For such workers, the high status of the company, good working conditions, a friendly atmosphere, independence, autonomy and the possibility of implementing their own ideas are of particular importance. In his opinion, the USA is turning into a management community, and in the sphere of production there is an increase in the influence of humanistic positions.

Maslow insisted on the creation of such organizations in which a person gets the opportunity to fully realize their true potential. A big role in this should play a head. According to the researcher, the power cannot be trusted to a person who is looking for power for the sake of power. In most situations, the best leader and leader will be the one who is closer to self-actualization, who has managed to satisfy all their basic needs, gain recognition and respect.

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