

MOTIVATIONAL NEED HIERARCHY OF EMPLOYEES IN PUBLIC AND PRIVATE COMMERCIAL BANKS

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This study presents a theoretical-empirical reflection about concepts, models, and practices of Maslow's Model of Need-Hierarchy in public and private commercial banks in Bangladesh. The empirical part of this study, comprising 130 samples, has been collected through a structured questionnaire. The study reveals that employees of commercial banks have high use of lower level needs and moderate use of upper level needs. The study also reveals employees of private commercial banks have a slightly higher motivational score of each level of Maslow's model, but these motivational differences are significant for safety needs and insignificant for basic, social, esteem and need for self-actualization at the five percent level of significance on a one way ANOVA test. On the basis of these findings, the study concludes that the employees of public and private banks follow Maslow's motivational model without any difference. Maslow's model holds across cultures, but its applicability, in some cases, will be culture-specific; it requires unique managerial attention to cultivating and sustaining well-motivated employees in different companies in different countries around the world.

Keywords: Motivation, Maslow's Model of Need-Hierarchy, Commercial Banks, employees

JEL Classification: M12

1. Introduction

Today, the biggest challenge for bank's management is to motivate employees for the sake of proficient offers and better services according to customer expectations. The most valuable and volatile asset of any institution is a well-motivated and stable workforce, one which is competent, dedicated and productive (Tonkiss, and Passey, 1999). Interestingly, motivation is dynamic in nature – as income changes, money ceases to be a motivational factor; as employees grow older, interesting work becomes a motivational factor (Prahlad, 2011). Of the functions a manager performs, motivating employees is the most complex, as employee motivation is a never ending challenge (Lindner, 1998).

Scholars and practitioners care about cultivating, increasing, and maintaining work motivation. Motivation research has a long history of considering employee motives and needs. Motivation theories cross a boundary of complexity in the individual, the organization, and the environment. There is a lack of agreement concerning a universally accepted theoretical model of motivation. As organizations enlarge their global presence, perhaps more than one motivational model may be needed to align policies, practices, and procedures

that reach the goal of a motivated workforce (Geren, 2011). Motivational theories are first discussed and divided into two categories, content theories and process theories. Content theories are those related to specific motivating factors or needs. Process theories describe the interactions between needs, behaviors, and rewards (Lewis, Lewis, Packard, & Souflee, 2001). One of the most widely mentioned content theories of motivation is the hierarchy of needs theory put forth by psychologist Abraham Maslow. Maslow's Hierarchy of Needs is often used as an example of motivational theory in both practitioner and scholarly journals; yet considerable motivational research is being conducted that is not widely known, nor applied in practical settings (Kroth, 2007). Maslow show human needs in the form of a hierarchy, ascending from the lowest to the highest, and he concluded that when one set of needs is satisfied, it no longer serves to motivate. The next higher level of need has to be activated in order to motivate the individual (Luthans, 2011). According to Maslow's Model of Need-Hierarchy, there are five levels of needs – physiological, security, social, esteem, and self-actualization. Employees will be motivated by the needs that correspond with the level that they are currently holding.

The lower level needs will not motivate them unless the situation changes.

In Bangladesh, performance of public commercial banks in comparison to private commercial banks has long been a point of discussion. The public sector in Bangladesh is subject to the criticism of being inefficient and unproductive. Other than a few exceptions, public sector organizations have been characterized by low productivity and repeated loss. On the contrary, the private sector organizations in the country are usually thin, agile, highly productive and profitable (Jahiruddin, Noor Un Nobi & Hasan, 2004). It also suggested that there is a difference observed between perception of employees on existing motivational factors on public and private commercial banks (Rahman, 2013). Jahiruddin, Nur Un Nabi & Hasan (2004) conclude that managers of private sector institutions are more motivated than those in the public sector in terms of motivational factors. It also suggested that not only motivational level, but also the motivational factors are different between these two groups, according to the importance they place on them. So, it is to be emphasized that the degree of importance of each motivational level depends on the nature of the organization. However, this study has made a comparison between employees of public and private commercial banks in Bangladesh as regards their motivation on the basis of Maslow's Model of Need-Hierarchy.

1.1 Research Objective

The objectives of the study are:

- A. To review Maslow's Model of Need Hierarchy.
- B. To identify the relative strength of each of the needs of Maslow's model.
- C. To identify motivational differences of employees of public and private commercial banks.

2. Theoretical Background and Literature Review

2.1 Motivation

Motivation in simple terms may be understood as an individual's desire to work. Motivation is a general term applying to the entire class of drives, desires, needs, wishes, wants, aims, goals, motives, and incentives. The key to understanding the process of motivation lies in the meaning of and relationship among, needs, drives and incentives (Luthans, 2011). The motivation remains a key secret of managing people. Today's employees are hired, trained and remunerated and also motivated for better performance. Employees are motivated when organizations give them different rewards in the

shape of financial and non-financial rewards. People are motivated to perform behavior in order to satisfy their personal need (Shahzad, 2013). Different people from different backgrounds come together within an organization having different aims, incompatible to organizational aims. Motivation acts as a key force to drive a diversified workforce to meet organizational objectives. Motivated employees in the workplace can be termed as those who willingly and voluntarily extend their best efforts in order to help the organization attain its goal. Motivated employees are sincere, dutiful, and work hard; therefore, they need less supervision to get the best performance out of them (Rahman, 2013). Motivation is essential for any institution because employees are the pertinent intellectual assets of the company. Motivation is important for the growth of employees as well as for contributing organizational productivity (Goswami, and Dwivedi, 2011). Above all, motivation may be defined as the complex of forces, inspiring a person at work, to willingly use his capacities for the accomplishment of certain objectives.

2.2 Maslow's Model of Need-Hierarchy

Abraham Maslow developed one of the most popular and widely known motivation theories. Maslow, in a classic paper, outlined the elements of an overall theory of motivation (Maslow, 1943). Drawing chiefly on his clinical experience, he thought that a person's motivational needs could be arranged in a hierarchical manner. In essence, he believed that once a given level of need is satisfied, it no longer serves to motivate the individual. The needs hierarchy is Maslow's theory of motivation, which is based on five levels in 'the hierarchy of needs' model. They are (1) physiological or basic needs, (2) safety needs, (3) love needs (social) needs; (4) esteem needs, and (5) self-actualization needs. His theory is based on three major assumptions. Firstly, people's needs are arranged in order of importance (hierarchy), going from basic needs (physiological) to more complex needs (self-actualization). Secondly, people will not be motivated to satisfy a higher-level need unless the lower-level need(s) have been at least minimally satisfied. Thirdly, people have five classifications of needs. Listed below are these five needs in order of importance to the individual.

The most basic level in the hierarchy, the physiological needs, generally corresponds to the unlearned primary needs. They include air, food, shelter, sex, and relief or avoidance of pain. In an organizational setting, these needs include adequate salary, breaks, and working conditions. If Maslow's estimates are applied to an

organizational example, 85 percent of employees' basic needs would be satisfied (Maslow, 1943).

This second level of needs is roughly equivalent to security needs. Once the physiological needs are met, the individual is concerned with safety and security. In the organizational setting, these needs include safe working conditions, salary increases to meet inflation, job security, and fringe benefits that protect the physiological needs, union, health insurance, employee assistance plans, severance pay, and pension. However, jobs are less secure today, and fewer benefits are given. If Maslow's estimates are applied to an organization example, 70 percent of employees' security needs would be satisfied. This third or intermediate level of needs loosely corresponds to affection and affiliation needs. This level would be appropriately described as 'social' or 'belonging'. After establishing safety, people look for love, friendship, acceptance, and affection. In an organizational setting, these needs include the opportunity to interact with others, to be accepted, and to have friends. Among upper-level needs, if Maslow's estimates are applied to an organization example, 50 percent of social needs would be fulfilled at work. Formal and informal work groups or teams are typical ways of meeting social needs.

The esteem level represents the higher needs of humans. The needs for power, achievement, and status can be considered part of this level. In this stage, the individual focuses on ego, status, self-respect, autonomy, recognition for accomplishments, attention, a feeling of self-confidence and prestige. In an organizational setting, these needs include titles, the satisfaction of completing the job itself, merit pay raises, recognition, challenging tasks, participation in decision making, and the chance for advancement. Maslow estimated that only 40 percent of esteem needs at work might be met. Titles, status, symbols, promotions, banquets are a few examples of satisfying esteem needs.

This level represents the culmination of all the lower, intermediate, and higher needs of humans. People who have become self-actualized are self-fulfilled and develop their full potential. Self-actualization is closely related to the self-concept. In effect, self-actualization is the person's motivation to transform the perception of self into reality. The need for self-actualization is obviously distinct in the sense that it does not usually terminate in satisfaction (Alderfer, 1972). In the organizational setting, these needs include the development of one's skills, the chance to be creative, achievement and promotions, and the ability to have complete control over one's job. Here it is estimated that only 10 percent of the employees'

self-actualization needs would be met. Actually, personal growth, achievement and advancement and realization of potential are examples of meeting self-actualization needs.

2.3 Review of Literature and Hypothesis Development

Although it is of limited usefulness, Abraham Maslow's hierarchy of needs is by far one of the most famous early theories of motivation. Maslow suggested that all people share a hierarchy of needs up which we progress (Maslow, 1954). Maslow's needs hierarchy is an example of motivational levels; therefore, managers can address each level of employee motivation. Alderfer (1969) further expanded Maslow's hierarchy of needs by categorizing the hierarchy into his ERG theory (Existence, Relatedness and Growth). Alderfer categorized the lower order needs (physiological and safety) into the existence category. He fits Maslow's interpersonal love and esteem needs into the relatedness category. The growth category contained the self-actualization and self-esteem needs. Maslow intended the hierarchy to be a general theory of motivation, but some managerial theorists have enthusiastically adopted it in the workplace. The theory suggests that employees will always tend to want more from their employers. Beer *et al.*, in 1984, outline that a complete and thorough understanding of employees' motivation is required for organizations to address and accomplish expectations of employees and the organization. There may be several factors that motivate employees; salary is one of the them as Bown, Cattell, Michell and Edwards (2008) conducted research on the quantity surveying profession in South Africa and found that salary, promotion prospects, personal satisfaction and recognition etc. are motivating factors for employees in that particular case. Khan *et al.* (2010) highlighted that there is a direct and positive relationship between rewards and employee work motivation. Compensation or rewarding of employees is considered the most complex and sensitive human resource management function. Good interpersonal relations must be accompanied by attractive salaries and incentive wages, because motivation is closely linked with earnings (Iva, Ana and Matilda, 2013). The safety and security needs include the need for protection against physical and psychological threats in the environment. Organizational benefit packages and job security would fall into this category (Baron, 1983). Baron (1983) describes the friendly affiliation between stimulus and work accomplishment. Both performance and motivation are directly in proportion to each other.

The need for outside recognition and acknowledgement of who we are and what we do is very high. Organizations that realize this, use quality recognition to address this need (Baron, 1983). Horwitz *et al* (2003) predicted that employees get high motivation through a challenging work environment and support of the top management. If the employees are competitive and want to do work with full efficiency as it will utilize all their capabilities, then challenging work is the best motivator. Many of the employees like to make relationships and thus need more and more contact with the higher authorities, so making more regular contacts make them feel that they are being observed and work with more motivation.

The discussion above reveals that motivation has long been a central topic for scholars and practitioners. An abundance of theories and approaches were developed in order to explain the nature of employee motivation. Handfuls of studies were conducted in an attempt to discover whether public sector employees have different motivation antecedents than their private sector counterparts. Managers do not live in ivory towers and they need applicable ways to transfer the concepts of motivation into everyday life practice.

The problem is that motivating public employees is easier said than done. Public workers have a reputation for being lazy and lethargic (Wright, 2001) and managers' room for maneuver is ostensibly very little, due to rigid civil service laws. Moreover, the public sector suffers from aging and plateauing employees who are especially hard to motivate. It is not surprising then that the question of how public managers can motivate their employee is considered to be one of the three "Big Questions of Public Management" (Behn, 1995). In 2007, Buelens and Van den Broeck proved that public employees work fewer hours and show less commitment to their organization than their counterparts in the private sector. Public managers often complain they do not have the necessary tools to motivate their staff. Research suggests that employees in one organization may differ from employees in another as a result of attraction, selection, and even post-recruitment adoption and attrition processes (Wright, 2001). Thus, it is plausible to believe that individuals who opt for the public sector are stirred by values that cannot be found in the private sector. These values can be a desire to serve the public interest, a wish to have an impact on public affairs, or an interest in achieving social justice (Buelens and Van den Broeck, 2007). By the same token, private sector employees are likely to pursue their own self-interest and favor market-like incentive mechanisms, such as pay-for-performance.

Therefore, the question of differences between public and private employees narrows down to whether workers in each of the two sectors are driven more by intrinsic or by extrinsic motivators. Inconsistency can also be found with regard to higher-order needs, e.g., achievement, autonomy, self-actualization, and self-development. While some research suggests that public employees value higher-order needs more than their private sector peers (Frank and Lewis, 2004), other works prove the adverse or find no distinction (Wright, 2001). Moreover, studies even disagree whether the public sector's classic values, such as helping others and benefiting society, are more predominant in public or private employees. On the basis of this intensive literature review, there are indications that public and private commercial banks differ with each other in many fundamental aspects; therefore research constructs and hypotheses can be developed on the assumption that employees of public and private commercial banks differ in levels of motivation on the basis of need hierarchy theory put forth by psychologist Abraham Maslow (1943). Therefore, the hypotheses of this study are presented:

H₁: There is a significant difference between employees' perception regarding basic needs between public and private commercial banks.

H₂: There is a significant difference between employees' perception regarding safety needs between public and private commercial banks.

H₃: There is a significant difference between employees' perception regarding social needs between public and private commercial banks.

H₄: There is a significant difference between employees' perception regarding esteem needs between public and private commercial banks.

H₅: There is a significant difference between employees' perception regarding self-actualization needs between public and private commercial banks.

3. Materials and Methods

The methodology section defines the research design, population samples, data collection procedures, scale reliability and the techniques of data analysis for examining the motivational difference between employees of public and private commercial banks in Bangladesh on the basis of Need Hierarchy theory put forth by Abraham Maslow (1943). The said factors are basic needs, safety needs, social needs, esteem needs and need for self-actualization.

3.1 Research Design

This study is descriptive and hypotheses testing in nature. This study aimed to examine the motivational differences between employees of public and private commercial banks on different levels of motivation. Finally, data was collected using the survey method where questionnaires were used to collect information.

3.2 Population and Sample

The questionnaire survey has been conducted among employees at the executive level in commercial banks in Bangladesh. Therefore, friends, relatives, and other informal reference group were used to locate the potential respondents in Bangladesh. Questionnaires were sent by email and postal mail, and directed to 200 respondents. The number of initial replies received was 110. After screening the first round of replies, a second round questionnaire survey was conducted and finally 130 respondents were taken for this study.

3.3 Data Collection Technique

This study is mainly based on primary data originating from a survey. For this purpose, a constructed questionnaire (Fred Luthans, 2011) was developed. In addition to the questions regarding demographic characteristics, employees' perceptions regarding basic needs, safety needs, social needs, esteem needs and need for self-actualization were measured and investigated through a 5-point scale standardized by Brayfield-Rothe (1951). The scale consists of 20 statements; each statement has five options / points such as: strongly agree/ 5, agree/ 4, undecided/ 3, disagree/ 2, and strongly disagree/ 1.

3.4 Data Analysis Technique and Reliability of Scale

The SPSS statistical software package was used for statistical analysis. Reliability of data was measured by using under the parallel model assumption. The Scale Reliability Test is based on 130 valid sample case processing. Reliability of scale is measured by Cronbach Alpha. The Cronbach Alpha (Cronbach, 1951) of this study is 0.697. Thus, the Cronbach Alpha value of this study is higher than what is suggested by Nunnally (1978) and therefore data collected can be considered reliable. Descriptive statistical techniques such as mean and standard deviation were used to measure the mean scores and their variability. A one way ANOVA is used to test the mean differences of different levels of motivation.

4. Analysis and Findings

4.1 Descriptive Statistics

Table 1 Descriptive Statistics

Motivation Level	N	Mean Value	Standard Deviation
Self-actualization	130	3.8865	0.49131
Esteem	130	3.9500	0.51752
Social	130	3.8327	0.58352
Safety	130	4.3038	0.44350
Basic	130	4.2942	0.52594

Source: Survey (2013-2014)

Descriptive statistics (table 1) indicate mean value and standard deviation of employees' perceptions of different levels of motivation. From table 1, it reveals that the mean value of basic needs is 4.2942 on a 5-point scale; this indicates the higher concern of employees on basic needs. Perception variability on basic needs indicated by standard deviation 0.52594 indicates low variability on perception in assessing the basic need. The mean value of safety needs is 4.3038 on a 5-point scale; this indicates the higher concern on basic needs. Perception variability on basic needs indicated by a standard deviation 0.44350 indicates low variability in perception in assessing safety needs. The mean value of social needs is 3.8327 on a 5-point scale; this indicates moderately high concern of employees on social needs. Perception variability on social needs indicated by standard deviation 0.58352 indicates low variability on perception in assessing social needs. The mean value of esteem needs is 3.9500 on a 5-point scale; this indicates moderately high concern of employees with esteem needs. Perception variability regarding esteem needs indicated by standard deviation 0.51752 indicates low variability in perception in assessing esteem need. Table 1 finally indicates the mean value of self-actualization needs is 3.8865 on a 5-point scale; this indicates the higher concern of employees on the need for self-actualization. Perception variability regarding the need for self-actualization was indicated by standard deviation 0.49131; this indicates low variability in perception in assessing the need for self-actualization.

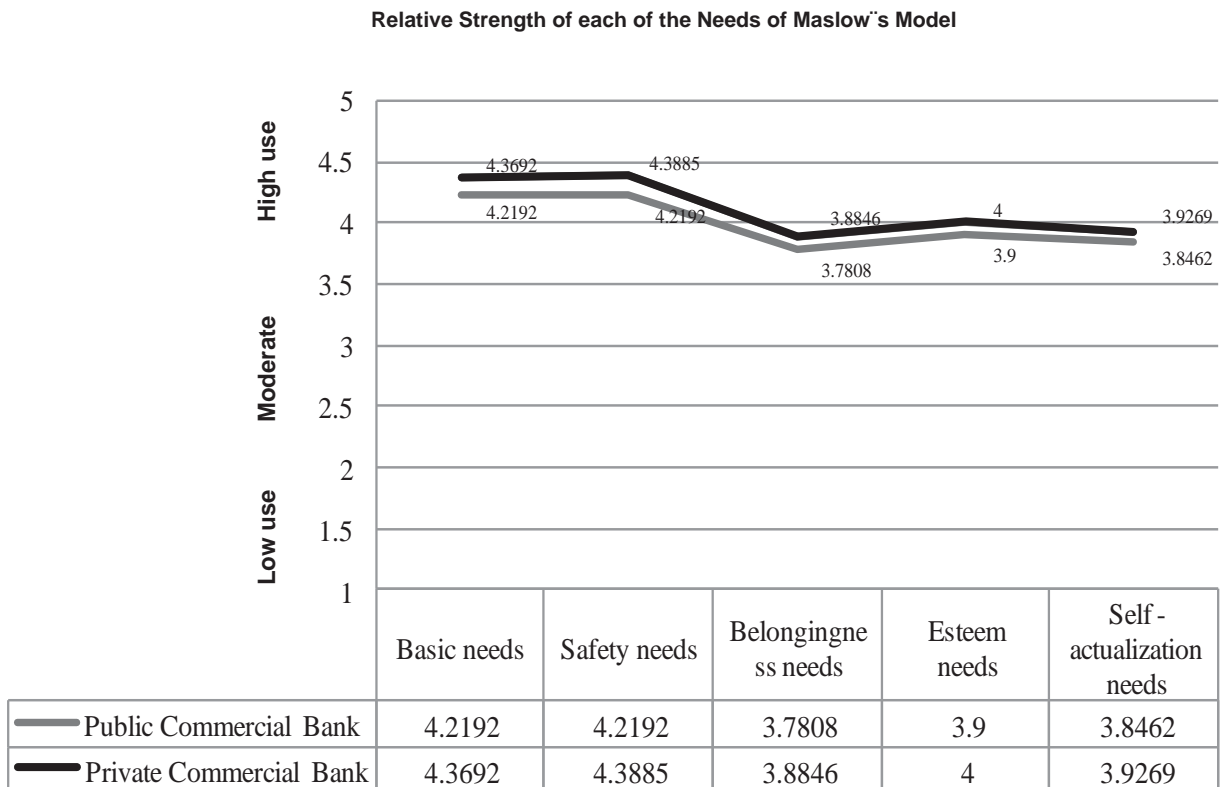
4.2 Relative Strength on Level of Motivation

Table 2 indicates mean value and standard deviation of different levels of motivation of public and private commercial banks in Bangladesh. Putting this value into curves indicates employees of private commercial banks have a relatively high motivational score on all levels of motivation.

Table 2 Mean statistics of Public and Private Commercial Bank

		N	Mean	Std. Deviation
Basic needs	Public Commercial Bank	65	4.2192	0.55816
	Private Commercial Bank	65	4.3692	0.48434
	Total	130	4.2942	0.52594
Safety needs	Public Commercial Bank	65	4.2192	0.52386
	Private Commercial Bank	65	4.3885	0.32784
	Total	130	4.3038	0.44350
Social needs	Public Commercial Bank	65	3.7808	0.63355
	Private Commercial Bank	65	3.8846	0.52863
	Total	130	3.8327	0.58352
Esteem needs	Public Commercial Bank	65	3.9000	0.49371
	Private Commercial Bank	65	4.0000	0.53946
	Total	130	3.9500	0.51752
Self-actualization needs	Public Commercial Bank	65	3.8462	0.52976
	Private Commercial Bank	65	3.9269	0.45009
	Total	130	3.8865	0.49131

Figure 1 Relative Strength on Level of Motivation of public and private commercial bank



The mean value of the basic needs of public commercial banks is 4.2192 and private commercial banks is 4.3692; it indicates that private commercial banks have a slightly higher score than do their public counterparts. The mean value of safety needs of public commercial banks is 4.2192 and private commercial banks is 4.3885; it indicates private commercial banks have a slightly higher score than do their public counterparts. The mean value of the social needs of public commercial banks is 3.7808 and private commercial banks is 3.8846; this indicates private commercial banks have a slightly higher score than that of the public counterparts. The mean value of esteem needs of public commercial banks is 3.90 and private commercial banks is 4.00; it indicates private commercial banks have a slightly higher score than do their public counterparts. The mean value of the need for self-actualization of public commercial banks is 3.8462 and private commercial bank is 3.9269; it indicates private commercial banks have a slightly higher score than their public counterparts. This study indicates that employees of commercial banks are highly concerned for lower order needs (basic and safety needs) and moderately high for higher order needs (social, esteem and need for self-actualization). Maslow's hierarchy of needs is based on two premises. First, there are innate needs of humans that motivate one to take action for that need, such as food and rest. Second, lower-order needs will dominate human behavior if they are

not satisfied. Maslow's appeal to managers has been his contention that the higher-order needs can first be fulfilled to a greater or lesser extent through work. When the work is properly designed, the worker properly recognized and rewarded for accomplishments, self-esteem or self-actualization needs are met (Geren, 2011).

4.3 Perception about Different Levels of Motivation

This section represents and discusses the results of testing the five hypotheses and comparison of overall motivation of the study groups. Table 6 shows the perception scores of two groups of respondents on the statement related to different levels of motivation ranging from basic to the need for self-actualization.

Table 3 summarizes the findings of the statements related to the perception of public and private sector commercial bank employees about different levels of motivation they perceived from the organization. As can be seen from the above table, the mean difference in employees' perception between the public and private sector employees regarding basic need is statistically insignificant ($F=2.678$, $p=.104$). Therefore the 1st hypothesis of the study is rejected at the 5 percent level of significance. So we can conclude that employees' perception in public and private commercial banks do not differ in respect to basic needs.

Table 3 One Way ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Basic needs	Between Groups	.731	1	.731	2.678	.104
	Within Groups	34.952	128	.273		
	Total	35.683	129			
Safety needs	Between Groups	.931	1	.931	4.874	.029
	Within Groups	24.442	128	.191		
	Total	25.373	129			
Social needs	Between Groups	.350	1	.350	1.030	.312
	Within Groups	43.573	128	.340		
	Total	43.924	129			
Esteem needs	Between Groups	.325	1	.325	1.215	.272
	Within Groups	34.225	128	.267		
	Total	34.550	129			
Self-actualization needs	Between Groups	.212	1	.212	.878	.351
	Within Groups	30.927	128	.242		
	Total	31.139	129			

Table 4 The Summary of Hypotheses Results

Hypotheses	Results
H ₁ : There is a significant difference between employees' perception regarding basic needs between public and private commercial bank in Bangladesh.	Rejected
H ₂ : There is a significant difference between employees' perception regarding safety needs between public and private commercial bank in Bangladesh.	Accepted
H ₃ : There is a significant difference between employees' perception regarding social needs between public and private commercial bank in Bangladesh.	Rejected
H ₄ : There is a significant difference between employees' perception regarding esteem needs between public and private commercial bank in Bangladesh.	Rejected
H ₅ : There is a significant difference between employees' perception regarding self-actualization needs between public and private commercial bank in Bangladesh.	Rejected

The result from the above table indicates that, the mean difference in employees' perception between the public and private sector employees regarding safety need is statistically significant ($F=4.874, p=.029$). Therefore, the 2nd hypothesis of the study is accepted at the 5 percent level of significance. So we can conclude that employees' perception of safety needs in public and private commercial banks significantly differ.

As can be seen from the above table, the mean difference in employees' perception between the public and private sector employees regarding social need is statistically insignificant ($F=1.030, p=.312$). Therefore the 3rd hypothesis of the study is rejected at the 5 percent level of significance. So we can conclude that employees' perception of social needs in public and private commercial banks do not differ in respect to social needs.

As can be seen from the above table, the mean difference in employees' perception between the public and private sector employees regarding esteem need is statistically insignificant ($F=1.215, p=.272$). Therefore the 4th hypothesis of the study is rejected at the 5 percent level of significance. So we can conclude that employees' perception in public and private commercial banks do not differ in respect to esteem needs.

As can be seen from the above table, the mean difference in employees' perception among the public and private sector employees regarding the need for self-actualization is statistically insignificant ($F=.878, p=.351$). Therefore the 5th hypothesis of the study is rejected at the 5 percent level of significance. So we can conclude that employees' perception in public and private commercial banks do not differ with respect to the need for self-actualization.

5. Conclusions and Recommendations

This study is based on the popular and well-known theories of Maslow's Hierarchy of Need Theory of motivation that continue to dominate discussions of workplace motivation in organizations. This study shows that the lower level motivational needs should be satisfied first before moving up to the higher level needs as is indicated by Maslow's Hierarchy of Need Theory. The employees of public and private banks follow Maslow's motivational model without any difference. The study observed that employees of private commercial banks have slightly higher strength on each level of motivation compared to public commercial bank counterparts. Statistically insignificant differences were observed between these two groups on basic needs, social needs, esteem needs and the need for self-actualization. Interestingly, significant differences in perceptions of employees were observed between these groups on safety needs. The result of a one way ANOVA indicates a significant perception difference on safety needs.

Maslow's model holds across cultures, but its applicability, in some cases, will be culture specific. The study indicates that the relative strength of each level of motivation, slope down, left to right ranging from a basic need to need for self-actualization; this is a common scenario of an overpopulated economic zone like South Asia, with one half of the world's poor even though it has only 20% of the world's population. Poverty is a problem in South Asia due to the population strain on limited land and other resources, and weak economic development caused by faulty governmental policies and corruption – just the opposite of the European economic zone. Most Central European countries have small

and highly open economies, with businesses that are integrated into multinational chains and interconnected with their counterparts in Western Europe. Although this can bring economic prosperity and development to the region, it also makes them vulnerable to swings in the global economy and demand in crucial markets (Špok, 2012). In the European context, people enjoy a high standard of living and luxurious life. Therefore, the strength of each level of motivation in the European economy may slope down, right to left, ranging from the need for self-actualization to basic needs. Different people from different backgrounds come together in an organization, they may have different aims that are incompatible with organizational aims and differ in their level of motivation. Therefore, the managers at national and international levels should recognize the relative strength in each level in the Maslow model of need hierarchy for better motivational treatment of employees or the ongoing success of an organization. Designing a better remuneration package for an employee requires management attention on the level of employee motivational preferences. The lower level motivational preference of the employee lies with pay, benefit, bonus and other financial benefits. The level of motivational preference of the employee's concern for respect, satisfaction, career growth, advancement etc. is also important. Therefore, this work will be helpful to the managers at the national and international levels in order to describe the level of employee motivation in light of Maslow's need hierarchy theory of motivation. Employee motivation cannot be examined in isolation from its organizational context (Schepers *et. al.*, 2005). Human resource management is concerned about keeping high work effectiveness and high level performance for the purpose of sustainable development of business through a motivated workforce. In today's organizations, employee motivation is becoming complex; there is an urgent need to discover more effective motivators rather than use of monetary incentives. Management should be concerned about the motivation for at least three primary reasons. Firstly, achieving business goals or executing business strategies requires the motivation of people who work to attain goals or execute strategies. Secondly, management should understand its own motivations; self-understanding will enable better management of human resources. Thirdly, understanding the needs, values, and motivations of your employees will help to better recruit, select, train, retain, and develop your staff to perform its best.

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