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Matric no: 15/SCI07/003

Course code: AXR 520

Course Title: Administration and program planning in Extension

1.

Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.

Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging, esteem and self-actualization.

### Deficiency needs vs. growth needs

This five-stage model can be divided into deficiency needs and growth needs. The first four levels are often referred to as deficiency needs (D-needs), and the top level is known as growth or being needs (B-needs).

Deficiency needs arise due to deprivation and are said to motivate people when they are unmet. Also, the motivation to fulfill such needs will become stronger the longer the duration they are denied. For example, the longer a person goes without food, the more hungry they will become. Maslow (1943) initially stated that individuals must satisfy lower level deficit needs before progressing on to meet higher level growth needs. However, he later clarified that satisfaction of a needs is not an "all-or-none" phenomenon, admitting that his earlier statements may have given "the false impression that a need must be satisfied 100 percent before the next need emerges" (1987, p. 69).

When a deficit need has been 'more or less' satisfied it will go away, and our activities become habitually directed towards meeting the next set of needs that we have yet to satisfy. These then become our salient needs. However, growth needs continue to be felt and may even become stronger once they have been engaged.

Growth needs do not stem from a lack of something, but rather from a desire to grow as a person. Once these growth needs have been reasonably satisfied, one may be able to reach the highest level called self-actualization.

Every person is capable and has the desire to move up the hierarchy toward a level of self-actualization. Unfortunately, progress is often disrupted by a failure to meet lower level needs. Life experiences, including divorce and loss of a job, may cause an individual to fluctuate between levels of the hierarchy.

Therefore, not everyone will move through the hierarchy in a uni-directional manner but may move back and forth between the different types of needs.

The original hierarchy of needs five-stage model includes:

Maslow (1943, 1954) stated that people are motivated to achieve certain needs and that some needs take precedence over others.

Our most basic need is for physical survival, and this will be the first thing that motivates our behavior. Once that level is fulfilled the next level up is what motivates us, and so on.

The original hierarchy of needs five-stage model includes:

1. Physiological needs-

these are biological requirements for

Human survival, e.g. air, food, drink, shelter, clothing, warmth, sex, sleep.

If these needs are not satisfied the human body cannot function optimally. Maslow considered physiological needs the most important as all the other needs become secondary until these needs are met.

2. Safety needs - protection from elements, security, order, law, stability, freedom from fear.

3. Love and belongingness needs - after physiological and safety needs have been fulfilled, the third level of human needs is social and involves feelings of belongingness. The need for interpersonal relationships motivates behavior. Examples include friendship, intimacy, trust, and acceptance, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).

4. Esteem needs - which Maslow classified into two categories: (i) esteem for oneself (dignity, achievement, mastery, independence) and (ii) the desire for reputation or respect from others (e.g., status, prestige).

Maslow indicated that the need for respect or reputation is most important for children and adolescents and precedes real self-esteem or dignity.

5. Self-actualization needs - realizing personal potential, self-fulfillment, seeking personal growth and peak experiences. A desire "to become everything one is capable of becoming" (Maslow, 1987, p. 64).

Management officers are often charged with motivating employees to perform well in their jobs.

While management skills may suffice for task-related issues, motivation and organizational innovation requires leadership (Shin & McClomb, 1998; Pearlmutter, 1998). Some managers have learned to lead successfully based on their practice wisdom and personal experience, but as a group

social work administrators may rely too heavily on these two facets. Classic studies of leadership have demonstrated that managers who conform to the tenets of one leadership theory or another, versus none at all, achieve more in their own eyes and those of their workers (Hall & Donnell, 1979).

While this suggests that it is important for managers to know and apply leadership theories, the topics are not often covered outside of social work classrooms or beyond textbook readings (Latting, 1991). Part of the reason for this may be that many leadership positions in social service agencies are held by professionals from other fields and therefore studied by academics in other fields. The call for attention to social work leadership has been echoing for several years (Wimpfheimer, 2004; Perlmutter, 2006).

Effectively motivating employees has long been one of management's most important and challenging duties. Motivation refers to the psychological processes that stimulate excitement and persistence of voluntary actions aimed at some goal. Because motivation can be highly individualized, managers use a wide range of techniques to keep their employees motivated and happy. Therefore, it is essential for managers to understand the psychological processes involved in motivation so that they can effectively direct employees towards organizational goals.

Needs theories attempt to identify internal factors that motivate an individual's behavior and are based on the premise that people are motivated by unfulfilled needs. For example, if you were dissatisfied with living in your parents' basement at age 40, you might go out and find your own apartment. In doing so, you will fulfill the need for privacy, independence and the ability to bring a date home without having to explain why you still live with your parents. Needs are psychological or physiological insufficiencies that provoke some type of behavioral response. The needs a person has can range from weak to strong and can vary based on environmental factors, time and place.

The social work manager can consider the types of motivators apparent at each level of the hierarchy. Food, clothing, and shelter are motivators at the physiological level. Security needs include motivators of protection from loss or threats, including job security. Affiliation and acceptance are important motivators at the social needs level.

At the ego needs level, self-esteem, status, and recognition are substantial motivators. At the highest level of needs, self-actualization, an employee will be motivated by opportunities to use their talents, be creative, and achieve their fullest potential (Weinbach, 1998).

These levels of needs are the cornerstones of motivating employees. Managers must understand that employees will be motivated by unmet needs and that once a need is satisfied, it is no longer a motivator. For instance, if a social worker feels that she is well paid and secure in her job position, the first two levels of needs (physiological and security) will not serve as effective motivators. The manager will need to motivate based on higher level needs, such as those at the social level (Weinbach, 1998).

Further, people may move up or down on the pyramid of needs. When job security becomes an issue due to budget cutbacks or other limitations, a worker at the social needs level may suddenly become motivated by security needs.

Administrators must also be aware that their employees may all be operating at different levels of needs and take this into consideration in their style of management (Lewis et al., 2001).

Latting (1991) warns social work administrators against misinterpreting how Maslow's theory might influence their management style. Although most social workers enter the field out of a desire to help others (which can be construed as a higher order need), the lower order needs are also important to satisfy. Some social work managers may be quick to focus on the higher order needs because they are easier to satisfy in human service agencies due to limited financial resources. Although the profession has accepted and studied many of Maslow's tenets in social work practice with clients, the theory has yet to be tested empirically in social work management practice.

2.

### Departmentalization (or departmentalisation)

refers to the process of grouping activities into departments. [Division of labour](#) creates [specialists](#) who need [coordination](#). This coordination is facilitated by grouping specialists together in departments.

- Departmentalization leads to the benefits of specialization. In departmentalization, works are divided into different departments on the basis of their nature and responsibility is entrusted to the skilled and efficient manager. When a manager is involved in one specific function, his expertise, and efficiency increase in that particular field.

- In departmentalization, the standard of performance of each department and objective to be achieved is planned. When actual performance deviates with planned performance, corrective measures are taken to remove the barriers.

- Departmentalization divides works into different units on the basis of nature and responsibility and is entrusted to departmental managers. The departmental managers are accountable to the job performed by the staff of their concerned departments and it also facilitates top manager to direct and supervise the work performed by subordinate managers.

- It also helps to divide work into different units on the basis of nature, and responsibility is entrusted to departmental managers. Such division of work, thus, is helpful for expansion of business.

- Departmentalization helps to develop new managers by providing them the opportunity to take independent decision and initiatives. Consequently, a high skilled subordinate level manager can get the opportunity to promote to the higher level.

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ISBN 978-0-06-041987-5.