



Analysis of Maslow's Hierarchy Theory in Today's Team Management

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Abstract. Maslow's theory is very popular in academic circles, and in the past 70 years, many famous theories such as Herzberg's theory[6] and ERG's theory have been developed on the basis of Maslow's theory. However, some recent scholars believe that it has been unable to effectively guide today's team management. Through literature reading and analysis, this paper mainly studies whether Maslow's hierarchy of needs theory can still guide today's team management or not. This paper mainly aopts data from Cnki, ScienceDirect, and Maslow's "motivation and personality". This paper concludes that Maslow's hierarchy of needs theory is not universally applicable. According to the ERG theory of Alderfer, needs should be divided into three categories, which correspond to the first and second levels, the third and fourth levels, and the fifth levels in Maslow's theory, and the boundaries between the three levels are not very clear. It is not until the lower level needs are satisfied that the higher level needs can be stimulated. And the reason for the demand is not just lack.

Keywords: Maslow's theory, team management, literature reading and analysis, Maslow's theory is not universally applicable, motivation

1 Introduction

Maslow's Hierarchy of Needs Theory, also known as Hierarchy of Needs, includes five needs. Physiological needs are the basic needs for survival, including air, food, and water. Safety needs are the need to protect yourself from physical and mental harm. Social needs include love, wisdom, acceptance, and friendship. Self needs include self-esteem, respect, attention, recognition, status, and achievement. The need for self-actualization is the need to maximize one's potential. Although everyone has these five needs, only one of them is the dominant need for motivation and behavior at any given time. Only when the lower level needs are basically satisfied can the next higher level needs become the dominant ones [1].

Maslow's hierarchy of needs theory is very popular in the academic community and has existed for 70 years, during which time many other theories such as Herzberg's two-factor theory and ERG theory have developed from it. According to Maslow, if you want to motivate someone, you should try to figure out where that person fits in the hierarchy of needs, and then try to satisfy that hierarchy and beyond. However, some

scholars now believe that Maslow's theory is not fully applicable to team management in today's society. This paper mainly studies whether Maslow's hierarchy of needs theory can still guide today's team management or not. This study provides a reference for subsequent experiments guided by Maslow's theory.

The order of Maslow's hierarchy of needs theory is the same for everyone. Although everyone has these five hierarchies of needs, only one of them is the primary need that causes motivation and behavior at any given time. Only when the lower level needs are satisfied can the higher level needs become the dominant needs. When a person reaches the highest state of self-actualization, the motivation to act is infinite. Because in Maslow's view, no one can be fully self-actualized.

2 Analysis of Maslow's Theory in Enterprise Management

This chapter will first introduce Maslow's theory and analyze its application on this basis.



Fig. 1. Schematic diagram of Maslow's theory

2.1 Physical needs

Physical needs are the most basic needs of employees to maintain their survival, including but not limited to food and clothing. Although wages can satisfy most of the physical needs of employees, it can not be argued that employees have no other needs other than physical needs. For example, the company can open a dining room for lunch

with security staff in case it is not convenient to go out to eat fresh food. If employees need to go out in the field or work outdoors, the company can provide outdoor subsidies and high-temperature subsidies so that employees can have a good working attitude [1].

As a large Internet enterprise in China, NetEase provides three meals a day and midnight snacks for its employees every day. Employees can check the menu of the day on the company app in advance. This partly satisfies the survival needs of employees, helps enterprises retain employees and cultivate their loyalty. Some large companies will provide shuttle bus services to ensure that employees who live far away from home can have a convenient commute.

2.2 Security needs

Every employee as a person has safety needs, not only personal safety, but also physical health. In this regard, the company will usually buy insurance for employees, and provide regular medical services. For example, Microsoft will buy five insurances and one housing fund for each employee, including endowment insurance, unemployment insurance, work-related injury insurance, medical insurance, maternity insurance and housing fund (12%).

This not only makes the employees more dependent on the company, but is also a way to improve their efficiency [2]. If employees take time off frequently, intermittent absences can keep the entire production line from running at peak efficiency and reduce profits for the company in the long run. It is worth noting that a good working environment always makes employees more motivated to work, rather than resentful.

2.3 Social needs

People have social needs, which are often taken seriously after their basic needs are met. Managers can make use of this to close the relationship between employees and enable employees to have a better understanding of the company and create a sense of identity. For example, regular group building and art performances held by the company would be a good way to meet the needs of communication.

2.4 Esteem needs

It tend to occur in people who have already addressed their basic needs. And the person most eager for this demand is usually the management of the company. This group of people may be leading a team or team, or they may have become managers of the company. At this time, they need their own space. In order to protect their privacy, it is a good choice to set up a certain majesty and a private office [8].

At the same time, the company can provide a flexible working time system for them, so they can take an early rest on the premise of finishing the work within a week and arrange their time more freely.[4]

2.5 Self-actualization needs

In terms of self-actualization, everyone has different ways and meanings of self-realization. The company can provide some help without affecting themselves, which can also make them cherish and attach more importance to the company.

On-demand incentives for employees can make employees more cohesive with the company [1]. When employees' needs for the company are met, their attachment to the company will increase, which will make employees to a certain extent loyal to the company. When employees have enough loyalty to the company, they will agree to certain requirements of the company. At the same time, they may be more willing to work efficiently, which will create more profits for the company.

Of course, Maslow's theory has certain limitations in team management in today's society and cannot be perfectly adapted. Although motivation based on Maslow's theory can improve the efficiency of employees, it has different effects on different people. When an employee has become a senior manager in the company, his level of needs will be between the fourth and fifth level, which happens to be unable to meet the company's needs. For the organization, it is no longer possible to motivate him according to Maslow's theory. In Chapter 3, this study will describe the limitations of Maslow's theory in management.

3 Analysis of the Emphasis of Theory in Practical Management

3.1 Different culture

It is worth noting that under different cultural backgrounds, the level of requirements will change. A higher level of need may shift to a lower level of need. For example, when people lose their jobs, their needs may shift from emotional and social needs to physical needs without financial resources. This leads to a shift in the hierarchy of needs, where people may give up their self-esteem in exchange for a job that pays enough to support their basic security.

3.2 Religious

In the context of internationalization, the special religious backgrounds may lead to changes in the importance of requirements. The priority of high-level requirements may be lower, while the priority of communication requirements at the middle level will be placed second. The needs of many religious and religious people could turn the hierarchy of needs on its head. For these people, self-actualization is the most important requirement, even above physical and instinctive needs. For instance, there are huge numbers of ascetics in India who endure the worst food, the dirtiest conditions, and unbearable physical torture to obtain some kind of spiritual enlightenment and relief. Similarly, employees can be influenced by their religious beliefs, which can lead to changing needs. So in the application of the theory can not be generalized.

3.3 Motivation and Personality

Maslow himself continues to supplement the theory. In 1954, Maslow wrote *Motivation and Personality*, discussing two other needs that had been mentioned in his earlier work: intellectual and aesthetic. He thinks the two should lie somewhere between the need for esteem and the need for self-actualization. Therefore, in actual management, managers or enterprises should pay attention to these two aspects.[5]

3.4 Cohort effect

A cohort is a group of people who share a particular characteristic.[9] Typically, the shared characteristic is a life event that took place in a particular period, like birth or high school graduation. The most commonly studied cohorts are age-related. Psychological researchers have utilized cross-sectional and longitudinal studies to measure changes in personality traits over time.

People in the same decade share common life experiences and experience similar social trends. In other words, generational and birth cohorts develop in different socio-cultural contexts, which can influence the outcomes of research [10]. And a study in 1981 [3] showed that children are significantly more dependent on physical needs than other age groups. The need for respect is highest during the teenage years and declines with age. For the elderly, the need for safety is the greatest. Therefore, some experts believe that social and respect needs should be swapped for teenagers, with the two reverting to Maslow's model in young adulthood and middle age. Therefore, the theory should be viewed from the perspective of development. That is to say, with the continuous development of social and economic level today, employees should pay more attention to psychological needs after meeting some basic needs.

3.5 Special situation

Maslow's research covered only the needs of healthy people, and the needs of those with mental illness or neurosis may not be as clear-cut as the hierarchy of needs theory. For example, a person with bipolar disorder or bipolar disorder may prioritize emotional needs over physical ones, and may even engage in hunger strikes, self-harm, suicide, or other irrational acts of self-harm if their emotional needs are not met [7]. Therefore, the company should pay more attention to providing a comfortable office environment for employees, such as a comfortable chair, or put some potted plants in the office, or provide a rest room and free drinks.

3.6 ERG theory

Maslow's hierarchy of needs theory is not universally adaptable. Clayton Alderfer, who proposed the ERG theory, believes that needs should be divided into three categories, namely existence, relatedness, and growth, which correspond to the first and second levels, the third and fourth levels, and the fifth levels in Maslow's theory. However, Alderfer also believes that the boundaries between the three levels are not very clear.

For Alderfer, needs should be seen more as a continuous whole than as a rigid hierarchy. Moreover, he does not think that only when the lower level needs are satisfied, can the higher level needs stimulate behavior, and the need is not just due to lack. So managers should use multiple tools together while motivating employees.

4 Conclusion

This paper mainly studies how Maslow's hierarchy of needs theory guides practice in today's social team management, and draws the following conclusions: The level of needs will change under different cultural backgrounds. For religious people, the hierarchy of needs does not necessarily follow Maslow's hierarchy of needs. Maslow personally added to Maslow's theory in 1954.

Under the influence of cohort effect, different age groups will have different preferences in demand. For special people, Maslow's theory does not apply. ERG theory proposed by Alderfer is the supplement and summary of Maslow's theory.

At the same time, this paper is also insufficient, and the argument is not sufficient enough. Future research will focus on supplementing existing theories.

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