

**ELSS810**  
**S2 L3**

**Improving Leadership: Analyzing  
and Managing Organizational  
Phenomena by Reframing;  
human resource frame**

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# Abraham Maslow: “A Theory of Human Motivation” Psychological Review (1943).

- All humans have needs that underlie their motivational structure
- As lower levels of needs are satisfied, they no longer “drive” the behavior
- Satisfied needs are not motivators
- As lower level needs of workers become satisfied, higher order needs take over as the motivating forces

**=> The hierarchy of needs**







Hierarchy  
of needs  
applied to a  
workplace

**NEED TO BE IN CONNECTION WITH ONE'S  
CREATOR**

- *need to promote the welfare of others*

**SELF-ACTUALIZATION NEEDS**

- *realizing own possibilities*
  - > *need to fulfill one's plans; challenges*
  - > *mastering one's own life*

**SELF-ESTEEM NEEDS**

- *valuing self, valuing others*
  - > *position at work, professional recognition*
  - > *gaining prestige and power*

**SOCIAL NEEDS**

- *need to be accepted in a group*
  - > *need to establish human relations; groups*
  - > *togetherness, clubs, excursions*

**SECURITY NEEDS**

- *self-protection; free from fear*
  - > *continuation of work, safety at work, regulations*
  - > *social benefits, health care, pension*

**PHYSIOLOGICAL NEEDS**

- *preserving life: food, rest, shelter*
  - > *good working conditions, lunch breaks struggle*
  - > *avoiding hard work and exertion*