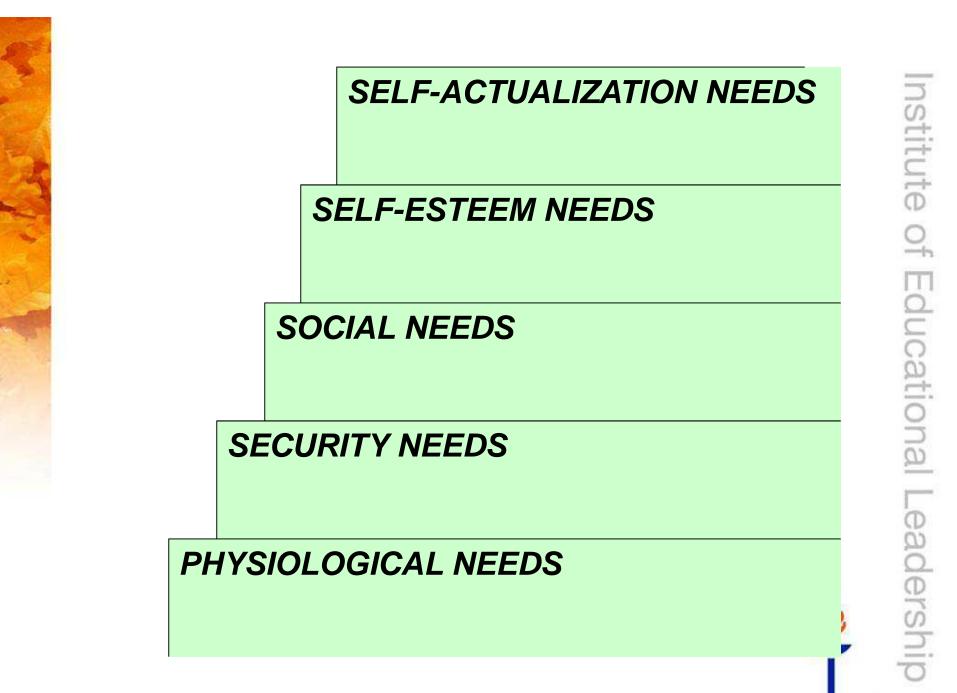
ELSS810 S2 L3

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

Institute of Educational Leadership University of Jyväskylä Jukka Alava, PhD, Professor emeritus

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 nor motivators
- As lower level needs of workers become satisfied, higher order needs take over as the motivating forces
- => The hierarchy of needs



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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