NEED BASED MOTIVATION IN NGO WORKERS WITH SPECIAL REFERENCE TO MASLOW'S HIERARCHY OF NEEDS

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Introduction

A non-governmental organization is a legally constituted organization created by natural or legal persons that operates independently from any government. The term originated from the United Nations (UN), and refers to organizations that do not form part of the government and are not aimed for profit earning. In the cases in which NGOs are funded totally or partially by governments, the NGO maintains its non-governmental status by excluding government representatives from membership in the organization. India is estimated to have around 3.3 million NGOs in year 2009, which is one NGO per less than 400 Indians, and many times the number of primary schools and primary health centre in India. NGOs are difficult to define and classify due to the term's inconsistent use. To attempt a classification of NGOs requires a framework that includes the orientation and the level of operation of an organization.

An NGO's orientation refers to the type of activities an organization takes on. These activities might include:

➢ environmental,
➢ development, or
➢ advocacy work

An NGO's level of operation indicates the scale at which an organization works on, like the difference in work between:

➢ an international NGO,

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➢ a community NGO, or
➢ a national NGO.

According to the UN, all kinds of private organizations that are independent from the government control can be recognized as "NGOs." Such organizations (NGO) cannot seek to diminish a nation's government as an opposing political party; NGOs also need to be non-criminal and non-profit.

Professor Peter Willets, from the City University of London, argues the definition of NGOs can be interpreted differently by various organizations and depending on a situation's context. He defines an NGO as ""an independent voluntary association of people acting together on a continuous basis for some common purpose other than achieving government office, making money or illegal activities."

Certain fundamental characteristics differentiate NGOs from political interest groups or commercial organizations. These characteristics are as follows:

➢ **Non-profit:** NGOs are run as not-for-profit enterprises. They primarily have humanitarian or cooperative rather than commercial objectives.
➢ **Independent from government control:** although some NGOs may accept government funding for certain projects and activities, the government does not control their operation.
➢ **Do not constitute a political party:** While some NGOs may be affiliated with a political party, an NGO does not seek to challenge a government as a political party.
➢ **Non-violent:** NGOs must have a commitment to non-violence and must not engage in violent methods to achieve their goals.
➢ **Voluntary membership:** NGOs are comprised of members who join on a voluntary basis and who are driven by a common interest. Working for the public good and volunteerism is generally associated with NGOs.
➢ **Common purpose/mission:** NGOs are created to perform a variety of service and humanitarian functions, as defined by their mission.

Categories of NGOs

The term "NGO" covers a wide range of organizations. Generally, NGOs perform a variety of services and humanitarian functions, bring citizens' concerns to governments, advocate and monitor policies, and encourage political participation through provision of information.

They range from international organizations such as the Red Cross to local, community-based groups found in developing countries. NGOs also include professional associations, grass root organizations, and research institutes.

NGOs are generally categorized as either:

(i)   **Operational NGOs**, whose primary purpose is to implement development programs; or

(ii) **Advocacy NGOs,** whose primary purpose is to seek and defend a particular cause and advocate for change in the political system, whether at the regional, national, or international level.

The World Bank and the United Nations further classify operational NGOs into three groups:

(i) Community-based organizations (CBOs), which deal with issues limited to a local region; sometimes referred to as "grassroots" organizations
(ii) National organizations; and
(iii) International organizations, which are headquartered in one country but carry out development projects in more than one country.

The World Bank lists the following strengths of an NGO:

- Strong grassroots links;
- Field-based development expertise;
- The ability to adapt and innovate;
- Participatory methodologies and tools;
- Long-term commitment; and
- Cost-effectiveness.

The World Bank identifies NGO weaknesses as:

- Limited financial and management expertise;
- Limited institutional capacity;
- Low-level of sustainability;
- Isolation and lack of inter-organizational communication;
- Small-scale interventions; and
- Lack of understanding of the broader, social, and economic context.

Many of the weaknesses listed above, however, can be mitigated through training, technical advice, and proper management of NGOs.

Motivation – A driving force

Motivation is a complex phenomenon. Several theories attempt to explain how motivation works. In management circles, probably the most popular explanations of motivation are based on the needs of the individual – it may be an employee

The basic needs model, referred to as **content theory** of motivation, highlights the specific factors that motivate an individual. Although these factors are found within an individual, things outside the individual can affect him or her as well.

In short, all people have needs that they want satisfied.

➢ Some are *primary needs,* such as those for food, sleep, and water—needs that deal with the physical aspects of behavior and are considered unlearned. These needs are biological in nature and relatively stable. Their influences on behavior are usually obvious and hence easy to identify.

➢ Secondary needs, on the other hand, are psychological, which means that they are learned primarily through experience. These needs vary significantly by culture and by individual. Secondary needs consist of internal states, such as the desire for power, achievement, and love. Identifying and interpreting these needs is more difficult because they are demonstrated in a variety of ways. Secondary needs are responsible for most of the behavior that a supervisor is concerned with and for the rewards a person seeks in an organization.

Several theorists, including Abraham Maslow, Frederick Herzberg, David McClelland, and Clayton Alderfer, have provided theories to help explain needs as a source of motivation.
Abraham Maslow's hierarchy of needs theory

Abraham Maslow defined **need** as a physiological or psychological deficiency that a person feels the compulsion to satisfy. This need can create tensions that can influence a person's work attitudes and behaviors. Maslow formed a theory based on his definition of need that proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order. His premise is that only an unsatisfied need can influence behavior; a satisfied need is not a motivator. The hierarchy of needs can be represented in a pyramidal manner as below, where, the basic or lower needs form the base and higher needs form the peak.

- **Self Actualization** : **morality, creativity, spontaneity, acceptance, experience, purpose, meaning and inner potential**

- **Esteem Needs** : **confidence, achievement, respect of others, need to be a unique individual**

- **Social Needs** : **love & belonging – friendship, family, intimacy, sense of connection**

- **Safety Needs** : **health, employment, property, family & social stability**

- **Physiological Needs** : **breathing, food, water, shelter, clothing, sleep**

Maslow's theory is based on the following two principles:

- **Deficit principle:** A satisfied need no longer motivates behavior because people act to satisfy deprived needs.

- **Progression principle:** The five needs he identified exist in a hierarchy, which means that a need at any level only comes into play after a lower-level need has been satisfied.

In his theory, Maslow identified five levels of human needs. Later in his career, Abraham Maslow continued his thought on the hierarchy and further divided the fifth level of self-actualization into four different parts. He assumed four things of self-actualized people: they are

1) Being problem focused,
2) Incorporating an ongoing freshness of appreciation of life,
3) Concerned about personal growth, and
4) Able to have peak experiences.

Based on these assumptions, he created four more levels.
The table below illustrates these levels and provides suggestions for satisfying each need.

Table 1 - Maslow's Hierarchy of Human Needs

Higher Level Needs	To Satisfy, Offer:
Transcendence	- Mentoring Roles - A role in higher and wider decision making process - Opportunities to project the capabilities beyond the organizational boundaries
Self-actualization	- Creative assignments - Challenging work - A wider arena of influence in

	organization and allied
Aesthetic	➤ Opportunity to modulate the workplace ➤ Freehand to decide the efficient route of working
Cognitive	➤ Job flexibility ➤ Autonomy in working ➤ Out of box thinking avenues ➤ Role of trouble shooter in organization
Esteem needs	➤ Responsibility of an important job ➤ Promotion to higher status job ➤ Praise and recognition from boss
Lower Level Needs	**To Satisfy, Offer:**
Social needs	➤ Friendly coworkers ➤ Interaction with customer ➤ Pleasant supervisor
Safety needs	➤ Safe working conditions ➤ Job security ➤ Base compensation and benefits
Physiological needs	➤ Rest and refreshment breaks ➤ Physical comfort on the job ➤ Reasonable work hours

Organizational Profile

(A)   Arihant Mahila Bal Vikas Samiti - An NGO In Kota(Raj.):

Chief Functionary	Rashmi Jain, Diksha Sharma
Key Issues	Aged/Elderly, Agriculture, Art & Culture, Children, Civic Issues, Dalit Upliftment, Education & Literacy, Environment & Forests, Health & Family Welfare, HIV/AIDS, Human Rights, Legal Awareness & Aid, Labor & Employment, Micro Finance (SHGs), Micro Small & Medium Enterprises, New & Renewable Energy, Nutrition, Panchayati Raj,

	Prisoner's Issues, Right to Information & Advocacy, Rural Development & Poverty Alleviation, Scientific & Industrial Research, Science & Technology, Sports, Tribal Affairs, etc.
Operational Area	Baran, Bundi, Churu, Jhalawar, Kota, Tonk districts of Rajasthan State
Details of Achievements	From last 10 years NGO have been working for Women empowerment, Skill development, Vocational training courses, Child development, Rural & Agriculture, Health, Education. The NGO has formed more than 500 SHGs groups and 6000 Women men are associated with NGO.NGO also has been awarded from the district collector for his good social work.

(B)   Adarsh Chetna Vidhya Mandir Samiti - An NGO In Kota(Raj.):

Chief Functionary	Ramratan Meena & Ramavtar Meena
Key Issues	Health & Family Welfare
Operational Area	Kota (Rajasthan)
Details of Achievements	Blood Donation Camps in every 3 months i.e. 4 times in a year, Providing Knowledge in girls n boys regarding Nationalism, providing information to children on how to participate in development of country, motivating kids 0f age group 10-20 years for unity and brotherhood, providing house hold jobs to lower class women so that they can make a earning for their family, making arrangement of hostel for poor children and day care facilities for old age persons.

(C)   Shri Karni Nagar Vikas Samiti

Chief Functionary	Prasanna Bhandari
Key Issues	Aged and Child welfare & other social and humanitarian activities
Operational Area	Kota, Rajasthan

Details of Achievements	The Institution is primarily devoted to the cause of deserted and relinquished infants, destitute children, distressed women, girls and the helpless aged persons. His Excellency, the President of India, has honored this institution in 1988 by giving away National Award for child welfare. Government of Rajasthan has also recognized its services and honored SKNVS as the Best Social Welfare Organization in the same year. It aims at the overall development of rural areas. Its activities include research programmes on eco-system, promoting home for the aged and conducting legal camps, enhance technical and management skill of NGO's, CBO's and communities by promoting educational and technical institutions and training and resource centers.

Objectives of the Study

➢ To study the nature of work performed by the relevant NGOs.

➢ To survey the need based motivational factors to work in NGO's.

➢ To study and categorize the motivational drivers as per the Maslow Need Hierarchy.

Survey Process

The study was conducted through a survey carried out in 3 NGOs working in the geographical area of Kota City and surrounding areas. The criteria for selecting the NGO were based on:

➢ Accessibility provided.
➢ Cooperation extended by the employees.

A sample of 50 workers engaged in various capacities in all the 3 organizations were selected based on the convenience of approach. All the respondents were asked to fill up a questionnaire. Based on their responses, the interpretations and findings were derived.
The two methods of contact were used for this survey:

➢ Intercepts, where respondents were approached in their office (when they were on a break)
➢ Appointment arranged with them.

The questions were formulated on the basis of the needs tabled in Table – 1(based on Maslow's derivations). The dimensions of broader needs were presented as questions to try to make respondents identify the nuances of their 'feel good' factors at work.

The responses were taken on a 5 point scale as shown, ranging from 'strongly disagreed' to 'strongly agreed.'

Findings and Interpretation

- About 60% of all the respondents in the 3 NGOs under study belonged to an age group between 45 – 65 years. Only 15% of the respondents were youngsters under 30 years.

- It was observed that in all the 3 NGOs, about 60% of the respondents had been associated with the respective organization for a long period of minimum 5 years to a maximum of 10 years. In general, very few people were there with less than 3 years of association (15%).

- According to Chart – 1 and Chart – 7, given below, 87.6% respondents asserted that the motive of working for their organization was not for meeting the different basic necessities of working life as elaborated in the Table – 6. This leads to an inference that the people associated with an NGO do not consider it as mere job to gain a monthly salary, but seek a higher level of satisfaction by working here. The miniscule 12.4% of respondents who either gave importance to basic needs or chose to remain neutral on the issue cater to the lower levels of organizational hierarchy.

- In reference to the Chart – 2 and Chart – 7 shown below, about 62.4% of respondents did not consider safety needs related to the work or organization as important motivational factors. Rather, they emphasized that their stressful nature of job was clearly acknowledged by them. It was not a deterrent in maximum cases.

- 53.2% of total respondents, as against 45.6%, were of the view that their work was a source of different social affiliations for them (as sub-categorized in Table – 8), but, that was not the only reason to work. As is evident, there is not a huge difference between the two, but the majority does not consider their NGO as the only source of social recognition and affiliation.

- In contrast to the above findings, in the case of esteem needs (detailed in Table – 9), approximately 56.6% of respondents, as against 39.6%, did agree that their working with the NGO gave a boost to their self esteem. A sharp shift can be seen from the previous responses in the level of disagreement.

- A high proportion of 75.8% of respondents stressed that their self actualization needs were highly fulfilled in the work they engaged in the NGO. Their association gave them a feeling of 'worthwhile living'. The score was on a higher side on all the sub-dimensions of self-actualization as mentioned in the Table – 10.

- A gradient can be observed in terms of responses towards agreement as we move from lower needs like basic or physiological needs to higher needs like esteem needs and self-

actualization needs. The shift can be seen from 10.4% of initial agreement level of lower need fulfillment to a highest of 75.8% of agreement for fulfillment of higher need.

Data Tabulation and Graphical Representation

(A)Preliminary Respondent Analysis

TABLE – 2:   Age of the respondents

Age of the employee (in yrs.)	>30	30-45	45-60	Above 60
Percentage	15%	25%	40%	20%

TABLE – 3:   Target groups of NGOs for the work

Target Group	General Population	Children & Youth	Women	Environment	Others
Percentage	40%	15%	25%	15%	5%

TABLE – 4:   Geographical area covered by NGO's for work-

Area covered	Village	Town	City & District	State	Nation
Percentage	20%	15%	20%	30%	15%

TABLE – 5:   Length of association of respondents with respective NGO-

Time Period	1-3yr	3-5yr	5-10yr	More then 10yr
Percentage	15%	25%	30%	30%

(B)   **1. BASIC / PHYSIOLOGICAL NEEDS (Table – 6)**

S. NO.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a	I value the job as a source of earning	36	7	1	3	3
b	I value provision of satisfactory rest periods during working	40	3	2	5	0
c	I value refreshment breaks while working	31	12	0	3	4
d	I value physical comfort on the job	41	3	2	2	2
e	I value reasonable working hours	38	8	0	2	2
	TOTAL (Column wise)	**186**	**33**	**5**	**15**	**11**
	AVERAGE SCORE	**37.2**	**6.6**	**1**	**3**	**2.2**
	RESPONSE INCLINATION	**43.8**		**1**	**5.2**	

2. SAFETY NEEDS (Table – 7)

S. NO.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a	I value safe working conditions in the office	33	6	1	5	5
b	I value security of employment	34	4	2	4	6
c	I value proper base compensation	21	9	0	10	10
d	I value fringe benefits	35	10	0	0	5
e	I value good health while working	18	8	2	7	15
f	I value giving time to family after work	7	3	6	6	28
	TOTAL (Column wise)	**148**	**40**	**11**	**32**	**69**
	AVERAGE SCORE	**24.6**	**6.6**	**1.8**	**5.3**	**11.5**
	RESPONSE INCLINATION	**31.2**		**2**	**16.8**	

CHART – 1

PHYSIOLOGICAL/BASIC NEEDS
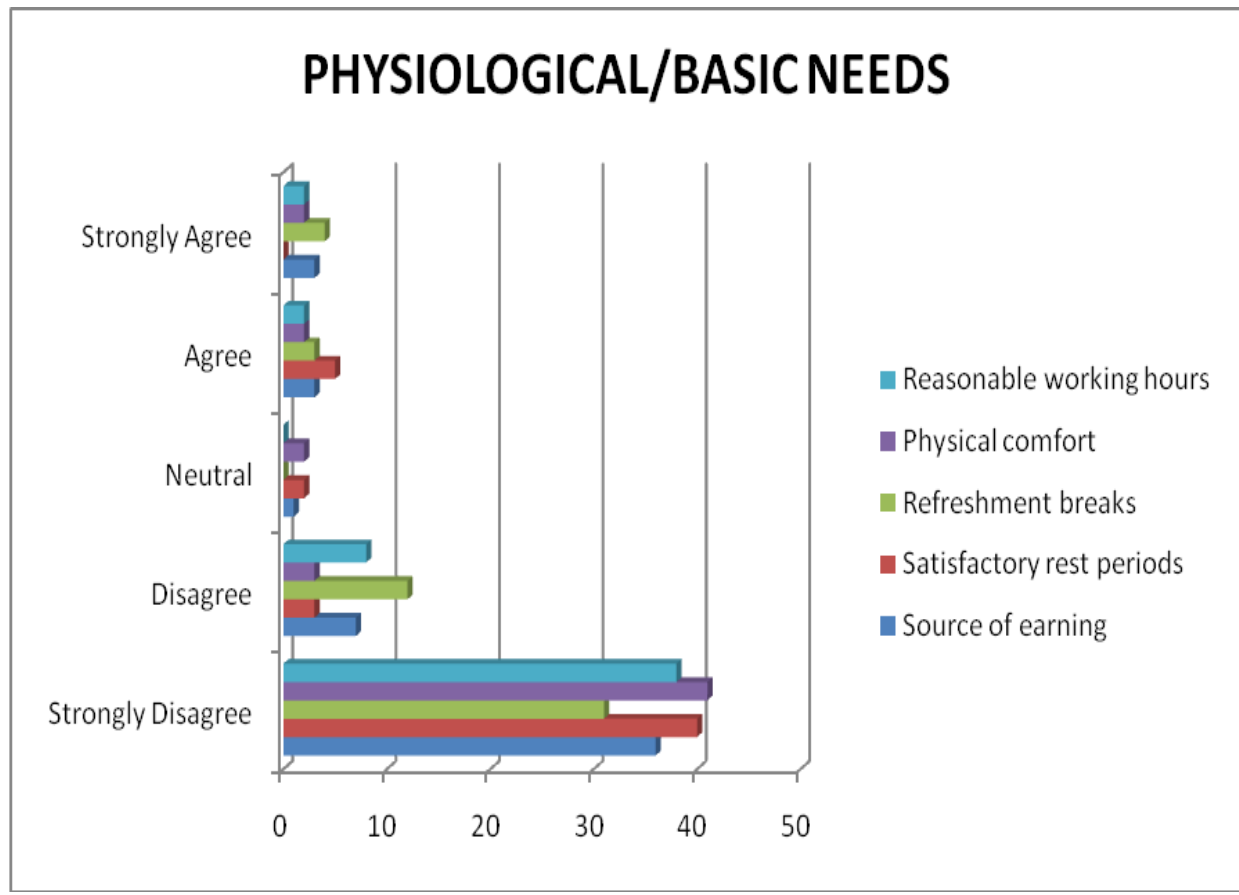
CHART – 2
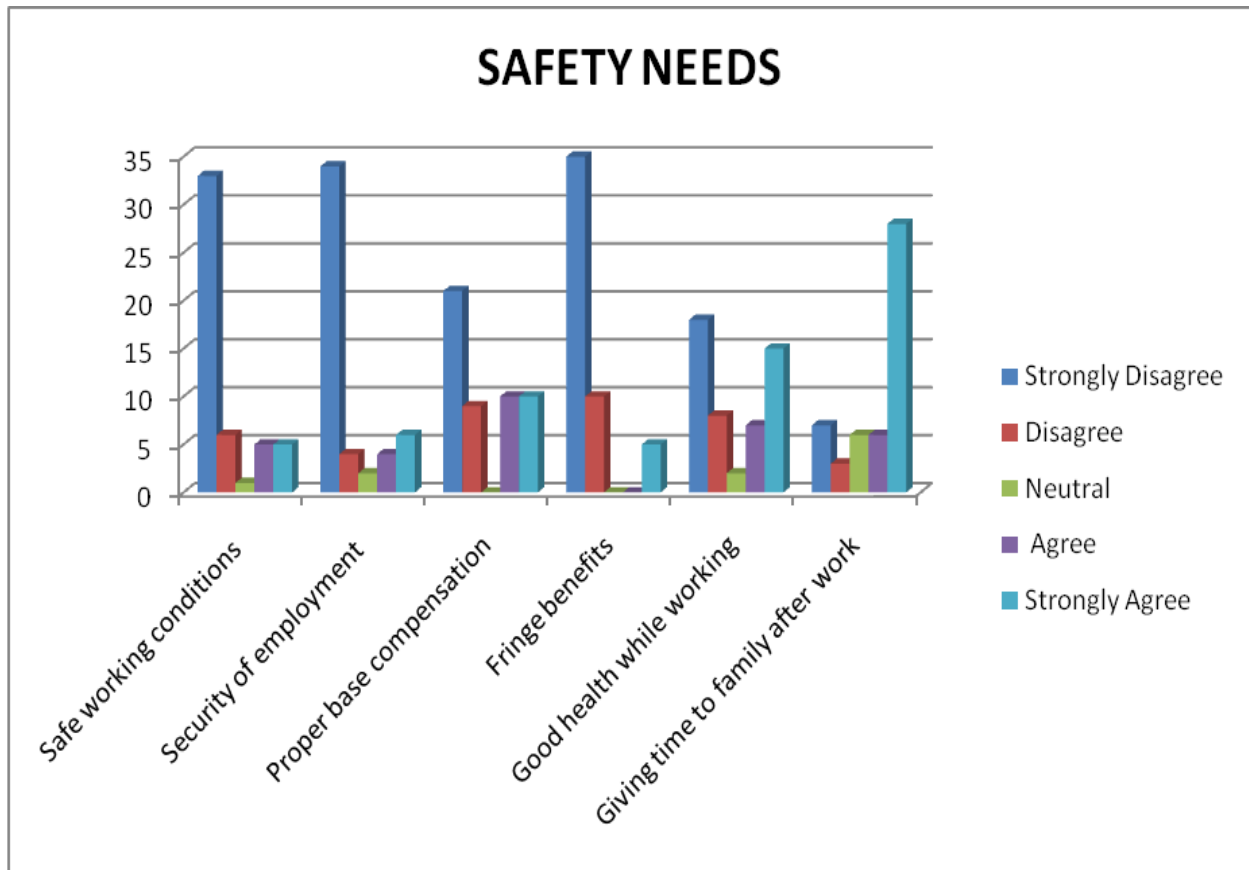
3. SOCIAL NEEDS (Table – 8)

S. NO.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a	I value a family like environment in the organization	14	10	3	12	11
b	I value friendly co-workers	17	10	0	12	11
c	I value a healthy interaction with target groups most of the time	16	7	0	12	15
d	I value friendly senior staff	25	8	0	10	7
e	I value a sense of connection among all the members of organization	14	12	0	12	12
	TOTAL (Column wise)	**86**	**47**	**3**	**58**	**56**
	AVERAGE SCORE	**17.2**	**9.4**	**0.6**	**11.6**	**11.2**
	RESPONSE INCLINATION	**26.6**		**0.6**	**22.8**	

CHART – 3

SOCIAL NEEDS
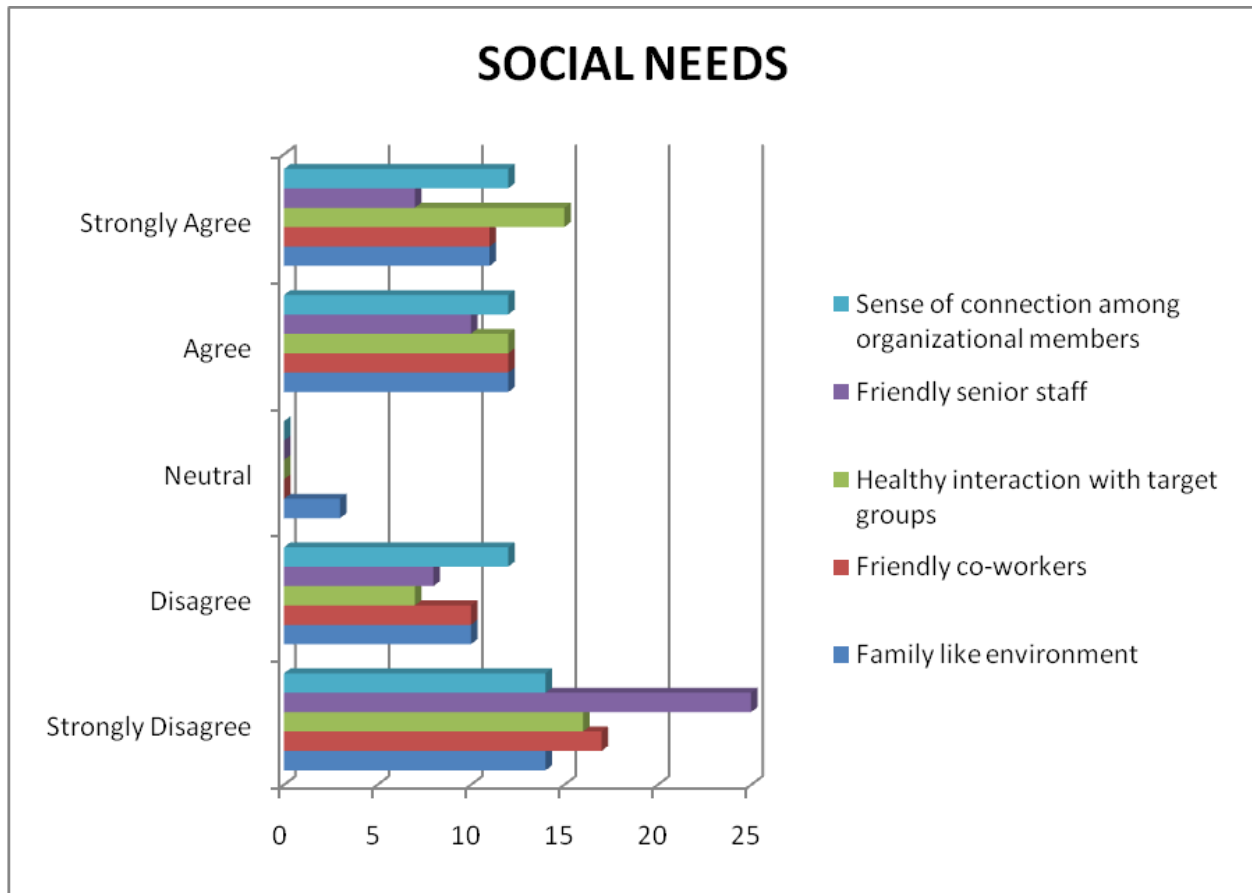
4. ESTEEM NEEDS (Table – 9)

S. NO.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a	I value confidence	10	7	0	20	13
b	I value a sense of achievement	9	5	1	18	17
c	I value gaining respect of others	7	7	0	18	18
d	I value feeling a unique person	8	9	3	18	12
e	I value getting praise from others	16	13	2	11	8
f	I value recognition from superiors	16	12	5	10	7
	TOTAL (Column wise)	**66**	**53**	**11**	**95**	**75**
	AVERAGE SCORE	**11**	**8.8**	**1.8**	**15.8**	**12.5**
	RESPONSE INCLINATION	**19.8**		**1.9**	**28.3**	

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CHART – 4

ESTEEM NEEDS

Categories (top to bottom): Recognition from superiors, Getting praise from others, Feel being a unique person, Gaining respect of others, Sense of achievement, Confidence

Legend: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree

X-axis: 0, 5, 10, 15, 20
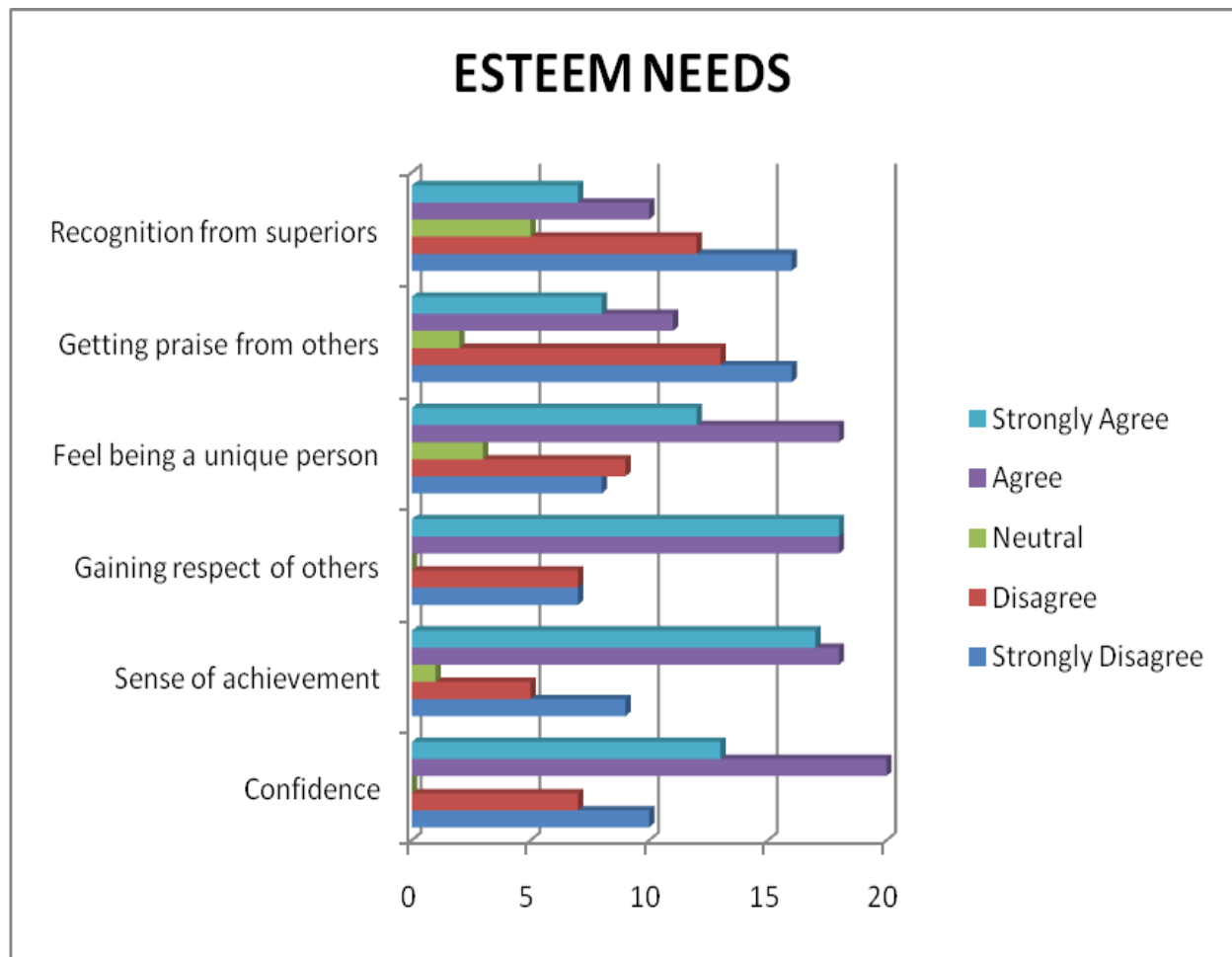
5. SELF-ACTUALIZATION NEEDS (Table – 10)

S. NO.		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a	I value the experiences of life	7	4	0	23	16
b	I value moral responsibility	4	5	2	20	19
c	I value a sense of purpose in life	0	3	0	25	22
d	I value the role of mentoring	4	5	1	25	15
e	I value opportunities to project the capabilities beyond the organizational boundaries	5	6	3	17	19
f	I value a role in higher decision making process	7	7	0	16	20
g	I value creative assignments	6	5	3	18	18
h	I value challenges in life	6	6	2	15	21
i	I value a wide area of influence	4	4	2	23	17
j	I value the ability to change other's life	0	5	0	22	23
k	I value the freedom to decide best way of working	9	7	2	16	16
l	I value autonomy in working	7	9	1	15	18
m	I value the role of problem solver in organization	7	7	1	20	15
	TOTAL (Column wise)	**66**	**73**	**17**	**255**	**239**
	AVERAGE SCORE	**5.07**	**5.6**	**1.3**	**19.6**	**18.3**
	RESPONSE INCLINATION	**10.67**		**1.43**	**37.9**	

CHART – 5

SELF-ACTUALIZATION NEEDS

Categories (top to bottom):
- Role of problem solver
- Autonomy in working
- Freedom to decide best way of working
- Ability to change other's life
- Wide area of influence
- Challenges in life
- Creative assignments
- Role in higher decision making process
- Opportunities to project capabilities…
- Role of mentoring
- Sense of purpose in life
- Moral responsibility
- Experiences of life

Legend:
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

X-axis: 0% 20% 40% 60% 80% 100%

CHART – 6

Consolidated Response Display

Response	Self-actualisation Needs	Esteem Needs	Social Needs	Safety Needs	Physiological Needs
Strongly Disagree	5.07	11	17.4	24.6	37.2
Disagree	5.6	8.8	9.6	6.6	6.6
Neutral	1.3	1.8	0.8	1.8	1
Agree	19.6	15.8	11.8	5.3	3
Strongly Agree	18.3	12.5	11.4	11.5	2.2

Percentage axis: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%, 90%, 100%

Response

CHART - 7

RESPONSE INCLINATION

■ Disagreement   ■ Neutral   ■ Agreement

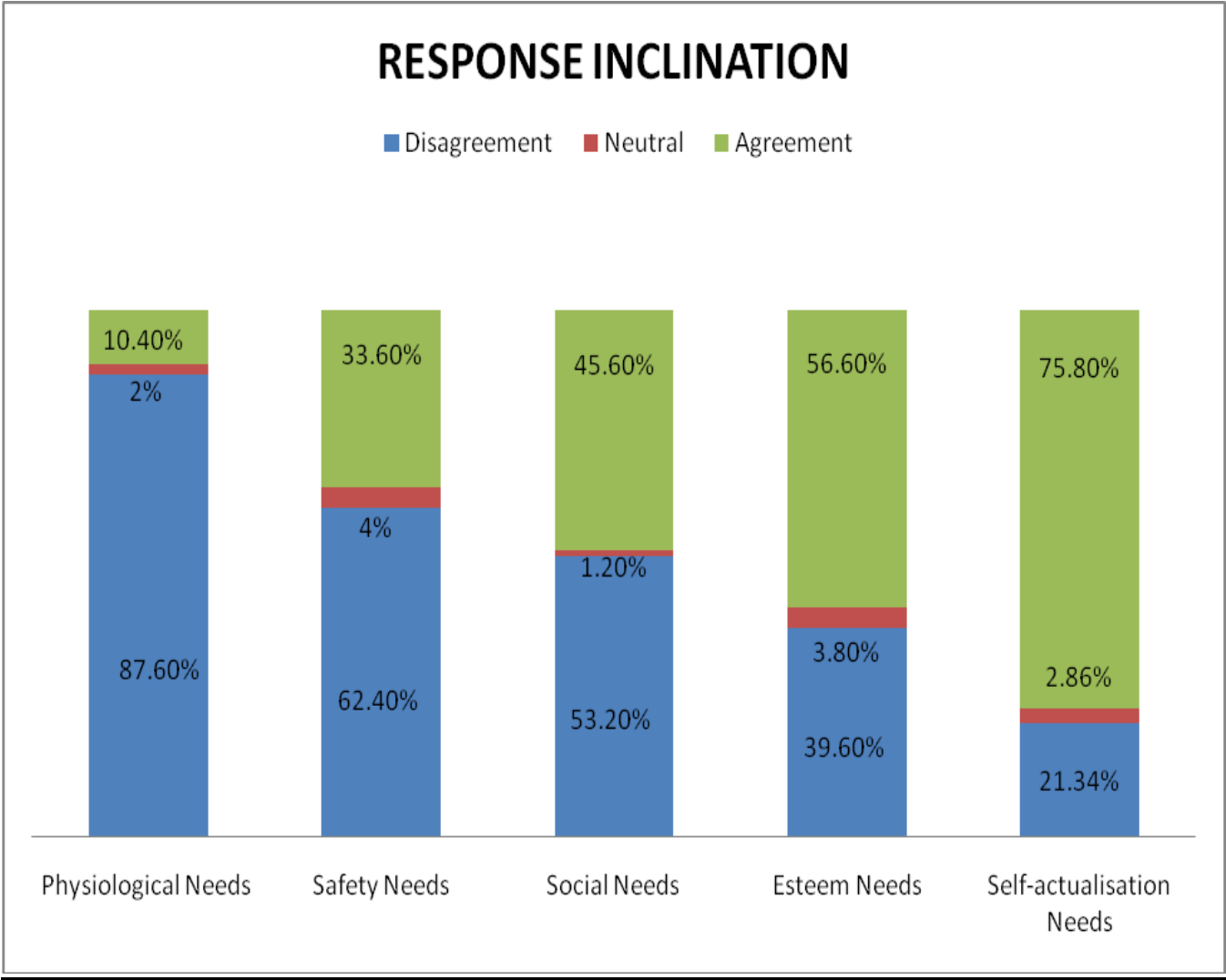|	Physiological Needs	Safety Needs	Social Needs	Esteem Needs	Self-actualisation Needs
Agreement	10.40%	33.60%	45.60%	56.60%	75.80%
Neutral	2%	4%	1.20%	3.80%	2.86%
Disagreement	87.60%	62.40%	53.20%	39.60%	21.34%

Conclusions

- The study highlights the fact that the people, who associate with NGOs or charitable organizations, for that matter, have a different bent of mind as compared to the normal human being who has a limited or restricted approach to life.

- It can be concluded that, it is not everyone's cup of tea to be a selflessly motivated person for the cause of others.

- Most of the respondents, who cater to the requirements of their work and are, in the process, motivated by higher needs of esteem and self-actualization have their lower needs well taken care of. In some cases, life's incidents have led the people to develop a philosophical view of life and they tend not to give importance to materialistic things.

- Looking to the lower involvement of the youth in the NGOs under consideration, some worries come to the fore. This can be mitigated by sensitizing the school children towards social work as well as the scope of NGOs. Another orientation of life should be inculcated, besides curricular studies which can help students enrich their lives.

- Regarding the financial and administrative weaknesses of the NGOs, as rightly put forward by the different governmental agencies, support systems for such organizations need to be developed and further strengthened so that the purity of society and humanity can be sustained in this materialistic world. This can be done both at the system level and social or community level. Voluntary services for NGOs should be duly recognized to encourage continuous inflow of 'good people' in this system.

Limitations of Study

- The study is limited to 3 approachable NGOs for convenience sake.

- Respondent bias may have occurred on certain need dimensions.

- All the employees of the 3 organizations could not be reached due to their nature of work and timings.

- Though later version of Maslow's work indicated 4 subdivisions of self-actualization needs, but, for the survey purpose, it is limited to only 5 divisions ending at self-actualization.

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