

Maslow's Hierarchy of Needs and SCARF Model: Arecompatible or contradictory in contemporary management practice?

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Abstract:

Neuroscientists are now giving interesting insights on how people behave in different situations. Which part of the brain is stimulated and which part is not stimulated during in certain conditions. Various new models are given by the neuroscientists now. SCARF model is now a new contribution of neuroscience. On the other hand Maslow's Hierarchy of Need theory is one of the classical theories on motivation and also criticized one. Based on recent findings by SCARF model, the need theory has been re-scrutinized. By making a strong relationship between this model and theory, I have made several suggestions for the present leaders and managers in an organization.

Keywords: Motivation, SCARF Model and Maslow's Need Hierarchy Theory.

Introduction:

The former president of United States of America, Dwight D. Eisenhower (1953-1961) said "Motivation is the art of getting people to do what you want them to do because they want to do it." Motivation is the driving force of individual and it induces the person to work in full force. It is an essential component of the management and leadership and it is areal concern for managers and leaders. So a lot of theories have been evolved from the very beginning when the management and leadership are considered as the processes for running the organization effectively and efficiently. In order for leadership to be effective, it is necessary that the leadership style is compatible with the motivational needs of the followers (Argyris, 1976).The main cause of employee motivation is deserted situation of their management, explained by the lack of professional competence of employees in positions of responsibility. (Laurentiu, 2014)A highly motivated employee will do much more better work than one who is less motivated. Many scholars have given many theories on motivation and still many researches are being undergone to give a framework by which managers and leaders can motivate their subordinates and followers in an efficient way. Management theory – whether mainstream or critical – does a disservice to the potential

of the field where it oversimplifies to a point where a given theory or theorist is misread because sufficient context, history, and reflection are missing from the presentation/dissemination (Dye, 2005). Among all the theories, Maslow's Need Hierarch theory is considered the oldest one and it is easily understandable by the many managers and leaders. Maslow's theory has received wide recognition, particularly among practicing manager (Robbins, 2013). It is considered the basic theory of motivation. David (1957) stated Maslow's work as "Mainsprings of Motivation". From the inception of this theory it has been condemned because of not having empirical evidence. The theory is widely accepted but there is little evidence to support it (Wahab, 1976). However it has managed a place almost in all management and motivation related books and in various books of psychology. Maslow's work continues to inform a vast range of business problems from customer relations management (CRM) to motivation. (Dye, 2005). The survival of an organization lies in its ability to preserve its effectiveness and in its preparedness to accomplish its mission and goals (Northouse, 2007). Motivation plays a significant role in determining the level of performance of the employees and their performances translate into the effective accomplishment of the organizational goals. Demotivation arises among employees when there is a uncertain and threatening as well as when personnel perform repetitive, uninteresting, unchallenging work that leads to bore out". William James of Harvard University found that hourly employees could maintain their jobs (that is, not to be fired) by working at approximately 20-30 percent of their ability. His study also showed that highly motivated employees work at close to 80 to 90 percent of their ability.

If motivation is low employee's performance will suffer as much as if their ability is low. Thus motive of employees is very important concern for a manager or a leader. The behavior of individuals at particular moment is usually determined by their strongest need (Hersey, 1996). A classical framework that helps explain the strength of certain need was developed by Abraham Maslow. Understanding the true drivers of human behavior is more important in the organizational settings.

Neuroscience provides the necessary scientific rigor to promote the discovery of new and important insights into the leadership development process going forward(Rock, The Emerging Field of NeuroLeadership, 2008). A manager's or a leader's success largely depends on the having the motivated employee, because organization's performance would be the natural outcome of it. The study of the brain, particularly within the field of social, cognitive and affective neuroscience is starting to provide some underlying brain insights that can be applied in the real world(Liebermn, 2007).As a relatively new and scientific field of leadership and management neuroscience is giving new inputs in the field of motivation and leadership that will help us to observe the human nature in a new way. Gordon

(2000) described that “Our motivation driving social behavior is governed by an overarching organizing principle of minimizing threat and maximizing reward”. Human beings by nature are motivated by having reward situation and demotivated when they find threat upcoming. For positive change in subordinates and followers, managers or leaders should find out the drives that lead subordinates and followers to work in full competency. To bring out the desired behavior managers and leaders should provide the reward and/or abstain from threat and punishment to their subordinates. The SCARF model summarizes the framework of social science that captures the common factors that can activate a reward or threat response in social situations and provides insight about the brain network. By using the motivation framework of Maslow and considering the biological foundation of human relation to each other and themselves, addressed in social neuroscience, organizations can design programs to motivate their employees, retain employee loyalty, reduce turnover, recruit quality individuals and ultimately increase productivity and net income.

In this paper I have examined the Maslow’s Hierarchy of Needs theory and the SCARF model, made relationships with the need theory and the model demonstrated the applications of Maslow’s Need theory based on the findings of SCARF model and proposed suggestions to the practicing managers and leaders. This will help the business and non-business organizations to motivate their employees effectively and efficiently, thus gaining competitive advantages based on human resources.

The rest of the paper structured as follows. Section 2 is literature review. I have made a rigorous literature reviews on Maslow’s Hierarchy Need, SCARF Model and several papers on Neuro leadership. In the section 3, then I have made very clear relationships between the need theory and SCARF model. Lastly at section 4 based on rigorous evaluations, I have some recommendations for the practicing manager. In section 5, I have brought a conclusion on this paper.

Section 2: Literature Review:

2.1 Maslow’s Hierarchy Need:

Motivation is the cognitive decision making process through which goal-directed behavior is initiated energized, directed and maintained (Laurentiu, 2014). A classical framework that helps explain the strength of certain need was developed by Abraham Maslow. It is a theory of human motivation that relates the need with general behavior. (Wahab, 1976). According to Maslow, human needs are arranged into hierarchy starting from very basic need physiological needs and ultimately ends with never ending self-actualization needs. Davis and Filley (1963) stated that leaders have to take account of the fact that human beings have a priority of needs which they seek to satisfy on the job and off.

Maslow claimed that self-actualizers have “peak experiences”. When you have had one of these you want another. Self-actualization cannot be satisfied in the same way as the other needs. Here is the Hierarchy of need provided by the Abraham Maslow.

1. Physiological Needs: Includes hunger, thirst, shelter, sex, and other bodily needs.
2. Safety Needs: Security and protection from physical and emotional harm.
3. Social Needs: Affection, belongingness, acceptance, and friendship.
4. Esteem Needs: Internal factors such as self-respect, autonomy, and achievement, and external factors such as status, recognition, and attention.
5. Self-actualization Needs: Drive to become what we are capable of becoming; includes growth, achieving our potential, and self-fulfillment.

The theory has got the following properties:

1. A need is not an effective motivator until those lower in the hierarchy are more or less satisfied.
A set of needs will not be operative if the lower order needs are not satisfied
2. A set of needs that is satisfied will not be an effective motivator. Although no need is ever fully gratified, a substantially satisfied need no longer motivates (Robbins, 2013)
3. Lack of need satisfaction can affect mental health. Consider the frustration, anxiety and depressions that can arise from lack of self-esteem, loss of the respect of others, an inability to sustain relationships and an inability to develop one’s capabilities.
4. We have an innate desire to work our way up the hierarchy, pursuing the satisfaction of our higher-order need once our lower order need are more or less satisfied.
5. The experience of self-actualization stimulates desire for more.

2.2 SCARF Model:

The SCARF model involves five domains of human social experience: Status, Certainty, Autonomy, Relatedness and Fairness. These five domains activate either the ‘primary reward’ or ‘primary threat’ circuitry (and associated networks) of the brain. For example, a perceived threat to one’s status activates similar brain networks to a threat to one’s life. In the same way, a perceived increase in fairness activates the same reward circuitry as receiving a monetary reward

1. Status is about relative importance to others.
2. Certainty concerns being able to predict the future.

3. Autonomy provides a sense of control over events.
4. Relatedness is a sense of safety with others, of friend rather than foe.
5. Fairness is a perception of fair exchanges between people.

The model enables people to more easily remember, recognize, and potentially modify the core social domains that drive human behavior. This model can be applied (and tested) in any situation where people collaborate in groups, including all types of workplaces, educational environments, family settings and general social events. By understanding the inner drive that can activate a reward response manager can motivate the person more effectively and efficiently. As there are very few papers available on SCARF model and this is a new model proposed by David Rock, I have referred two important papers of David Rock copiously in my analysis.

Section 3: Relating Hierarchy of Need theory and SCARF Model:

Here I present the hierarchy of need with the various facts that have been discovered in social neuroscience research and facts that are being accumulated in SCARF model.

3.1. Physiological Needs: Human life will be at stake if people cannot satisfy hunger, thirst, shelter, sex, and other bodily needs. Physiological needs are basic: The body craves food, liquid, sleep, oxygen, sex, freedom of movement, and a moderate temperature. When any of these are in short supply, we feel the distressing tension of hunger, thirst, fatigue, and shortness of breath, sexual frustration, confinement, or the discomfort of being too hot or cold. These irritants compel us to seek the missing commodity so that our body can return to homeostasis—a system in balance or at rest.

3.2. Safety Need:

Security: These needs are essentially the need to be free of the fear of physical danger and deprivation the future needs. The brain is a pattern-recognition machine that is constantly trying to predict the near future (Rock, *The Emerging Field of NeuroLeadership*, 2008). If manager cannot create the organization environment in correct pattern people attention will be diverted and their performance will be diminished. Even a small amount of uncertainty generates an 'error' response in the orbital frontal cortex (OFC). This takes attention away from one's goals, forcing attention to the error (Gabrieli, 2006). What is the performance standard and what is the condition of the employee's job should be made clear by the manager. Larger uncertainties like

not knowing your boss' expectations or if your job is secure, can be highly debilitating((Rock, The Emerging Field of NeuroLeadership, 2008)

Protection from physical and Emotional Harm: Someone feeling threatened by a boss who is undermining their credibility is less likely to be able to solve complex problems and more likely to make mistakes. When feeling threatened by one's boss, it is harder to find smart answers because of diminished cognitive resources. (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). If an employee is victimized of unfair treatment he/she will be emotionally hurt. Thus manager should be aware of this matter. Unfair exchanges generate a strong threat response (Tabibnia, 2007).

3.3. Social Needs: Social needs are treated in much the same way in the brain as the need for food and water (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008)

Affection: People who are to be cared are likely to be more effective in doing task more efficiently.

Belongingness: People naturally like to form 'tribes' where they experience a sense of belonging. (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). Information from people perceived as 'like us' is processed using similar circuits for thinking one's own thoughts. When someone is perceived as a foe, different circuits are used (Mitchell J. P., 2006)

Acceptance and Friendship:The decision that someone is friend or foe happens quickly and impacts brain functioning (Carter, 2008). Positive social connections are a primary need. (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). Status is about one's relative position in a community of importance such as a professional group or social club based on what is valued (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). Status can be increased without cost to others or an effect on relatedness (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008).Neuroscientist John Cacioppo (2008) talked about the need for safe human contact being a primary driver, like the need for food. In the absence of safe social interactions the body generates a threat response, also known as feeling lonely. Oxytocin is a hormone produced

naturally in the brain, and higher levels of this substance are associated with greater affiliative behavior (Domes, 2007)

3.4. Esteem: Knowing about the drivers that can activate a reward response enables people to motivate others more effectively by tapping into internal rewards, thereby reducing the reliance on external rewards such as money (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). People who perceive others as unfair don't feel empathy for their pain, and in some instances, will feel rewarded when unfair others are punished (Singer, 2006)

Self-Respect: People feel a status increase when they feel they are learning and improving and when attention is paid to this improvement (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). This probably occurs because individuals think about themselves using the same brain networks they use for thinking about others (Mitchell J. P., 2006).

Autonomy and Achievement: Lack of autonomy activates a genuine threat response, so a leader may consciously avoid micromanaging their employees (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). Allowing people to set up their own desks, organize their workflow, even manage their working hours, can all be beneficial if done within agreed parameters. Sound policy should enable individual point-of-need decision-making without consultation with, or intervention by leaders. Success could be rewarded by increasing people's autonomy by allowing them to have greater flexibility in their work hours (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008).

Status: Humans hold a representation of status in relation to others when in conversations, and this affects mental processes in many ways (Zink, 2008). An increase in status was similar in strength to a financial windfall (Izuma, 2008). A status threat can occur through giving advice or instructions, or simply suggesting someone is slightly ineffective at a task (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008)

Recognition and Attention: Status can go up when people are given positive feedback, especially public acknowledgment (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008)

3.5 Self-actualization Needs:

Growth: People feel a status increase when they feel they are learning and improving and when attention is paid to this improvement (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008). Rewards could be provided via increasing the opportunity for learning new skills, which can increase a sense of status(Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008)

Achieving our potential, and Self-fulfillment: When you meet someone who makes you feel better about yourself, provides clear expectations, lets you make decisions, trusts you and is fair, you will probably work harder for them as you feel intrinsically rewarded by the relationship itself (Rock, SCARF: a brain-based model for collaborating with and influencing others, 2008)

Section 4: Recommendations:

1. When providing feedback managers and leaders should be aware of that it can bring the employees status in threat. So providing feedback in an inefficient ways can demotivate an employee.
2. Providing instructions for simple and routine tasks create a status threat for the employees, thus demotivate employees.
3. Promoting incompetent employee may not increase the status of the person because the person's brain compares the new position with the previous position. So knowing his incompetence brings dissatisfaction inside him.
4. Giving positive feedback repeatedly to employees does not translate their feelings to have promotion in the employees' mind rather it may reduce the continuous promotion of the employee.
5. Creating a friendly and cooperative environment among the employees can motivate without any cost for the organization.
6. If a manger makes the objectives clear, gives the instructions clearly and ensures the rewards for the accomplishment of task, then employee will be more motivated to work. Rather if the manager keeps think unclear and wants to give more reward then the expressed one, employee will be demotivated because it creates error signal in the orbital frontal context (OFC). By creating the certainty will be rewarding for the employees.

7. Having the clear strategy or conveying a certain expectations can be rewarding though it may not go as it planned.
8. Making implicit concept explicit will be rewarding for the employees. Giving clear instructions will create a rewarding situation for an employee.
9. During the layoff or restructuring process, organization should clearly state the situation, rather than keep it secret, the time frame and what things are going to happen can increase the sense of certainty. This will fulfill the safety need of the employees.
10. Managers and leader should stop micromanaging the employees. People when feel the lack of autonomy, they may not change the performance to the expected level.
11. Working in a team or group can reduce the self-autonomy in employees, thus can be demotivated. Before assigning employees in a team, manager should ask the weather he prefers to work in that team or not.
12. If organization can create sound human resource policy, financial policy, and logistics policy, it can create space for the autonomy among the employees and thus can motivate employees. Describing and interpreting the policies of the organization and defining the space of autonomy will motivate employees to work enthusiastically.
13. When people find him in a group or get support from a group, he perceives the decision of that group as his decision, though his individual decision may be different.
14. Top level manger should try to create space for informal meeting (e.g. common food section, indoor gaming section, etc.) among the employees. This effort can satisfy the social needs of the employees.
15. If people can relate to each other, trust will be created and that trust will encourage sharing more information among the employees, thus effective "team" can be created to solve the problems of the organization.
16. Try to encourage making social networking group among employees; organization can fulfill the social needs of employees without cost.
17. When creating a team, manger should keep the number of members small rather than big.

18. If an employee is unfairly treated in any organization setting, he will be demotivated and will create dissatisfaction. Management should keep a mechanism to solve the problem because unfair treatment will create disgust regarding the organization. Management should allow the team to create the ground for the team by itself.

19. Management should be fair in applying rules, regulation and policies for each employee. Management should clearly disclose the issues to the employees clearly.

20. By providing positive feedback and addressing the continuous improvement of employees can increase the sense of status of employees.

21. By breaking down the large goals into small goals and making the steps clearer and communicating the expectations to the employees, organization can ensure the sense of safety to the employees.

22. By clearly stating the retirement plan to the employees, organization can keep the people motivated more than doing nothing. By sharing the plan, organization fulfills the safety of the employees.

Section 5: Conclusion:

Nohria and others (2008) have developed "emotional need" theory that identified four basic and hardwired drives. This new theory is similar to the framework developed several decades ago by the American psychologist Abraham Maslow (Huczynski, 2013). Thus the practicability of the Maslow's theory is still apparent. Maslow's Need of Hierarchy is used for the theoretical framework for understanding the factors motivating the people. Neuroscience is bringing some findings that will revive the practitioners, managers and leaders to re-scrutiny the classical management theories again in new ways. Understanding the domains in the SCARF model and finding personalized strategies to effectively use these brain insights, can help people become better leaders, managers, facilitators, coaches, teachers and even parents (Rock, The Emerging Field of NeuroLeadership, 2008). This paper tried to observe the theoretical aspects of motivation with the research findings of the social neuroscience side by side.

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