

A Study on Basic Needs in Organizations: The Relationship between Physiologic-social and Motivational Needs of Security Forces Personnel

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Abstract—The employees of today's world assess their employers observing the working atmosphere where they work, workplace happiness, job satisfaction level, the level of motivation to work and meeting their basic needs. These inferences enlighten to what extent the employee embraces their enterprises and performs well enough. Reviewing on the literature, organization, organizational psychology, motivation, organizational motivation, needs and employee requirements are examined conceptually, especially Abraham Maslow's "Hierarchy of Needs" theory has been elaborated.

Furthermore in this study, law enforcement officers of the states who are establishers of security atmosphere which is always needed since the creation of mankind are put the focal point of the paper and also needs of employees serving in the security forces are investigated. Through a survey conducted on 469 personnel of law enforcement officers, physiological and social needs of the security forces have been identified and the impact of these on the employee motivation has been observed. According to the data obtained from the results of the study, it is understood that the sample group which consists of only men has lower income status, moderate level of education and moderate work experience. The reliability of the scales was tested and Cronbach Alpha, frequency, factor and correlation analysis were applied.

Keywords: Motive, Motivation, Need, Maslow, Security Forces, Law Enforcement Officers

1. INTRODUCTION

Human element the basic building block of organizations in the modern world increases its significance every passing day. One of the main aims of the institutions in the rising competition environment in all sectors is finding, educating and retaining the employees who are adapting easily to the rapidly changing environmental conditions, providing added value to the organizations and having high knowledge and skills. In particular, qualified employees who is necessary to provide operational excellence and achieve organizational objectives can demonstrate stronger and more demanding stance against their companies in 21st century.

The organization is a system which is established with the objective to create the product and services in effective way with people gathered around a common goal (Perçin, 2008: 76). Employees' happiness is one of the most valuable resources to achieve the organizational targets. Establishing an atmosphere that will allow the employees to work in peace and joy is crucial so as to get the success (Yumuşak, 2008:244).

There is a direct proportion between having job satisfaction and being healthy and happy individuals in terms of physical and mental. Thanks to job satisfaction, individuals reach to energetic and unproblematic spiritual mood as psychological (Aşık, 2010:46). Shortly, happiness and tranquility factors are one of the dominant elements affecting the employee's performance and motivation.

2. THEORETICAL FRAMEWORK

2.1. Motivation

Motivation, in other words impulse and stimulation, comes from motive in Latin (Tunçer, 2013:91). Motivation is a power which canalizes the behavior to action and target (Öztürk ve Dündar, 2003:57). According to Başaran, stimulation of people in the direction of their own objectives is natural. However, stimulating for organizational objectives is artificial (Öztürk ve Dündar, 2003:58). For instance, most of people would like to meet their own security needs and enhance their income level before the organizational objectives (Taşdemir, 2013:1).

Motivated employees have higher productivity and job satisfaction, also their contribution to corporate performance always moves in a positive direction in the long run (Kaur, 2013:1061). From this point of view, unless corporate motivates to its employees for their job mission and steer them

to organizational objectives, organizational performance won't be in desired level (Öztürk ve Dündar, 2003:58).

Through the motivational applications in organizations, employees' aims and organizational targets harmonize to each other, thereby, employees' activities in line with the organizational objectives benefits either for themselves or their company (Örücü ve Kanbur, 2008:86). Organizational motivation creates more desire to work, increase working efficiency and helps organizations to reach their objectives (Sabuncuoğlu ve Tüz, 2013:97).

2.2. Employee Requirements and Personal Needs

One of the most significant matters with respect to provide motivation is knowing employee behaviors and reasons behind them because there is a desire behind each behavior and there is also an object in front of it. In order to get the target, human's desire, in other words needs, must be satisfied (Sabuncuoğlu ve Tüz, 2008:37). There is a close relationship between motivation and needs because persons' requirements that are supposed to be satisfied constitute an internal motive. The appearance of motive causes the action affecting individuals' behaviors. In short, we can mention to an order from need to motivation and from motivation to action. According to Aşkun, employees' needs might be handled in two dimensions in an institution as personal and organizational (Balci, 1990:273).

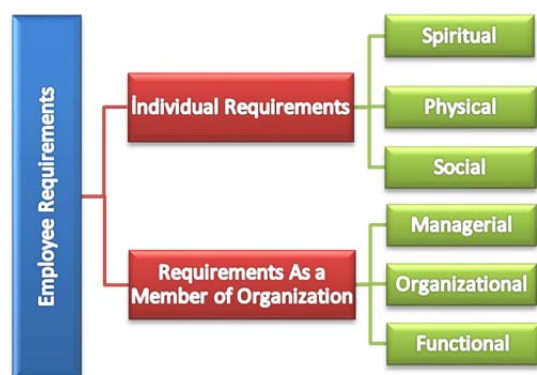


Fig. 1: Employee's Needs

There are two titles under employee requirement as individual and organizational requirements and also both of them has three subheadings too. Individuals' physical needs cover their physical continuity and innate needs. Social needs include requirements shaped by social environment conditions. Spiritual needs emphasize the person's intellectual and emotional structure such as love, belonging, trust etc. Managerial requirements as one of the requirements as a member of organization contain desire to manage in hierarchical structure. Functional needs show employee's will to succeed. Organizational requirements indicate the needs of life sustaining in terms of make a living (Balci, 1990:274). In the history, so as to comment more accurately regarding

people's basic needs, a lot of theory were suggested, however, Abraham Maslow's hierarchy of needs have become the internationally accepted approach to which will be referred in this article. According to Maslow, people have 5 fundamental needs as respectively physiological, safety, social, esteem and self-actualization (Maslow, 1969:84; Şimşek, 1984:1; Ward and Lasen, 2009:139-140; Şimşek ve Çelik, 2015:198):

1. Physiological Needs: Humankind's most basic needs to survive biological.
2. Safety Needs: After individuals satisfy their physiological needs, they take physical and economic precautions to secure themselves and maintain their life.
3. Social Needs: Because people are social being, they have love seeking, living collectively and socializing impulse.
4. Esteem Needs: People, who belong to a group and can socialize, desire to earn respect and be appreciated
5. Self-actualization: In the final phase of the pyramid, if humans satisfy their previous needs, they are interested in their personal development and actualize their knowledge and skills) (Şimşek ve Çelik, ark, 2011:185-186).

Maslow's hierarchy of needs theory leads us concerning how and why people behave like that and guides us understanding their basic needs and motivation tools. Thereby, the theory helps managers making more accurate determinations about which requirements ought to be satisfied firstly as identifying the employees' needs and desires more healthy.

2.3. Security Forces

The concept of security is one of the most important facts in which mankind needs since their existence. Homeland security is provided by state's security bodies called as law enforcers or more commonly used security forces. The main objectives of law enforcers are preserving the public order and restoring if it is disturbed. The authorities of law enforcers designated by law and also have right to use force in case of necessity (Güner, 2011:1). There are subordinate organs of law enforcers at below Table 1.

Table 1: Law Enforcers (Güner, 2011:7)

General Law-enforces Officers	Special Law-enforces Officers	Other Civil Servants Using Law Enforcement Authority
Turkish Armed Forces	Forest Guard	Shipmaster
Turkish National Police	Customs Guard	Railways Staff
General Command of Gendarmerie	Protection of Farmer's Property	Emergency Powers
Coast Guard Command	Village Guard	Municipal Police

Market and Neighborhood Watchers	Prairie Guard	
	Private Security	
	Ports Guard	

Performance of employees serving in security forces has a great importance for the country's security. Enhancing their performance enables the public peace, preserving the constitutional order and maintaining the environment of trust. Therefore, meeting these employees' needs, increasing their motivation, and raising their job satisfaction in a happy atmosphere are very crucial. Starting from this point of view, we investigate the basic needs of personnel working in security forces, their organizational motivation and physiologic/social needs in our study. Furthermore, according to the findings, matters that may play a key role to augment the motivation level of employees depending on physiologic and social factors have been tried to determine in a group of security forces.

3. METHODS, RESULTS AND DISCUSSION

3.1. Research Fiction

In the context of research, we try to find out the relationship between physiologic-social needs and motivation in security forces. In this regard, physiologic needs, social needs and motivation were grouped and relationships of each dimension with other dimensions were examined separately (Fig. 2).

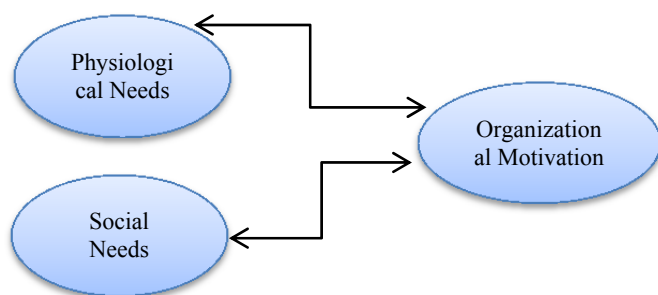


Fig. 2: According to Research Fiction, The Relations of Physiologic Needs, Social Needs and Organizational Motivation

In the study, the relationships of physiologic needs, social needs and organizational motivation concepts are assessed according to below hypotheses (Table 2).

Table 2: The Questions of Researches And Hypotheses

The Questions of Researches	Hypotheses
1. Is there a relationship between physiologic needs and organizational motivation?	H0: There is not any relationship between physiologic needs and organizational motivation. H1: There is a relationship between physiologic needs and organizational motivation.

2. Is there a relationship between social needs and organizational motivation?	H0: There is not any relationship between social needs and organizational motivation. H1: There is a relationship between social needs and organizational motivation.
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3.2. The Aim and Importance of Study

The objective of this study is to examine the relationships among employees' physiologic needs, social needs and organization motivation in one of the law enforcers. In this context, a survey was made with employees who work in a security institution. In addition, their demographics were researched and their motivation level was tried to be measured either.

3.3. Research Methodology and Evaluation

The target population of the study was defined as law enforcers. In the context of the study, because questionnaire can't be applied to whole related institutions, one security group among all of those organizations was chosen. At the beginning of the study, we utilized from simple sampling calculation with the aim to determine the number of employee that we will conduct a questionnaire. According to this calculation, the required number of survey to determine the relationships between physiologic/social needs and organization motivation of the staff members of a security force (765 people) in Konya province were found as 256 people in %5 margin of error and %95 confidence limits. Albeit 256 surveys look adequate in stated statistical limits, we distributed those questionnaires to 469 employees chosen randomly with the objective to raise the reliability. However, 415 of them returned back and our study was carried on these amounts of people. Moreover, the questionnaire submitted to the participants consists of 28 questions and composed of four parts. We have exploited from 5 point likert scale to determine the participants' perception about the statements in survey.

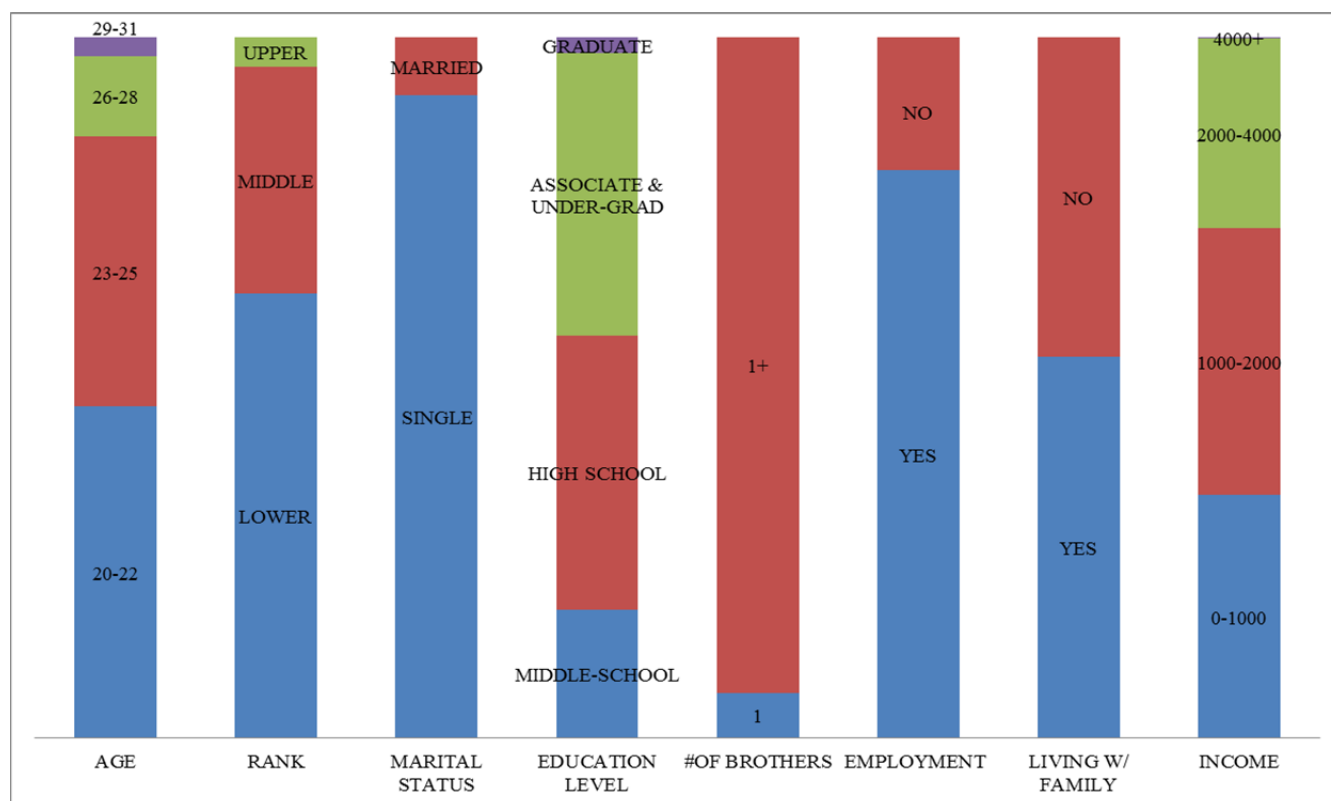
Data obtained from the survey were analyzed using SPSS 22 software. The distribution of the answers of participants was determined by the frequency analysis and profile analysis has been made by using the answers to demographic questions. The score averages in scales were found so as to be made these analyses. The result of Cronbach's alpha test was evaluated by obtained value for the purpose of identifying the reliability of the questionnaire on score averages. In the second phase, we have utilized from factor analysis. The appropriateness of the scales to factor analysis is determined by Kaiser-Meyer-Olkin test and Bartlett sphericity test of reliability. Varimax rotation was applied in factor analysis. Spearman rank correlation analysis was used with the intent of revealing the relationships between physiologic-social and motivational needs. In the study, classification and regression tree technique were used to be able to scrutinize the relationship between the scores of motivation scale and

physiologic-social scales (Breiman ve ark., 1984). While creating the classification trees, score averages obtained from motivation scale (as dependent variable) and

physiologic/social needs scales were used. Classification trees were constituted using rattle packages in R 2.15.1 program (R Development Core Team, 2012).

3.4. Employee Profile by Frequency Analysis Results

Table 3: Frequency Analysis Table



According to the answers to demographic questions, 210 of the participants were found between 20-22 years old. This age range constitutes approximately half of the participants as %47,3. The other age groups are; 171 people are between 23-25 years old as %38,5 of total number, 51 people are between 26-28 years old as %11,5 and 12 people are between 29-31 years old as %2,7. Based on these findings, we can say that the majority of respondents consist of people 20-25 years old.

Participants of questionnaire separate 3 different ranks/levels in terms of their seniority. 278 of the respondents consist of first rank (lower) employees and this number equals to %62,6 of the total group. Employees in second rank (middle) are 142 of them and equals to %32; employees in third rank (upper) are 24 people which is %4,1 of total participants. %91,7 (407 employees) of participants are single and generate the largest part of total number. When taking into consideration the education level of participants; it looks that 81 respondents graduated from middle school, 172 of them high school, 178 of them associate and undergrad and 10 people have graduate degree. In this case, we can declare that the majority of employees consist of high school graduates. It is seen that the

great majority of participants has minimum 1 brother; on the other hand, 27 individuals are the only child. It is realized that 359 of participants were working actively before being a security staff, the number of people who were unemployed before is 84. The number of people living apart from the family before and living always with their family show similarity (%54,4 and %45,6). The income level of employees; %31,7 of the group are in 0-1000TL; %34,7 of them are between 1000-2000TL; %24,7 is in 2000-4000TL and %0,2 is higher than 4000TL.

3.5. Reliability Analysis of the Questionnaire

In the study, Cronbach alpha coefficients of scales and whole survey were enclosed below table 4. Cronbach alpha value of the whole of questionnaire was found 0,826 and when evaluating the total survey, internal harmony was understood sufficient. On the other hand, this value is 0,614 for motivation scale and according to the participants' answer to motivation questions, internal harmony looks comparatively low. In physiologic/social needs scales, Cronbach alpha coefficients show similarity (Table 4).

Table 4: Cronbach Alpha Coefficients of Questionnaire

SCALES	Cronbach Alfa Value (α)
Organizational Motivation Scale	0,614
Social Needs Scale	0,734
Physiological Needs Scale	0,728
TOTAL	0,826

3.6. Factor Analysis of Questionnaire

According to the factor analysis results, Kaiser-Meyer-Olkin sampling adequacy were found as 0,84 and it is understood that scale and factor analysis can be classified meaningfully. The results of Bartlett sphericity test ($X^2=1937$; $df=190$; $p=0,000$) verified this finding as well. %57,1 of total variance can be explained in three scales determined in factor analysis. When taking into consideration the loading value of scales; although all factors are explanatory, mostly first factor looks quite explanatory. Questions about motivation were gathered under third and fourth factor. Physiologic needs were represented by second as predominantly and also first, third and sixth factors. Social needs scales were explained by first and fifth factors.

Table 5: Factor Analysis Results Regarding Motivation and Physiologic/Social Needs Scales

		Fact or1	Fact or2	Fact or3	Fact or4	Fact or5	Fact or6
Organizational Motivation Scale	Q 9	0,10 4	- 0,07 7	0,14 9	0,56 4	0,23 5	0,32 6
	Q 10	0,09 9	0,01 3	0,12 1	0,70 7	0,23 1	0,02 9
	Q 11	0,26 1	0,26 0	0,15 3	0,64 0	0,18 1	0,03 0
	Q 12	0,00 2	- 0,13 7	0,67 6	0,04 6	- 0,16 9	0,12 7
	Q 13	0,11 0	0,10 5	0,69 5	0,28 0	- 0,06 5	0,00 3
	Q 14	0,05 0	- 0,05 9	0,70 1	0,02 7	0,20 9	0,02 6
Physiological Needs Scale	Q 15	0,07 1	0,59 6	- 0,14 1	0,15 2	- 0,20 5	0,48 2
	Q 16	- 0,03 1	0,07 5	0,18 4	0,05 5	- 0,00 9	0,73 9
	Q 17	0,31 8	0,02 8	- 0,15 1	0,22 3	0,36 3	0,49 8
	Q 18	0,14 8	0,44 5	0,21 7	- 0,20 6	0,30 5	0,28 7
	Q 19	0,35 3	0,29 6	0,17 1	- 0,11 4	0,31 3	0,28 9

Social Needs Scale	Q 20	0,15 2	0,66 3	- 0,17 6	0,04 8	0,06 8	0,20 6
	Q 21	0,22 5	0,72 8	0,04 9	- 0,01 8	0,21 5	- 0,03 9
	Q 22	0,14 0	0,63 6	0,01 4	0,19 4	0,28 7	- 0,11 8
	Q 23	0,78 8	0,23 1	0,11 8	0,18 2	0,08 7	0,00 7
	Q 24	0,25 0	0,22 3	0,37 9	0,24 3	0,43 3	0,03 7
	Q 25	0,77 8	0,18 4	- 0,00 1	0,07 6	0,04 5	0,07 7
Factor Eigenvalue	Q 26	0,82 6	0,08 8	0,08 2	0,15 8	0,16 0	0,04 5
	Q 27	0,05 6	0,16 9	- 0,08 9	0,17 8	0,63 3	- 0,07 9
	Q 28	0,16 9	0,21 3	0,03 0	0,00 4	0,53 3	0,35 5
Explained Variance		12,2 6	11,7 3	9,25	8,17	8,11	7,58
Total Variance		24,3 0	34,4 2	41,1 6	46,7 7	52,0 4	57,1 2

3.7. The Relationships Between the Satisfaction of Employees' Physiological-Social Needs and Organizational Motivation

Correlation values among used scales are shown in table 6. Meaningful and positive relations were determined among scales statistically. Nevertheless spearman rank correlation value between motivation scale and physiological needs were found lower ($r=0,280^{**}$). Correlation coefficient was found quite high among regarding personal needs scales. In addition, it is seen there is a moderate level relations between motivation and social needs. Considering the relationship between needs scales and motivation scale, we can say that social needs have more efficient on forming the motivational status.

Table 6: Spearman Rank Correlation between Physiological-Social Needs and Organizational Motivation Scales

Scales	Average	Standard Deviation	Motivation	Physiological Needs	Social Needs
Organizational Motivation	3,67	1,17	1		
Physiological Needs	2,59	1,13	0,287**	1	
Social Needs	2,97	1,37	0,394**	0,571**	1

As seen in regression tree (Fig. 3), it is realized that social needs have the greatest impact on participants' motivation status. In fact, the answers of 415 people taken into consideration in questionnaire divided into two branches. All of the classifications in these branches were formed by social needs. According to findings found in classification and regression tree; if the participants' points for social scale are less than 3.4, the points of motivation scale decrease as well (Average motivation point 3.5). Yet, when the point average of social needs scale decrease less than 1.9, motivation score falls more. On the contrary, people (138 persons) who had

more than 3.4 averages score regarding the response to social needs scale separated into two subgroups and people ($n=59$) whose averages score concerning motivation scale more than 3,9 had the highest value (Fig. 3). It is noticed that the majority of participants ($n=232$) consists of people who are between 1,9 and 3,4 averages point related to social needs scale and these people's motivation averages (3.5) are in moderate level. As a result, we can say that social needs have more impact on participants' motivation status compared to physiological needs and applications intended to meet the social needs might increase the motivation level too.

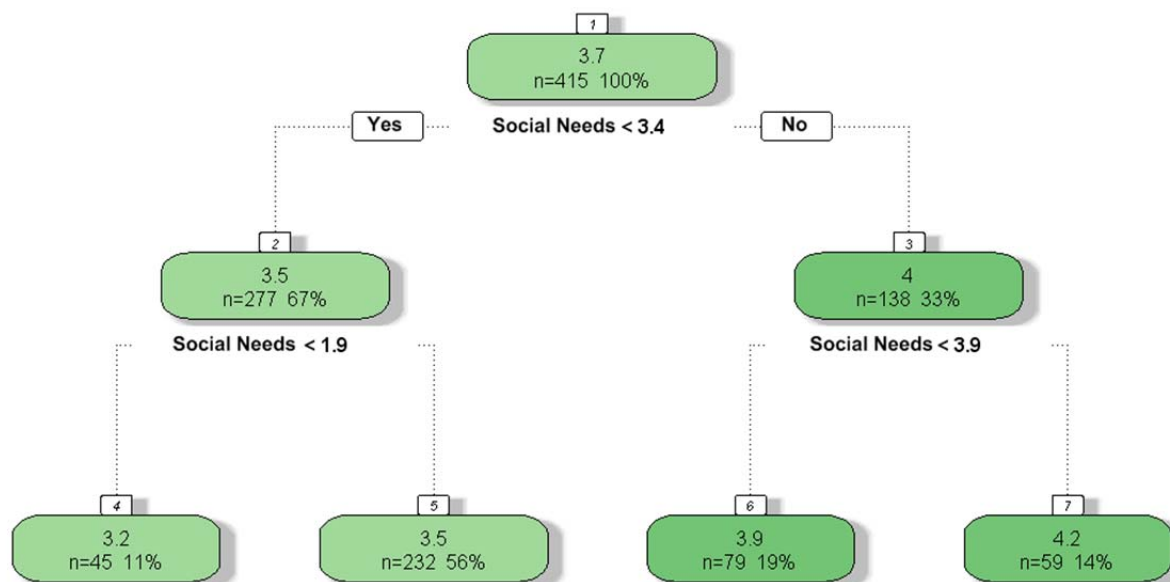


Fig. 3: Variables Affecting the Participants' Motivation According to Classification and Regression Tree Technique

4. CONCLUSION

It was realized that the employees who participated in the survey consist of males between 20-31 years old. Most of them are single and have moderate income level. They generally graduated from high school and higher education levels. It was seen that the motivation level of sample group is mostly high (%54,2 "I agree" and "I strongly agree"). Especially, %89,1 of employees find themselves successful in their jobs. Also respondents find themselves as an important part of the group (%68,8 "I agree and above) and state that they are appreciated in return for their success. They expressed a positive opinion about meeting their physiological-social needs, however, they gave a negative remark with respect to food quality, working hours of social areas, potentials of sleeping places and day off time. Albeit the majority of people give negative feedback regarding the statement of "The foods that I eat here meet my daily needs and are quite delicious" (%85,1 "I disagree" and "I strongly disagree"), %50,8 of people chose the statement of "I don't

seek the variation in foods and eat them as long as they are clean". It might indicate a problem with the taste and cleaning of foods although the majority of participants aren't choosy in eating.

In the context of study, the reliability of scales were assessed by different test and it was seen that organizational motivation and physiological-social needs scales are highly reliable. Regarding the relationships of organizational motivation and physiological-social needs which generate the main aim of the study; it was determined that motivation scale has a positive and significant relation with physiological-social needs scales.

Consequently, we understood that employees in law enforcers have high physiological-social needs expectations and this situation affected to their motivation. Despite the satisfaction of physiological-social needs affect the motivation, this condition doesn't look adequate. It was considered that decision makers in law enforcers ought to put into practice not only physiological-social needs application for employees' motivation but also the strategies for meeting their respectability and self-development needs. Although it might

be the special case for the law enforcers group surveyed, it was seen that trying the personal development implementation can contribute the employees' motivation level additionally as well. The limits of our questionnaire were covering the only one of the law enforcers and the sample size was relatively low. Incorporating the other law enforcers located in different regions into the next studies about relations among physiological-social needs and organizational motivation can enable evaluating the new findings in a broader vision.

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