Review Needs Of Employees Between Different Demographic Groups In Attitude Of Managers And Employees (Case Study: Department Of Telecommunications)

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Abstract

This study is to analyze the different needs of employees from the managers' and employees' point of view. The population in study is consisted of all the employees in Dameghan's telecommunications department who worked in that department in 1391. Since the population is so limited then all the population was chosen as the sample in which there were 100 people. This study was a descriptive kind and practical. Maslow's hierarchy of needs theory was used as the basis for this study which consists of physiology, safety, social, respect, self-actualization. Data gathering tool was a self-made questionnaire with 60 standard questions about needs of employees. The creditability of the questionnaire was approved by the experts of this major and the reliability was approved using cronbach's alpha which for this study was 0.76. To test hypotheses SPSS software was used and then the results showed that there is not a significant difference between valuation of employees' needs and their education level, their grads at work, and their gender. And also there is not a significant difference between employees' needs and their age in variables like physiology, safety, social needs. There is only a significant difference in variables like respect and self-actualization, which are different in different age group.

Introduction

Whereas to do any kind of activity, both personal and natural, there is some motivation involved, and for any motivation there is a perquisite of a need, it's necessary to first recognize the needs and then coordinate and lead activities and movements towards organizational goals (Hamidi Zadeh, 1377, p 250).

Each organizational goals depends on knowing the right things, and a source familiar with the suitable facility. One valuable resource in hands of each organization, which certainly has a lot of potential and if the actual result will be prosperity, well in that these organizations, a significant portion of their success depends on the proper use of their abilities. Before the people shall join hands and work to get the results and rewards they wonder if it will satisfy the needs they look for. Probably the most important factor in a person's behavior, is their needs. So, many researchers believe that the most important way to motivate desired behavior, is to satisfy the needs of individuals. According to Levin (1935) what makes something distant or close is the need. The results of this study facilitates the development of human resource strategies to improve organizational performance and quality of life for employees.

The analytical model

The analytical model figure is presented at the end of article, see index.

Definitions of need

To understand organizational behaviors, one should first study and recognize some basic needs that cause some motivations because they are the bases for employees' tend toward work and organizational idea. The employees usually are attracted to the kind of movements which can satisfy them and help them have a better performance (Haghighi, 1380, p 56). Hersey and Blanchard suggest a definition of the needs and requirements and whys in behavior that indicate the feeling of being short (Hersey and Blanchard, 1996). Needs are a shortage of trend towards being static and it shows itself when there is a lack of physiological or mental balance. Like when a cell is thirsty and that feeling is like a lightning and when you drink water, even if for an instance the intensity lowers significantly. Regarding the fact that every individual has more than a hundred needs and all the needs compete with each other to form a behavior. In this situation the need which has the most power forms a behavior and the individual does something (Moshabaki, 1377, p 62). Human behavior is based on his needs. Need is a state and quality of a general aspect of the different

individuals, regardless of environmental conditions that exist (Bahram Zadeh., 1387, p 81).

Theories related to needs

Theories related to needs describe the motivated reasons of every behavior and basically are content-oriented. Content-oriented theories are mostly related to inner states or environment around some individuals which empower behaviors and energies needed for that behavior. These theories are useful, because they help us recognize the needs and as a result managers can realize everything about human values and rewards and satisfaction. However, these theories are criticized because of their descriptive nature (Shermer Horne, 1378, p 97).

Need-based theories of motivation and attitude are integrated with names such as Abraham Harold Maslow (1970, 1943) McGregor (1957) Clayton P. (1969) Frederick Herzberg (1959) and MC Maryland Kelli (1961). Content approach to motivation, understanding the inner (for) those which cause people to perform certain behaviors, are confirmed. This view is looking like this is the answer to question (1 satisfy the needs that people are looking for? 2) what makes them do that behavior? From this perspective, those internal demands that are prompted to answer them or reduce them. In other words, people behave or act in a way that will satisfy their needs.

Maslow's hierarchy of needs theory

Abraham Maslow's model of human motivation is based on studies made in 1943. It is probably true to say that Abraham Maslow's hierarchy of needs theory is among the most famous theories of motivation. This was based on his assumption that needs lay within five categories. These needs are: physiological needs, safety needs, and social needs, esteem needs, self-actualization needs.

Physiological needs, which include hunger, thirst, shelter and other needs to be physical. Need for safety, including the safety and preservation of the physical and emotional risks. Social needs: it involves emotions, attachment and friendship. Need to respect: that it needs to be divided into two parts: internal and external. Self-respect, autonomy, self-esteem and external developments, including the base, position, reputation, and attracting attention. Need for self-actualization: the need for a person who tries to be what he is, and it includes the ability to grow and achieve. They are the same things that a person has the potential to be alleged self-actualized. While each of these requirements are sufficiently satisfied, the next need is to show off. According to figure 1, needs pass a whole hierarchy. Form a motivational aspect, this theory suggests that if a need is completely met and satisfied it can give

motivation any more. So if we want to motivate someone first we have to study his hierarchy of needs and find out on which level they are then we have to satisfy the need that the person is seeking or even the need above it too. Physiological needs and safety are below and social need, respect, and self-actualization are above. This classification is made so that one could say that upper needs are satisfied within and lower ones are mostly satisfied with an external factor (like wages, association contracts, and employment background like official employment or contract employment). In fact the natural result of the above mentioned classification is that when the economy is good and everything is prepared lower needs of people with a permanent job is well satisfied (Robbins, 1378, pp. 328 -330).

x and y theory or the two dimensional theory (McGregor)

McGregor proposed his theory in 1957. He has divided human perceptions and, attitudes, into two groups from a manager's point of view and an employee's point of view. To avoid prejudice in the two groups, he has found two letters x and y for the two groups. General assumptions of the theory of x are:

- Most people are inherently lazy and hate work.
- Most people abhor the responsibility and prefer to be led by others.
- Economic and financial incentives to motivate people are more secure to use. Ability and creativity to solve problems that are found only in a limited number of people engaged in management and leadership positions.
- Most people should be precisely controlled because they usually do not have enough interest.

While the theory y assumptions are:

- Naturally it is like a game.
- Usually people accept responsibility and are eagerly seeking to take responsibility.
- If people are interested to work properly they are raised in an inner manner and satisfaction is the best reward for the people.
- Ability and creativity to solve problems normally distributed among human populations.
- Self-control can be lost. The most effective method of restraint is being controlled by others (Safarzadeh, 1388, p 35).

Herzberg's dual-factor theory

Herzberg et al proposed the dual-factor theory in 1966 (Herzberg 1966)

Satisfying or motivating factor for the improvement of job satisfaction of employees, the administrator must use factors like, recognition, work itself, appreciation, success, responsibility, advancement, growth

Dissatisfaction with health factors or factors related to health aspects of work. Factors that are related to one's work. Lack of job satisfaction is more related to the environment where people do their job relates rather than the nature of the work.

The dual-factor theory, job satisfaction and job dissatisfaction are two separate issues. Improving health factors such as working conditions does not bring job satisfaction, but only it prevents people being dissatisfied. (Shermor horne et al .. pp. 102-103)

Mac kelle land Theory

In his opinion individual needs are:

Success: the willingness to success in a series of tasks

Having power: the desire to control others or somehow affect them

Dependency: tendency to friends, colleagues and personal interactions with others.

In this theory major attention is focused on the need for success. Success requires a focus on excellence, competition, challenging goals, persist for work and overcoming problems. (Givarian, 1384, p86-85)

ERG Theory Clayton Aldelfer

The theory proposed in 1972 by Clayton Aldelfer includes biological needs. Biological needs are needs that are necessary for basic human survival needs and it's in the level of bio-safety needs of Maslow.

R is dependency, including the need for affiliation with others which is like respect the needs in Maslow's model.

G is the needs for growth which is comparable to Maslow's esteem needs and self-discovery.

Alderfer believes that in any instance more than one person is in need of motivation. This theory has a component of failure – return and a satisfaction - progress after component. Satisfying the needs of a particular class can be upgraded to another level. (Bahram Zade, 1387, pp. 89-88).

Methodology:

The methodology in this study is descriptive of a practical-case study kind and theoretical and research parts of this study are obtained using library study.

The population and sample size:

In this study all the employees are studied for their needs. Then the size of population and sample are the same. They consist of 100 employees in Telecommunications Department in Dameghan.

Data collection:

In this study the data gathering tool was a self-made questionnaire for the need test. In this questionnaire each question tests the perspective from which each person perceives his needs. In every question two needs are compared which makes the choices 120. Regarding the five main variables in Maslow's hierarchy each variable is evaluated for 24 times (24=5÷120) and according to combined analysis, each person is studied 24 times which means that there are 2400 set of data in this study (24×100=2400). Regarding the fact that the questionnaire is standard and its credibility has been approved for several times and also it has been cited by the consulting and leading professor.

Statistical analysis of data:

Yeoman Whitney test is used to test differences between occupational groups and across gender and age groups and the Kruskal-Wallis test was used for different academic positions and age differences.

Kruskal-Wallis is a nonparametric test. These tests have been used to examine differences in age and academic position.

Data Analysis tools:

The data collected were analyzed by SPSS software version 21.

The reliability cronbach's alpha for the whole questionnaire:

The table below shows the cronbach's alpha for the whole questionnaire which shows that the questionnaire is reliable while the cronbach's alpha is 0.76.

Table 1: Reliability Statistics

Cronbach's Alpha	The standardized Cronbach's Alpha	N	N of Items
0.759	0.763	5	60

The cronbach's alpha for the variables:

The table on the next page shows the cronbach's alpha for the whole questionnaire which shows that scientific reliability for the variables is high.

Table2: The cronbach's alpha for the variables

variables	Cronbach's Alpha	N of Items
physiological needs	0.721	12
safety needs	0.727	12
social needs	0.707	12
esteem needs	0.714	12
self-actualization needs	0.750	12

Analyses of hypotheses
The first hypothesis
The first hypothesis is as the following:
H1: the valuation of needs between men and women is different in the telecommunications department in Dameghan.
H0: the valuation of needs between men and women is not different in the telecommunications department in Dameghan.
According to Youman Whitney's distribution in table 3(in end of article,in index), as you can see the significance level of Sig for all the variables is bigger than 0.05 then the H0 hypothesis is approved and the hypothesis of the study is rejected. Which means that the valuation of needs between men and women is not different in the telecommunications department in Dameghan but is the same.

The second hypothesis
The second hypothesis is presented as the following:
H1: the valuation of needs among different academic levels is different in the telecommunications department in Dameghan.
H0: the valuation of needs among different academic levels is not different in the telecommunications department in Dameghan.
According to Kruskal-Wallis test in table 4(in end of article,in index), for different academic levels, as you can see the significance level of Sig for all the variables is bigger than 0.05 then the H0 hypothesis is approved and the hypothesis of the study is rejected. Which means that the valuation of needs among different academic level is not different in the telecommunications department in Dameghan but is the same.

The third hypothesis
The third hypothesis is presented as the following:
H1: the valuation of needs among different work positions is different in the telecommunications department in Dameghan.
H0: the valuation of needs among different work positions is not different in the telecommunications department in Dameghan.

According to Youman Whitney's distribution in table 5(in end of article,in index), as you can see the significance level of Sig for all the variables is bigger than 0.05 then the H0 hypothesis is approved and the hypothesis of the study is rejected. Which means that the valuation of needs among different work positions is not different in the telecommunications department in Dameghan.

The Fourth hypothesis
The fourth hypothesis is presented as the following:
H1: the valuation of needs among different ages is different in the telecommunications department in Dameghan.
H0: the valuation of needs among different ages is not different in the telecommunications department in Dameghan.
According to Kruskal-Wallis test in table 6(in end of article,in index) for different ages, as you can see the significance level of Sig for physiology, safety and social needs is bigger than 0.05 then the H0 hypothesis is approved and the hypothesis of the study is rejected. This means that the valuation of needs among different ages is not different in the telecommunications department in Dameghan but is the same. But for two other variables; respect and self-actualization, there is significant difference because the Sig is lower than 0.05.

Table 7: analysis of esteem needs & self-actualization needs

	Age	N	Rank
esteem needs	40-49	26	66.50
	More 50	9	58.89
	30-39	34	45.71
	20-29	31	39.90
	Total	100	
self-actualization needs	20-29	31	61.10
	30-39	34	52.29
	More 50	9	42.11
	40-49	26	34.50
	total	100	

In the table below respect and self-actualization for different age levels is presented in which for the aspect of respect the age range of 40-49 had the highest rank and in self-actualization the age range of 20-29 had the highest rate.

Analyses of hypotheses
Inductive findings show that men and women have the same interests. Which means in reliability level of 95% Sig more than 0.05. Then hypothesis H0 is approved and descriptive findings show that the

number of female and male participants were the same.

    Inductive findings of this study show that there is no significant difference in different academic levels (diploma, association, bachelor, MA, and higher) and it's the same with the reliability level of 95% and so is approved hypothesis H0. Results show that there is no significant difference in valuation of needs and work positions which means with a reliability level of 95% needs are the same in different work positions, and there is no difference for interests of managers and employees. The last hypothesis that shows difference among needs for different ages indicates that there is no difference among different ages in variables like physiology, safety, and social needs. It means that in all three variables no age difference makes any difference thus in the three of them Sig is lower than 0.05, H0 is approved. Although in self-actualization and respect H1 is approved and there is a difference among the ages. The results show that the variable respect is different and is the highest in the range between 49-40. It means that regarding the fact that people in this age range mostly occupy the central jobs and decision making, they like to be respected and this makes them more self-esteemed and successful.

In the variable of self-actualization the range 20-29 has the highest rank so that this age range is always free to do what they feel like doing and this makes them more creative and effective.

Result and discussion

    Regarding the tests and the results which were completely cited in chapter four we could conclude that the kind of need is not different among different work groups in variables like gender, academic level, and job levels and the only difference that lays within different age groups is for variables of self-actualization and respect. As you can see in tables 40 and 39 in chapter 4, in the respect variable for the Toki's test there are 3 classes in the first group, namely 20-29, 30-39, and above 50 which has the highest rate. For the second group the ages 30-39, 40-49 and above in which 40-49 has the highest rate. In Shefe's test also this conclusions are approved. Then in the group 40-49 respect is very important, and they need respect more than other groups which is their age.

    In self-actualization in Toki's test the first group is divided to three classes of 30-39, 40-49 and .

above 50 in which the range of 30-39 has the highest score. In the second group there are three classes of 20-29, 30-39 and above 50 in which the former has the highest rate. Between the two classes of 30-39 and 20-29, the latter has the highest rate then this group age are more sensitive about self-actualization and they should be free to use their talents.

From the results we can conclude that individuals' need is different in different age groups.

Suggestions
Practical suggestions:

1. Studying the differences among different age groups which causes dramatic differences among the services provided by the employees with emphasis on the necessity of recognizing true needs of employees and to meet them.

2. To satisfy the need for self-actualization in employees, tending towards using young employees in management systems could be empowered so that young people do not consider senior positions out of their league also self-actualization can be improved associating young people with job with higher power in decision making, more creative jobs, freedom in work, non-routine jobs, meaningful tasks and so.

3. To satisfy the need for respect organizational justice should be considered in promotions and rewards, growth should be on the basis of individual endeavor, and there should a balance in performance and reward system.

4. Through notices and commands and critiques box in regular periods and in an open atmosphere, motivational factors in different dimensions of management, educational and training, cooperation opportunities a chance for employees is provided to satisfy their need of self-actualization and respect.

Suggestions for future research

1 - To investigate the reasons why men and women are the same in the telecommunications department regarding Maslow's needs.

2 - To investigate the reasons why people differ in their ages range for respect and self-actualization.

3 - To examine the differences between different job categories, resulting in a wide variation in the types of services provided.

4 - To explore ways to create innovations in telecommunications staff.

5 - A comparative study of managers and employees in the field of motivation.
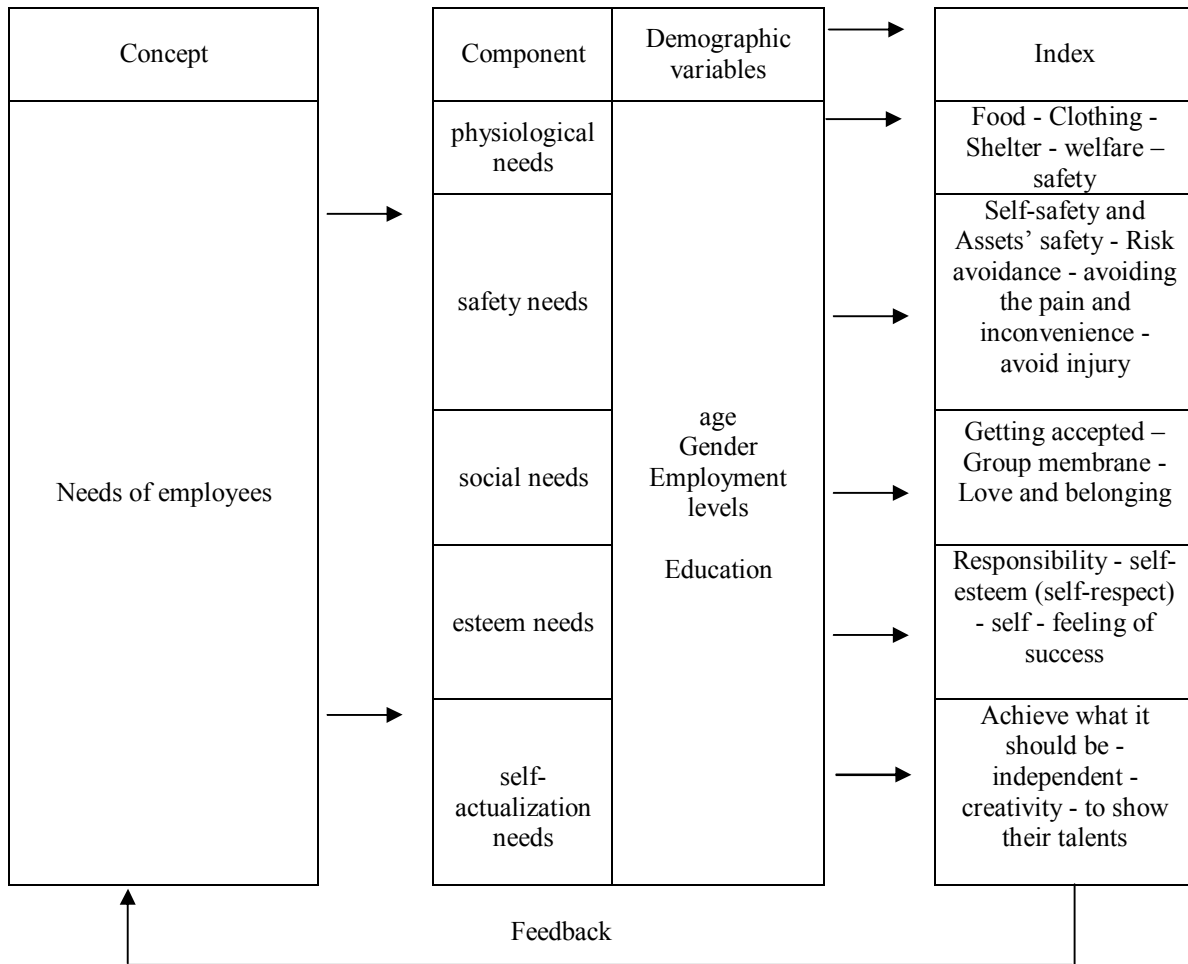
Index

Concept	Component	Demographic variables	Index
Needs of employees	physiological needs		Food - Clothing - Shelter - welfare – safety
	safety needs		Self-safety and Assets' safety - Risk avoidance - avoiding the pain and inconvenience - avoid injury
	social needs	age Gender Employment levels Education	Getting accepted – Group membrane - Love and belonging
	esteem needs		Responsibility - self-esteem (self-respect) - self - feeling of success
	self-actualization needs		Achieve what it should be - independent - creativity - to show their talents

Feedback

Fig1: The analytical model

Table3: first hypothesis Analyze

	Physiology	Safety	Social	respect	self-actualization
Mann-Whitney U	1247.500	1144.000	1177.500	1064.500	1064.500
Wilcoxon W	2522.500	2419.000	2452.500	2339.500	2339.500
Z	-.018	-.748	-.512	-1.317	-1.317
Asymp. Sig. (2-tailed)	.986	.454	.609	.188	.188

Table 4 : second hypothesis Analyze

	Physiology	Safety	Social	respect	self-actualization
Chi-square	3.042	1.011	1.534	1.679	1.679
Df	3	3	3	3	3
Asymp. Sig.	.385	.799	.675	.642	.642

a. Kruskal Wallis Test
b. Grouping Variable: education

Table 5: third hypothesis Analyze

	Physiology	Safety	Social	Respect	self-actualization
Mann-Whitney U	856.000	927.500	979.500	926.500	926.500
Wilcoxon W	1321.000	3412.500	1444.500	1391.500	3411.500
Z	-1.490	-.944	-.543	-.956	-.956
Asymp. Sig. (2-tailed)	.136	.345	.587	.339	.339

a. Grouping Variable: jobstatu

Table 6 :Fourth hypothesis Analyze

	physiological needs	safety needs	social needs	esteem needs	self-actualization needs
Chi-Square	1.338	3.761	2.829	14.551	14.551
Df	3	3	3	3	3
Asymp. Sig.	.720	.289	.419	.002	.002

a. Kruskal Wallis Test

b. Grouping Variable: age

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