**ATLANTIC INTERNATIONAL UNIVERSITY**

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**SCHOOL OF SOCIAL AND HUMAN STUDIES**

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**DOCTORATE IN COUNCELING PSYCHOLOGY**

**2021-2023**

 **COURSE CODE: PSY 086**

**COURSE NAME:** **ORGANIZATIONAL PSYCHOLOGY**

 **COURSE INSTRUCTOR: DR Rissler A.**

**ASSIGNMENT**

**“Explain Maslow Hierarchy of Need as It Relates To Problem Solving Employment Resource and Morality”**

**SUBMISSION DATE: 09TH JANUARY 2022**

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**INTRODUCTION**

The study presumed the current abnormal issues in which many organizations face allot of employment resource problems and morality. These problems are caused by various factors such as poor working conditions, poor payment, job insecurity, lack of morale, resources scarcity, and so on; these problems can be analyzed in the aid of applying Maslow theory of hierarchy of needs so as to improve employees’ morale and to bring prosperity to the organization.

This paper will discuss the challenges of employment resource problems and morality in organization, the application of Maslow Theory in the modern society as the best ways to address that challenges and to improve the working condition of the employees, to improve the service to the people, the pros and cons of the study, recommendations, and conclusions of the study.

Maslow, A. H (1943) came up with the human motivation as a theory of need, in his theory he believed that people are motivated to achieve certain needs and that some needs take precedence over the other needs, the first four needs as deficiency needs and the top is being needed, these needs include psychological need, safety need, love and belonging need, esteem need and the last one is self-actualization need.

In that regard, Kilic (2012) defined morality as “temperament, character, or manner expresses the established character in human and behavior of individual that occur in their own will it varies due to time ,society, individual , also exhibits mandatory and unchanging rule of behavior.”

In general speaking morality is defined as a set of believe, value, norms, order, prohibition which associate with good and bad, right and wrong. Morality is the inner force that empowers individual to do better and foster the productivity and providing good service, if his needs are met and otherwise the lack of his needs demoralize the individual and leads poor performance and low productivity in the organization , absenteeism , turnover, and so on.

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**DESCRIPTION**

The employees in the modern world face allot of challenges in their working environment , some of the challenges are poor payment, low health setback like: stroke, stress, panic, lack of morale, lack of motivation, lack of resources, conflicts with management, lack of promotion, training and development, these have been supported by a number of researches around the world such as: Haji, Y, A (2020) in his research in Tanzania Police Stations, he observed that junior police officers have low morale due to lack of resources, such as main power, working load, no motivation, superiors do not appreciate them, no collaboration with community members, no promotion and training to advance their career capacity, they work on difficult conditions, they have no offices, in case of dealing with the victims of gender based violence they have no counseling room for the victim to comfort, they have no expertise’s such as social workers and psychologist and most of time they use their own initiatives to perform their duties.

The Hand Book on Africa (2016) pointed out some of the challenges face employees in Africa include sexual harassment, conflict within organization, anger, stress, and lack of knowledge and information, take example a school teacher who teaches nursery pupils will feel stress due to overcrowded of 100 pupils in a single room, and has financial worry.

 Dr Daren A. Edward from AIU in her presentation via video conference on the topic about employment termination, she mentioned some of serious offences where workers commit, these include insubordination, misconduct, poor attendance, inadequate productivity, absenteeism, intoxication, violation of working rules, dishonest, unethical practice, fraud, theft, falsification of record [www.student.aiu.ed](http://www.student.aiu.ed)

The application of Maslow theory in the modern world has its positive impacts in organizations including the improvement of working condition and attracts more people to join with organization but also increase the morality of workers, to foster the organization progress as supported by a number of researches around the world such as Cooperative Research showed that employees with high job satisfaction have low absenteeism and many organization have to reward employees for satisfying workers, In order to increase employees performance or



productivity motivation must be considered and creating a favorable working environment , they will be free from unpleasant and to banish the feeling of dissatisfaction (Stanley 2019).

Chen (2018) argued that, the research conducted in China revealed that many young men in China prefer to get post in public service due to the stability of the career, many parents encourage their sons and daughters to prepare themselves for public service exams, the evidence shows that there is competition in public service exams, this is the sign of attractiveness of Government position on the matter of job security.

For example in Tanzania, the Bakhresa Company used allot of money to invest for its employees to improve their capacity building in the areas of marketing, research, customer care as the result in 2015 Bakhresa Company owned $ 600 Million as Capital and become as Tanzania largest Industry conglomerates, agribusiness and now it has more than 5000 employees ([www.bakheresa.com](http://www.bakheresa.com)).

**GENERAL ANALYSIS**

Abraham Maslow is the key figure of theory of need, in 1943 came up with theory of need ,he believed that people are motivated to achieve certain need and that some needs take precedence over the others, in his theory mentioned five needs these include, psychological need, safety need, love and belongings need esteem need and self-actualization need.

Psychological need, is the biological requirement such as water, air, food, shelter, sex, cloths and if they are not satisfied, human being cannot perform optimally, safety need, in order for the human being to survive well in his life he/she needs to be secured, he/she may fear about his/her life, hi/her s family, his/her job security, fear about people around him/her, he/she wants to be assured that he/she is safe and this can be done by employer, family, police, medical team and so on.

Love and belonging, this refer to the human relationship with others such as family, friends, workmates, society around you, people need affiliation, love, to have the sense of ownership, they will feel proud off if they are treated as a members of the group and feel respected, valued



and recognized. Esteem need, refer to the oneself dignity, achievement, mastery, independent, status and prestige, people want to show their talent and gifted but they need autonomy to exercise their inner strengths

Self-actualization is the highest need of human behavior, people want to accomplish their desire and interest to become, some people want to be Professor, an engineer as an ideal person, in order to fulfill their desire and interest, and they need support either financial or academic support (Maslow, 1943).

 The study went further to investigate the problems of employees and morality and application of Maslow theory of needs as its solution in the following ways, Samuel (2016), in her research presumed that employees face lack of clear training opportunities for their career, have no promotion, they have no resources including main power, employees are not valued, less motivated, they are paid low wages, their morale is low, the job dissatisfaction is high, endless conflict between managers and employees take example the minimum wages of the worker is not less than 100 USD.

The American Management Association observed that angry and conflicts are alive in many organizations which are triggered by dissatisfaction with management and unequal workload [**www.student.aiu.ed**](http://www.student.aiu.ed)

Kim (2014) said that occupational stress cause major problem for both company and staffs include supervisors’ conflicts, bad communication, lack of enough training, changing technology, demotion, early retirement, uncivil customer, who insult employees, and disrespectful which increase employees stress.

Moreover, managers are over stress due to absenteeism, dishonest, inadequate productivity ,insubordination, turnover, intoxication, sexual harassment, discrimination of race religion, historical back ground, the use of autocratic leadership style, poor recording of employees such as record about address, family, academic, status either married or single, employees progress, transfer, which are very crucial that help the employer to plan for the future of employee



progress include promotion, training and development, selection of certain position to be filled. [www.student.aiu.ed](http://www.student.aiu.ed)

In general, employees experience a lot of difficulties which need solution and if the their problems remain unsolved will cost the companies with number of damages such as poor performance, poor productive, poor service, people lose confidence to that company, and final the company is going to be bankrupt or collapsed. The application of Maslow theory of need still is valid and has its impacts to the progress of the employees and increase the morality as explained detail by a number of researchers.

**Deci & Ryan. (1985)** said that individuals feel strong personal, interested, enjoyment or inherit satisfaction when they act and choose their own way to achieve their desired goal.

T. L. Stanley (2019) as freelance writer in U S A said that creating employees good working environment are more happier and productivity is higher , high job satisfaction leads higher productivity, low absenteeism, low turnover, low major heath setback such as stroke and contributing more to the society.

Mc Leo (2020) said that Maslow emphases safety , the security of the employees is crucial , include the life security, health security , pension security , family security , job security ,heath working condition, security of the resource, these are guaranteed through giving them.

To advance employees leadership career. The training and development is crucial to improve the esteem need of employees which make them to reach their goals, aim is to advance their career, can acquire skills, knowledge, capacity to improve productivity of the organization, take example Dofasco as a steel company in Hamilton Ontario spent more than $ 15 Million USD on training development with almost all employees participating in some training, in 1912 found is Canada’s leading steel producer and hallmark of advanced manufacturing in North America. [www.dofasco.arcelormittal.com](http://www.dofasco.arcelormittal.com)

Danish & Usman (2010) in their research in Pakistan said that job security lead job satisfaction, employees are more committed to Public service when are assured that their job is secure.



Improving Working Condition, the research showed that when the working condition will be improved such as good pay, allowances security of the job and all psychological needs are met, people will be attracted to join with public employment and service at large because employees are comfortable enough and inspired to work hard

The study in China revealed that the stability of public career enable employees to be satisfactory, have no fear about their employment, they are paid reasonable salary which help them to earn their life, to support their family, or to start new family, attract many youth to join with public service (Chen et.al, 2018).

Mussa, et al (2019) insisted that employees are more committed to public service when they are aware that their job is secure, recent evidence shows that a need for job security is positive work attitude and will improve personal performance, morality and efficiency to the organization, Casper & Harns (2008) advised managers to balance between employee working hours and personal time which will improve organization commitment and to reduce turnover, to have enough time to socialize with friends and to reduce stress, the research shows that about happiness, the parents with family are more happier than those who have no family, the family is the source of enjoyment.

The main objective of organization is to give the excellent service to the society because without customer no service, no progress of the organization but the welfare of the employees do not need any compromise especial the security of employee himself, the security of resource, security of her family, security of the working place all of these are crucial as Rafikul & Ahmad (2008) said that job security has positive effect in motivating the employee to do well with people and to foster the organization progress.

 Psychological need, this is the fundamental right of human being, no one who can survive without basic need such as food, water, air, shelter, if the employee fulfill his basic need ,he will be happy and if this requirement is not met ,he will be vagrant, stressed confused, despaired, lose confidence, the frequent absentee will take place in the working area .



When the employees are satisfied with psychological need , they improve public service ,create competitive spirit among themselves, the organization will expect status and prestige, individuals feel strong personal, interested to work with people as their hobbies, will be free from unpleasant and reduce all feeling of dissatisfaction, it energizes individual to take action or effort to reach the organization goal.

The employee is paid enough package of salary and allowances such as special allowance, clothing allowance, ration allowance, dwelling allowance that worker can engage in corruption, Herzberg et al (1959).

Mc Leod (2020) said that Maslow emphases safety, the security of the employees is crucial, include the life security, health security, pension security, family security, job security, heath working condition, security of the resource, these are guaranteed through giving them permanent contract, health insurance, pensionable scheme, to educate them about rules and regulations of the work, signs of mental disorder ant its prevention include stress management. Counseling can be used to make the behavioral change, for example the employee who are addicted is advised to manage the goal, through away from alcohol, keep them out of the house, and to remind the commitment every time, also counseling used to help life style change through to deal with sport, hobbies, stress management and so on , the role of manager is to assure counseling room is well accommodated with fridge to preserve soft drinks for clients , coaches, tables, chairs, relaxed atmosphere enable victim is comforted and helped to reduce their psychological arousal (American Counseling Association, 2014**).**

 Edward (2022) in her lecture through video conference about employment termination advices managers not to fire employees for minor mistake but verbal warning can be used to correct them and give them time to make change, counseling is crucial as the way to secure workers from termination especial for anger, anxiety, burnout, alcoholic, aim is to reduce their stress and bad feeling toward the job. [www.student.aiu.ed](http://www.student.aiu.ed).



 Coaching involve nonjudgmental and confidential relation between client and coach based on honest, respect empathy so to help client to change his /her behavior or to develop new skills such as leadership with techniques such as goal setting, collaborative problem solving skills, feedback, supervisory involvement, this techniques empower manager and employees to improve their skills, morale and productivity to the organization (Roger, et al, 2016).

 Providing opportunity to socialize, people are more comfortable when they feel that are part of their society, are recognized, respected, connected and not isolated they will be very happy to see that people around them appreciate what they are doing is right this can be either from their family members, friends, employer and they will feel proud off to be with them, this inspire the employees to work well with people as their hobbies, it increases the their performance, research conducted on IBM showed that family day, picnic, each spring near its Armors New York Head Quarter used as opportunity to socialize ( Kaur, 2013).

 Socialization, social media and network are special dedicated areas where people communicate to each other between employer and employees, to exchange their views, ideas, thought, comment, ask question, advice, feed information about organization, this foster communication between workmates, promote unity and solidarity, as the result all employees will seems to be as a children from the same womb, this platform can be achieved through whatsApp, twitter, Facebook, they stimulate the sense of love and belonging to the employees. For example the group of doctors, teachers, psychologists, lawyers, leaders, subordinates, Maslow insisted the need of affiliation and respect as a power to unite people (Maslow, 1943).

 Game and Sport, working with people is not a simple task, it needs to be patient all the time, control your anger, nerves, temper, relaxed, no fear, well physical and mental sound, moral strength to venture, persevere and ability to step into vulnerability with confident, courage, some time you meet with pressure from the boss, pressure from wrong customer who perceive the business for their own advantage and provoke to you such as your business is low standard, your lazy, rude and so on, all of these are challenges at work you become stress, confused and despaired you needs. Game and sport are very important aspect to make people rest and forget



about their challenges, it is the source of enjoyment ,to bright the future, to reduce the amount of stress, make brain to function properly, the study has shown that game and sport make people concentrate on learning, alert, increase participation, chance to play game, increase body strength, sport is health reduce stress, blood pressure, to reduce obesity, fitness of the body, to balance heart beat with normal blood circulation, moreover game and sport enhancing motivation in working place with causal game, a twelve months field study of retail employees proved Game based learning can challenge, motivate and entertain and can be used by organization structure to present different content to help leader achieve different instructional goal, game are valued for motivational power, player invest much time and energy and act a game as a reward (Dicheva et al, 2015).

To add values in the business, it can take place through the slogans as the way to invite customers, encouraging employee to believe that both employees and customers are crucial in organization and without customer or employees no business by using slogan which attract customer to get service such as, “doing well with people as a calling” to them therefore, there is no need to waste the time, “to work well with people is my hobby”, “treat customer as a king” this shows the sense of ownership, belongings, respected, for example in USA many companies used slogans to invite their customers such as Dofasco used slogan that inspire people to buy commodities example “our product is steel, our strength is people” dofasco.arcelormittal.com.

Recognize employees. To recognize employee after the accomplishment of their work is an important in satisfying their esteem needs act as reward, according to the Greenberg & Baron (2003), research out in GTE data service in Temple Terrace in Florida shows that award is effective at enhancing esteem when cleared to desired behavior, Maslow(1943) insisted that esteem is the level of individual to feel competent and has ability to exercise his talent and skills but he needs autonomy, they want to show their achievement, potential and dignity.

Reward, incentive, as Maslow said, people are motivated to achieve certain need , motivation to the individual which helps to change the behavior of individual, for example teachers who helped the students to pass their exam, the school committee decide to prepare special part with



teachers as the way to thank them for what they have done, in that party people from different areas are invited, people cheered, supped, and celebrated and final the Guest of Honor thank all teachers for their contribution and hands over them one hundred thousand for each ones, this kind of motivation inspires teachers to work hard and develop the competitive spirit among teachers (Mc leod, 2020).

 Stanley (2019) as freelance writer in USA said that positive reinforcement set tone for pleasing work environment , praise oriented, setting respecting employees, managers has to tell their employees good job when they did well, they will feel good about themselves and respected in positive manner ,take example New York Life Insurance Co created lottery that rewarded employees for their attendance

Participative climate, Maslow emphasized the involving of employees in making decision especial in the matters concern them themselves, in solving problems, increasing bottom up approach, they will feel are respected, valued and listened (Kim et al, 2014). This is best way to reduce conflict within the organization and open the door for the subordinate to provide their views and participate in making decision, it the democratic approach in the organization as the result employees will feel respected, recognized as a member of that society.

Self-actualization helps us to get actualized leader who poses the following merits such as think outside the box, who is problem centered, higher creativity, democratic attitude, accept himself and others ,peak experience, perceive reality judge correctly, look beyond, face the fact, less rigid and capability to lead, this kind of leader helps organization to step ahead by empowering subordinates so to make their dream into reality (Spark, 2019).

The working condition as the highest significant to attract employee to work more hard with high spirit, they do not feel anything expect how to accomplish their work on time, the study in Malaysia showed that the good working condition leads job satisfaction.(Tan & Amna, 2010).

The study relates to the real life situation, for example as the problems of workers in our organization, many organization has a number of challenges a vivid example is Mkoani Police



Station has few number of main power, it has no counseling room to support the victims of Gender based violence cases, the office of an officer Commanding station is used for counseling room, the only district has only one car, the workers have no morale due to low wages, no motivation and incentive, they use ruin building as their office, the picture bellow shows how the real situation.

Maslow theory of need is applicable in the real situation, take example , to give employees opportunity to socialize, when a manager has attendance to give rest his employees to socialize with their friends and family during holidays or in the end of month, to have picnic where employees get chance to sup, play game or swimming, this will encourage workers to admire the boss, and will inspire workers to socialize each other, to enjoy, it will develop the sense of love and belonging, refreshment, it energizes them to work more hard, and to provide the excellent service to the people.

Next, the use reward and incentive is very important to enforce the behavior of individual, take example of the school teacher clap the hands to the student who answer correctly, this reward create competitive spirit to the other students in the class and give student strength to do better again.

Another example, the use of counseling to the employees who have personal problems like stress at working area once after being insulted with the uncivilized customer, the employee may be confused, lose hope, panic, dare to fight with customer but he will be comforted him, make him calm, to restore confidence again, to relax and empower them. To promote health of the workers, having health insurance is important, it encourages employee to feel are safe, protected, respected and loved, they work hard because are safe and when get injury are treated, contrary to the employees who work in the mining without health insurance are unsafe, they just risk their life, their morale is low due to fear about their security.

For example of improving good condition at the market area with all necessity such as toilet, enough water, all vendors are accommodated well, there is good communication between



vendors and authority, they are not harassed by security guards, they are not imposed with huge tax, the situation is friendly to both customers and vendors as the result the business will keep on increasing day to day, the life of vendors will be promoted, and the Government will rise the income smoothly.

Customer care, if the shopkeeper invites customers with polite language, full of respect and humanity, sometime older men, women and disable are given seat to rest before service, the price of commodities are affordable, automatically the customers will be attracted with that kind of service as the result the flow of customers will be recorded and keep on increasing day to day in that business after a short period that business will grow up and make more profit.

Problem solving through Maslow theory of need, if the organization appear to have high rate of absenteeism and turnover, they complained about the management and poor working conditions , do the following, and check the result,

Change the management team and find those who are actualized leaders who care for employees and customers, who is creative ,visionary, support employees to make their dream into reality, use bonus, reward, incentives, and pay rise, so as to meet the psychological needs of the employees, invite democracy approach to your organization such as round table meeting and suggestion box to understand their views, comments toward your organization and work out their challenges, provide quick feed back to them, make sure that all employees have permanent contract, after three months, do evaluation about the rate of turnover and absenteeism, you will observe that there is the stability of career and the improving of productivity and the job satisfaction will take place.

**THE SIGNIFICANCE OF THE STUDY**

The study provides theoretical and practical insights to the organization such as public and private sectors on the best ways, how to improve the working environment, to reduce the challenges of employees such as turnover, absenteeism, demoralization job insecurity, and to



improve productivity, work morale to the employees, moreover participatory methods used in the study to sensitize participatory climate in the working areas.

The study inspires people to reach higher level of need after satisfied with the precedence over the other needs. The study is also applicable in local level, national level up to international level where people have desires to see their needs such as basic needs; affiliation, security, and esteem are met happily and inspire them to make their personal progress and their organization at large.

The study will improve the existing knowledge on the best way how to improve organization productivity and how to motivate workers so to work hard, how to deliver good services to the people. The studies used the theory that has a significant contribution in the field of organization between employees and management especial in the area of motivation and remain attraction to the both researchers and managers, the theory is still valid.

**DELIMITATION**

The study has its delimitations including the weakness of the theory in the application, it is difficult to apply the theory in all situations because the situation of employees differ in term of culture, race, age, not all people are able to satisfy their higher need on the job, and the assumption that all employees are alike and their basic needs are alike, is among the short coming of theory.

**RECOMMENDATION**

The study observed that many organizations face allot of problems in resources and morality and if the problems remain unsolved, the situation will be worse, low productivity and low morale will keep on increasing in our organization day to day, there is need for the problems to be addressed thoroughly based on the study findings, and conclusions, in that sense the study recommends the followings:

The managers have to use participatory climate to solve the employees grievances such as lack communication, involving in making decision, using suggestion box, counseling is the best way



to solve personal problems for employees and organization at large such as panic, burnout, aggression, stress and anger.

 Management has to create conducive environment for the workers which are friendly to their duties, it is the solution for the employment resource problems and lack of morale by assuring all necessity are met including enough resources such transport, having medical team, lawyers, psychologists and counselors to help employees once get trouble, security of the workers by having health insurance, permanent contracts, good payment, pension scheme, bonus, promotion, training and development, that will attract more people to join with that employment and to prevent turnover,

Both managers and employees must work according to their ethics, rules, regulations, customs and adherence with integrity, honest, non-corrupt, respect of human rights, rule of laws, fair, democratic, non-discrimination, and kindness. The Ministry concern with labors must set a policy and laws that safeguard the best interests of workers across the respected country and the best ways to run business.

**CONCLUSSIONS**

The study revealed that still the employees work in difficult conditions and their morale is low due to stress, job insecurity, lack of morale, poor pay, lack of recognition, demotion, lack of promotion, dissatisfaction with management due to unequal work load, poor communication and so on as the result low productivity, poor service, insubordination, turnover, high rate of absenteeism, endless conflict between employees and managers, misconduct and so on, these can be addressed through the followings.

To improve working condition and morale at working areas by applying the following: to provide opportunity to socialize such as wasp, rest and enjoy with family and friends, sport and game within organization, to improve job satisfaction by using such as payment rise, allowances include professional allowance, rent allowances, having health insurance, permanent contracts, promotion, to recognize employee accomplishment through motivation such as



incentive, bonus, thanks, letter of recognition, to improve communication through direct communication, bottom up approach, to advance their career through training and development.

 Sports and game as the technique used to reduce the stress on the working place, to involve more people to participate to use their energy and to have fresh mind and to prepare them for their bright future as their reward and to maintain their health status and stress management and part of their socialization.

 Counseling approaches are best way to reduce mental disorders in the working areas so, to protect them from psychological arousal include, burnout, conflicts within organization, aggression, panic, anxiety, trauma where clients are assured to restore their confidence and to bury their irrational belief, this can be used during the orientation week in organization for new employees in organization, during the conflict period and even after termination of the employees so to assure him/her that he/she is still employable for another job, moreover counseling can be used to the uncivilized customer who perceive our service in a negative way as the way to make him feel better to our service.

To attract customers by using slogans that inspire customers to get service quickly such as “treat customer as a king”, “quality service is our priority”, “to work well with people is calling” or “to work well with people is purchasable commodities like sugar and coffee”, and to add values to your services such as fair, honest, integrity, trustfulness, humanity and so forth.

The managers must use democratic and friendly approach to work with employees, clients must be fair, build trust, confident, to be actualized leader who balances between the demand of both customers and employees and the interest of organization, must be creative, innovative to boost the organization to attain its goal, to be close friendly with employees and will improve the productivity of the organization.

The organization which recognizes its employee is more probable to create a flexible, loyal and creative workers, it allows psychologist and other people to identify and rationale the behavior of different people to shape them and to improve the organization and its employees.



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