Examining vocational differences in the 21st century iteration of MASLOW's hierarchy of needs

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INTRODUCTION

The concept that "human is a passive element that performs what he is told" advanced by conventional management systems is not true of how employers view their workforce in the twenty-first century. Due to the fierce competition in today's workplace, companies are under pressure to increase productivity and performance in order to retain ecological continuity. This puts additional strain on the staff members of the organisation. Humans are an active labour force in modern businesses that can be influenced by a variety of elements, are sensitive to various attitudes and actions, and develop attitudes in accordance with the company., provides personal performances as needed and consistently adheres to alternative groups. Consequently, external motivation of the workforce is a must if performance and productivity within a business are to be required. The motivation that serves as the engine for companies is external motivation. Motivation is a notion that has been known since ancient times but has only recently started to be researched in the period after the classical management style. Its significance has become increasingly apparent with the human factor. Because of the advantages it offers, motivation has great value.. Therefore, it is of capital importance for managers, teachers, religious leaders, coaches, health care providers and parents in putting people to action. People can be motivated either because they value an activity or because of strong external factors. Therefore, researchers who have come to realize its importance following the periods when people were seen as machines have also scientifically studied motivation and developed various theories. The first theory of motivation was put forward by Maslow in 1943, and with this theory, a hierarchy of needs that influenced motivation was established. Following Maslow, Herzberg created the double factor theory in 1959, Vroom created the expectation theory in 1964, Locke created the objective theory in 1968, Porter and Lawler created the expectation theory in the same year, Alderfer created the ERG theory in 1969, and McClelland created the achievement need theory in 1988. However, Abraham Maslow's theory of the hierarchy of needs comes at the forefront of the most important studies on motivation. Almost no motivation theory in the history of management has been as effective as Maslow's hierarchy of needs. This theory put forward by Maslow argues that humans are motivated not by external motives such as reward and punishment but by the internal needs program. In other words, needs underlie the motivation of an individual (Adair, 2013). Motivation is a general concept involving desires, wishes, needs, drives, and interests. Physiological motivations, such as hunger, thirst, sexuality, are called drives. High drives like human-specific desire to achieve are called needs (Cüceloğlu, 2016). In his theory, Maslow (1943) argues that human needs are unlimited, after a need is satisfied, another need will arise, needs have a certain hierarchical order, no need or drive can be considered independently, every need is related to satisfaction or dissatisfaction of other needs, and unsatisfied needs are a great source of motivation for humans (Maslow, 1943, 1948).

The purpose of this chapter is to examine the Hierarchy of Needs Theory argued by Abraham Maslow in terms of organization employees and the working conditions of organizations in the 21st century, to research on the basis of different occupations and to determine the needs of employees in different occupational groups according to the Hierarchy of Needs Theory, and to compare the needs of employees

in different occupational groups and to determine and interpret the differences between them if any. The study is important because it provides information and guidance to organizational managers in different sectors for the motivation process strategies, which is one of the most basic methods applied to increase performance and productivity in organizations, brings a different perspective to the theoretical studies in the literature, and examines the changes in Maslow's theory and provides comprehensive information to scientists who will research motivation.

BACKGROUND: REVIEW OF THE LITERATURE

Employee Motivation in the Workplace

Today, it is known that in the center of every productive and successful business, there are employees who cooperate with the passion for achieving excellent results with advanced organizational culture (Gignac & Palmer, 2011). Conceptual models and important empirical evidence also show that motivation is one of the main determinants of success (Hunter & Schmidt, 1996). Therefore, the modern-day organization managers need to understand the motivation flow and create a culture of the organization with a level of motivation in which employees are always more productive (Sekhar et al.,

2013). Motivation is the act that causes someone to get into action (Buchbinder & Shanks, 2007) or, in other words, the creation means to an end (Cleveland & Murphy, 1992). Motivation, which ensures to spend more or less cognitive effort to increase the quality and quantity of occupational performance (Clark, 2003), ensures also the production of the mental effort that directs the knowledge and skills. Therefore, even the most talented ones among the employees of an organization can reduce their performance if they are not motivated.

How motivated employees depend on the power of the consistent desires or needs, anticipation related to the consequences of certain actions, and the specific acquisitions and risks. Motivation is directly related to personal performance as a catalyst for employees who contribute to organizational performance or who generally want to do their duties more successfully (Sekhar et al., 2013). Motivation, in particular, determines employees' preferences for widening their efforts, the level that these efforts expand, and how long employees will stay at this level of effort (Campbell, 1990). At this point, motivation affects the ability of employees to actively choose their task and decide to continue the process until they complete these tasks (Clark, 2003). In this context, motivation is considered as a driving force in the design and creation of tools that people will use to carry out meaningful activities for themselves (Hancock, 2009). In terms of the source of power that puts individuals into action, motivation is examined in two dimensions, internal and external. Internal resources come from within the individual, such as feeling good at the end of a good job (Hossain & Hossain, 2012). Inner motivation is defined by Ryan and Dicky (2002) as a tendency of individuals to explore innovations and challenges and to expand, develop, discover and learn their own capacities. Internal motivation; (Kasser & Ryan, 1996; Ryan & Deci 2000), because they directly satisfy the innate psychological needs such as belonging, influence, personal existence, relationship, competence, and autonomy. Inner motivation is naturally rewarding because it directly fulfills innate psychological needs such as belongingness, influence, the reason for personal existence, relationship, competence and autonomy (Kasser & Ryan, 1996; Ryan & Deci 2000). External motivation is the reinforcement or enhancement, which comes through other people, bearing material and spiritual values that increase or decrease the possibility of recurrence of behavior in both positive and negative ways (Soyer *et al.,* 2010). External motivation is related to awards received from another person and may be a material such as cups, money, medals, as well as sources such as non-material appreciation and praise (Buchbinder & Shanks, 2007). Internal prizes are considered to be superior to external prizes in terms of occupational performance and job satisfaction. Intrinsic motivation has a strong and long-term influence on employees because they are particular to employees and not imposed by the management (Chiang & Shawn Jang, 2008). It is suggested that both internal and external motivations increase the job satisfaction of employees, but internal motivation leads to higher job satisfaction than external motivation (Edrak *et al.,* 2013). Psychologists, human resource management specialists, and sociologists have emphasized the central role that internal motivation plays in many social and economic interactions for a long time. On the other hand, external motivational tools can affect internal motivation in some cases and increase individual success by contributing to the development of internal motivation. However, it has been also suggested that the long-term application of external motivation factors on employees has a negative effect on employees' internal motivations (Benabou & Tirol, 2003). Therefore, it is not possible to evaluate these two types of motivation independently of each other (Moore, 2001).

Three motivational tools have been defined in the literature as economic, psychosocial and organizational-managerial in order to direct employee behaviors in line with the organizational goals. The economic motivational tools are social benefits such as wages, security, premium wages, participation in decisions, bonuses, economic awards and services, lunch, tea and coffee service, private health insurance and clothing support. And psycho-social tools covers the factors which do not provide economic benefits to employees such as subsidiarity, appreciation, independence in work, social status and participation, development and success, adaptability to environment, suggestion systems, direct meetings with superiors, psychological assurance, social activities and consultancy service. Organizational-managerial tools, on the other hand, are considered to be the goal congruence, authority and responsibility balance, education, participation in decision-making process, employees' access to information and documents related to their work, job security, functioning communication system, the sensitivity of the management to the problems of employees both related to work and to their private lives, making the work attractive, job enlargement, job enrichment, job rotation, teamwork, working accompanied by music, improvement of physical working conditions, promotion and career advancement opportunities, open management policy, and fair and continuous discipline system (Gibbons, 1998, Eren, 2004, Gürüz & Gürel, 2006, Qasimov & Israyilova, 2016). Besides these factors, a current factor that is considered to have an effect on motivation

is the employees' ego. Benabou and Tirole (2003) have argued that "ego enmity" reflects the domination struggle, and that an individual can gain real authority in a relationship by pulling down the self-confidence of another person, and thus lead the joint decisions or projects as he or she desired. They also stated that this has a cost like motivations of employees who are under pressure against the ego are affected negatively. The authors have studied the ego enmity by dividing it into two groups: superiors to ignore the news on behalf of subordinates, "ignorance", and superiors to insult (despise) subordinates, "humiliation (denigration)". Although both strategies lower the self-confidence of the subordinate, they argued that ignorance was reversible but insulting was irreversible.

Theories on Motivation in Management and Organizations

Many motivation theories have been introduced in the literature, which emphasizes various aspects of human behavior and are based on various assumptions, in order to show how managers motivate people. With the decades-old studies, these theories are divided into two categories: the coverage theories and the process theories. Scope theories mobilize individuals in a particular way based on the universal understanding that all people need and try to explain the elements required to meet the needs. Process theories, on the other hand, focus on how individuals' needs affect their behaviors (Buchbinder & Shanks, 2007; Koçel, 2014). Scope theories include Maslow's hierarchy of needs, Herzberg's two-factor theory, Alderfer's ERG theory, and McClelland's Achievement Need theory.

Maslow's hierarchy of needs includes five levels of needs and argues that individuals will act only to meet their higher needs when their lower needs are met. Abraham Maslow's hierarchy of needs theory is seen as the basis of many later developed theories. Herzberg's two-factor theory transforms Maslow's needs into two areas of need as hygiene factors and motivation factors (Eren, 2003, Koçel, 2014). The hygiene factors are company policy, salary, working conditions, security, supervision and interpersonal relations. These factors are not the main part of the job and do not affect the performance of employees, but they prevent poor performance due to the work restrictions. When hygiene factors are ensured, employee dissatisfaction and work restrictions disappear, but these factors have no effect on achieving the top-level performance. Herzberg's motivational factors are high-level sources of motivation that focus on the aspects of work such as success, appreciation, accountability, and progress. These factors have positive effects on both job satisfaction and occupational performance. Low-level hygiene factors do not provide motivation when they are present, but the lack of these factors leads to loss of motivation (Herzberg *et al.,* 1959; Robbins & Coulter, 2009; Iliuta Dobrre, 2013). Alderfer's ERG theory also divides Maslow's hierarchy of needs into three main categories: "existence needs", "relationship needs" and "development needs". Existence needs are met by food, air, water, wages, additional benefits and working conditions. Relationship needs are met by establishing active relationships with colleagues, superiors, subordinates, friends, and family and maintain them. The development needs mean individual's efforts to find personal development opportunities by making creative or innovative contributions to the workplace (Wanous & Zwany, 1977). However, ERG theory is contrary to Maslow's hierarchy theory in several respects. According to ERG theory, sometimes a need seems more dominant than others. An individual may be motivated to meet more than one need at the same time, and therefore the needs at a higher level can be satisfied before the lower ones (Hossain & Hossain, 2012). McClelland's Achievement Need Theory classifies the basic needs of individuals as establishing relationships, gaining strength and being successful, and argues that achievement is the thing that individuals need most (Aktas & Şimsek, 2015). According to this theory, there cannot be a common hierarchical chain for everyone and personality is important in motivation. In the theory, individuals are divided into three groups: those who need to build relationships, those who need to gain strength, and those who need success. Even if people with a low need to establish a relationship think that they are to meet with reaction, they refrain from taking a stand and commenting clearly (Çakıcı & Aysen, 2014). Individuals with high need of achievement take on personal responsibility to find solutions to problems (Rohs *et al.,* 1999). "Individuals with a strong desire to gain strength can be influential in directing a group by influencing others, leaders are delighted to influence and direct others, and these behaviors contribute to effective leadership" (Şahin, 2012). People with achievement motive prefer to work on the problem rather than leaving it up to chance. People who are motivated to achieve at the same time are much more concerned with their own personal success than the awards they will win (Singh, 2011).

In the perspective of process theories, in addition to the internal factors in the scope theories, external (environmental) factors that have significant effects on the behaviors of individuals are also taken into account. However, individuals need to form a component of the process in order to decide how to behave. The primary process theories are Viktor H. Vroom's Expectation Theory, Adams's Equation Theory, B.F. Skinner's Conditioning or Reinforcement Theory and Locke's Goal Setting Theory (Gibson *et al.,* 2012; Koçel, 2014).

According to Vroom's Expectation theory, motivation develops out of three factors. These are valence attributed by an individual to the award, instrumentality, and expectancy (Steward & Brown, 2008). Vroom's theory is based on the relationship between an individual's effort, performance and desire to achieve results based on high performance. The first relationship is that the employee will show high performance when an effort is made for a task. In order for this expectation to be high, the individual must have the ability, experience, and the necessary machinery, tools, and occasion. The second relationship is that the desired result will be attained with the successful performance. This expectation is related to the fact that high performance will lead the employee to the award. The expectation theory argues that certain types of needs or awards exist without being categorized and suggests that these needs and awards may be different for each individual (Vroom, 1964; Gibson *et al.,* 2012). Accordingly, the value each individual attributes by to each award will be different. An individual's expectation will be to win a certain tangible or intangible award that is valued as a result of the high performance with the recognition that it is possible to achieve the job (Steward & Brown, 2008). In this context, it is known that ability and motivation interact with each other and affect performance. The relationship between talent and performance is managed by motivation. In this regard, it is set forth that individuals will show poor performance levels regardless of their talent level when their motivation is low. However, when individuals make some effort, the relationship between the effect of skill differences and ability and performance will be positive, and high-skilled individuals will perform better than low-skilled individuals (Vroom, 1964).

J. Stacey Adams developed and experienced the theory of equality while working as a research psychologist at the General Electric Company in Crotonville, New York. The essence of this theory is based on the assumption that employees compare their efforts and awards with other employees at the same level in the working environment. The four key components of this theory are the individual (the person who perceives equality or inequality), the other workers who are compared (the person or group taken as reference by the individual in comparison), the inputs (the personal characteristics required for the job), and the outputs (the gains that the individual obtains from the job) (Adams, 1963; Gibson *et al.,* 2012). According to the equality theory, the individual compares the input of his work with an output rate and if he perceives an inequality, then he will act to remove it. In this case, employee's productivity or job quality may decrease, and the cases of absenteeism and cease of employment may increase (Greenberg, 1999). On the other hand, it is argued that if an individual's inputs and outputs are not balanced, others may feel equality if they perceive this as "at individual's own disposal" (Pritchard, 1969). However, alternative ways to ensure the sense of equality are proposed in the theory, such as changing the inputs, changing the reference person, changing the inputs or outputs of the reference person, and changing the situation (Gibson *et al.,* 2012).

With the reinforcement theory, Skinner demonstrated the behavioral effects of positive reinforcement, negative reinforcement, termination, and punishment in order for individuals to exhibit positive behaviors considering the reactions and results they will get, and to make these behaviors habit by consolidating them. He also stated that the response to a behavior is given in response to a stimulus, and this may arise from internal and external motivational factors. According to the theory, the environment is a factor that determines and triggers the behavior, and behaviors are repeated with the positive reinforcement from the environment (economic motivation tools). This situation is described as performative (directive) conditioning. However, in the case of performative conditioning, behaviors can be controlled also by means of verbal positive reinforcement (psycho-social motivation tools) and insight (Skinner, 1987). Negative reinforcement, on the other hand, includes measures applied to prevent undesirable behaviors. Here, instead of punishment, a negative situation (humiliation, blasphemy, etc.) is cre-ated that will affect the individual. Termination consists of precautions to remove a behavior. In the case of termination, instead of punishment, it is suggested that future expectations will not be realized if a behavior is repeated or maintained. Punishment, however, includes methods used to remove an unwanted behavior. But it is suggested that punishment caused to an attitude that leads to anger and despondency in individuals rather than being a motivating factor (Eren, 2003). The reinforcement theory is a tool used by managers to increase or decrease the employees' behaviors. The positive reinforcement factors are seen as the most effective way for employees to be motivated to perform better in organizations. Directed employees can be rewarded to do better when they demonstrate any desired behavior. However, how reinforcement exactly works is still a matter of debate among psychologists in studies they perform on the effects of the methods (awards, punishments, and removal of unpleasant things) used to change behaviors. (a) Does the award strengthen the habit? (reaction tendencies in a particular situation) or (b) do awards only give us information and which awards will be granted against what results? or (c) which awards should be used primarily to perform a particular action? These

questions have been debated for decades (Tucker-Ladd, 2012).

Locke and Latham's (1990) purpose theory is based on the assumption that people to set goals represent the effective causes of their behaviors, in other words, conscious human behaviors are intentional. The theory focuses on the question of why some people exhibit better job performance than others. If an individual has the same qualities in terms of ability and knowledge, this is connected to motivation. In this theory, motivation is approached from the perspective of individual differences (Latham & Locke, 1991). The theory also examines the effects of goal setting on occupational performance and investigates the relationship between goals and performance in terms of content and intensity. The content of the goals was valued by focusing on the specificity and difficulty dimensions, and the degree of difficulty of the goal was determined depending on the person's ability and experience, so it was found that performance was a linear function of the difficulty of the goal (Latham & Locke, 1991). In this context, it has been argued that when high-value and specific goals are determined and it is felt that their behaviors will have them attain these goals and that they are competent to perform these behaviors, the performance of the employees will excel in (Gagne & Deci, 2005).

Maslow's Theory of Hierarchy of Needs

People have biological, psychological and social aspects and therefore have various needs. These needs, which can vary from person to person, follow a hierarchical order that progresses from basic physiological needs towards social and psychological needs at a higher level. Maslow's Hierarchy of Needs Theory, which is at the forefront of the most important studies about motivation, has also created the "Hierarchy of Needs Pyramid" by putting the needs in a certain order (see fig.1).

Psychological Needs are the needs that have to be satisfied for the continuation of an individual's biological structures, such as taking oxygen, eating, drinking, sleeping, resting and sheltering. Maslow described these needs as physiological drives which are the beginning of the motivation theory and emphasized that it should be paid attention to two basic points. People first need water, salt, sugar, protein, fat, minerals, vitamins, and so on to ensure "homeostasis" in their organisms (protection of the internal balance of the body). However, it is not possible to define all the physiological needs with homeostasis. Needs such as sexual desire, sleep, caress, smell, taste are not homeostatic but physiological needs. The second point that needs to be taken into consideration is whether the need for food is a symptom of the real need or a lack of the body. Physiological needs are compulsory. If they are not met to a certain extent, then other needs will not occur to a great extent. It can hardly be argued that freedom and democracy, art, quality music and sports are in the way they should be in people and societies that have not fulfilled their compulsory needs (Maslow, 1954).

Safety Needs; although physiological needs are relatively satisfied, new needs arise that are classified as safety needs (Maslow, 1943). These are the needs such as protection from danger, being confident and not feeling fear (Daft, 2013). One dimension of your safety needs is to be secured economically. The concept of insurance arising from the pension system and the worries such as flood, fire, and theft is based on this need. The military and police organizations of the communities are also due to their safety needs (Telimen, 1977; Eren, 2012). In addition, the safety needs can also evolve according to the social concerns or the conditions of the country they live in.

Figure 1. Maslow's Hierarchy of Needs Pyramid (Gargasz, 2010).

Love & Belongingness Needs; once the physiological needs and safety needs are fully met, the need for love, commitment and belongingness emerge. At this stage of the theory, Maslow emphasizes that

humans are social beings (Stephens, 2000; Adair, 2013). The individual's needs for belongingness and love represent a wide range of needs, such as feelings of belonging (group membership, clubs, churches, business associations, etc.), spouse, child and maternal love (Seeley, 1988). Individuals want the presence of love in their relations with people, love, being loved, to be in the hearts of people and groups. This need category, which consists of needs to be accepted by others, to establish friendships, to be with relatives, to exhibit love to people around and to expect love from them, derives from the instincts of living together to a great extent (Roger, 1970). According to Maslow (1943), except for a few pathological exceptions, all people have a need or desire for a stable and sound self-assessment, self-esteem and others' respect. Sound self-esteem means self-respect based on true capacity, success, and respect of others.

Esteem Needs; there are two kinds of esteem needs. The first is the need to be appreciated and respected by others related to the reputation of a person, such as status, recognition, and appreciation. The other one is the need for self-appreciation and self-esteem, such as self-confidence, independence, success, and talent (Maslow, 1954, Griffin, 2013).
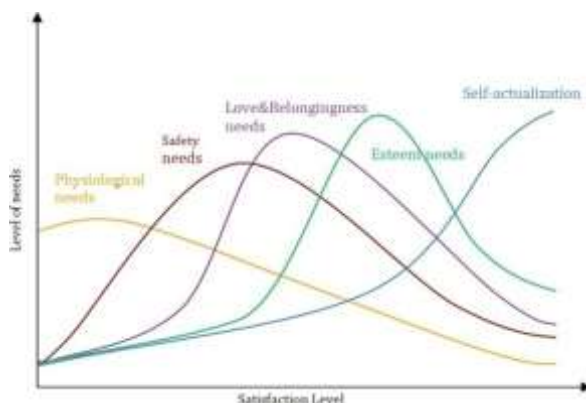

Figure 2. Level of Needs and Satisfaction Level (Hicks, 1975).

Self-Actualization Needs; even though all the needs at the other levels of the hierarchy are satisfied, the person will still feel uneasy and dissatisfied. For this reason, people should behave according to their personal abilities. A musician should engage in music, an artist should engage in art, and an author must write to be happy. A person should be whatever he or she can be (Maslow, 1943). Self-realization is an effort made by an individual to maximize his own capacity, to develop his skills, and to reach the ideal type of person he really wants to be (Kalish, 1973). Since this is a need for improvement, there is no saturation point, and the needs increase in proportion to their rates of satisfaction. Maslow (1943;1954) describes people who realize themselves as individuals with high levels of perception of reality, able to act as they are, solution oriented, having a tendency to be alone because of being self-sufficient, independent, able to be aware of and appreciate the beauties of life, with deep collec-tive sense, democratic, creative, witty, and resistant against stereotypes. According to Maslow (1943; 1954), satisfied needs lose their importance as motivational elements. However, it is not possible to separate the needs with exact boundaries (see fig.2).

It does not need one hundred percent satisfaction to be able to move from a certain need to a higher one (Hodgetts, 2006). People who are satisfied with some upper-level needs may sometimes feel lower level needs. Especially in emergencies such as war, disease, natural disasters, lower level needs may be at the forefront. According to Maslow, while the proportions are not certain, it is enough to satisfy 85% of the physiological needs, 70% of the safety needs, 50% of the love and belongingness needs, 40% of the appreciation and esteem needs and 10% of the self-actualization needs (Maslow, 1954).

Maslow's hierarchy of needs theory has been covered by numerous studies in every field of life until today. McGregor's Theory of X and Y and the theory of Z created by Quchi were created with the effect of Maslow's hierarchy of needs. Theory X and Theory Y are two completely opposite theories and explain the behaviors managers have developed in line with their perceptions about employees. Z theory argues that managers should accurately determine the attitudes of employees according to objective criteria. The most important emphasis in the theory is that needs may vary according to time and situation (Quichi, 1982; McGregor, 2017). In the study by Frei (2004), a categorization about energy politics was performed as is the case with Maslow's classification of needs. In the study, the "Energy policy needs hierarchy" was created based on the energy security, energy costs, environmental problems

and societal acceptance dimensions, and a model has been studied in which the needs that should be met primarily can be determined. While Fallon and Dunne (2015) identified the supportive practices for diabetic lactating women, they studied on the use of the hierarchy of needs to identify women's needs. In the study by Noltemeyer et al. (2012) performed on 390 economically disadvantaged students enrolled in more than 40 schools in the central western state of the USA, the relationship between children's "growth needs" (eg academic achievement) and "deficiency needs" (eg security needs, love/ belongingness needs) has been analyzed. As a result of the study, it has been determined that the most important factors for the achievement outcomes are health and access to dental care (a safety need), and love and belongingness needs have a weak influence on the academic achievement. Hanley and Abell (2002) proposed a new model based on the idea that the person is condemned to individuality for self-actualization in Maslow's personal hierarchy of needs, and that the reflection of relationships on personal development is lacking. With this new model, they propose changes to the hierarchy of Maslow, with which the positive aspects of interpersonal relationships can be taken into account. This new interpersonal self-actualization model emphasizes the importance of relationships for personal development at every stage of psychological development and offers suggestions for parents, family life, and social life, emphasizing interpersonal and environmental interactions.

While there has been a large number of supportive views and studies on the hierarchy of needs that have long been important, the theory has been criticized too. Hanley and Abell (2002) have stated that Maslow's hierarchy of needs has a tendency to the Western thought and that the theory was criticized by the feminist thinkers, existential philosophers, environmentalists, and others. They also criticize that theory is entirely personal development oriented. According to the authors, although Maslow's theory does not completely ignore the relationships, it is lacking in relationships due to the individuality is given particular importance. Maslow, carrying out his studies in the United States in a conservative, utilitarian environment dominated by stressful work and struggle, could not isolate himself from this cultural environment. Especially in this environment that does not include the sense of serving the people and God, feelings such as sacrifice remained in the background in the hierarchy of needs. There are also criticisms and research findings asserting that cultural diversity is decisive in the order of the hierarchy of needs. For example, in a study conducted in China, there is a conclusion that individuals satisfy their belongingness needs before everything, and in a study conducted in Turkey, the need for safety comes before the physiological needs (Varoğlu *et al.,* 2000; Yang, 2003). Frei (2004) argues that Maslow's theory failed to explain the existence of emotions. According to theory, emotions will probably not exist before the lower-level priority needs like health are fulfilled. Eckerman (1968) argues that the need for "consistency", which has not been explicitly addressed in the theory but manifests itself as an important obstacle in changing an individual's behavior, should be added as a last step in the hierarchy. There are also many criticisms that the need-based theories, in particular, Maslow's hierarchy of needs theory, are inadequate in terms of explaining the behaviors in working life (Yang, 2003; Jex, 2008). In a study conducted by Wofford (1971) in the USA, it was found that a high level of motivation was a more effective motivator for employees who were unable to satisfy their low-level needs.

Theoretical framework and Research problems

With this research using the scanning model, it is aimed to determine whether there is a change in the needs of the employees in modern working life depending on many factors such as technology, culture, international approaches, prosperity level and new methods in organization management in the 21st century, and the reasons and direction of the change if any. In this context, Maslow's Hierarchy of Needs Theory, which was focused on the needs of employees and put forward in 1943 as the first theory of motivation, was examined and the order of the needs in this theory was reordered by the employees in various professions and it was searched for answers for the following research problems.

- Has Maslow's Theory of Needs Hierarchy maintained its validity over 21st century employees?
- Does Maslow's Order of Needs Hierarchy apply to all professions?
- Are there factors that force the theory to change in today's modern workforce?

METHODS

The Sampling Frame

The study population is composed of individuals working as "mechanic, lawyer, bank employee, pharmacist, realtor, factory worker, waiter, nurse, accountant, salesman, insurer, sportsmen, private security guard, faculty member, teacher, construction worker and construction equipment operator". Employees who actively work in these occupations and participate in this study comprises the study sample. The study was applied to people working in different lines of work as many groups as possible and providing a random distribution in the sample. Therefore, there is no distinction between private sector and public sector in obtaining research data.

The Sampling Method and Data Collection

Non-probability criterion sampling method was used in the study. All the cities of Turkey were included in the study field. Data were obtained through the one-to-one questionnaire method from the employees in different occupational groups analyzed within the scope of the study. A total of 534 questionnaires were applied to employees in different locations and business lines within the scope of the study, and of these questionnaires, 15 were excluded from the study because they were not suitable for the study and the sampling volume was determined as 519.

Data Analysis Methods

SPSS 20.0 (Statistical Package for Social Sciences) program was used to organize the data while the findings obtained from the study were evaluated. A reliability analysis was performed to determine the reliability of the study data and the sample composed of different professions was subjected to frequency analysis. In addition, the 5-item requirements generated by sorting-type matrix scales using Maslow's Needs Hierarchy and were examined using the GAP Analysis technique. The reference values of needs were determined on the basis of the sample volume of 18 professions and these values were reported in comparison with the requirement values determined for each profession.

RESULTS AND DISCUSSION

As a result of the reliability analysis performed on the data obtained in the study, the reliability coefficient of the 5-category scale was determined to be 0.961 and it was determined that this value and the scale had a high internal consistency. The frequency analysis results of the 18 occupational groups that constitute the sample volume are shown in Table 1, the order of needs analyses performed by GAP Analysis and the analysis results are shown below the table.

When Maslow proposed the Hierarchy of Needs in 1943, he argued that employees exhibit behaviors to satisfy certain needs, that these needs can be classified into five categories within a certain hierarchical order, and that no other higher need can be satisfied without a lower-level need being met. This theory, which Maslow put forward in the 20th century, sheds light on the field of organizational behavior for scientists and pioneered motivation theories called scope theories. In the original theory, the needs of employees are sorted top to bottom as physiological needs, safety needs, love & belongingness needs, esteem needs and self-actualization needs. However, as a result of this study carried out on the 21st century labor force, it was determined that there was a change in the order of needs of employees when all employees were taken into consideration (see fig.3). Accordingly, while the physiological needs were still in the first place in the hierarchy, a significant increase was observed in the esteem needs of the employees and esteem needs ranked number two in the hierarchy of needs and the ranks of other needs remained unchanged.

Another important point following the determination of the order of the hierarchy of needs for the 21st century labor force is to determine if this order differs by occupations. For this purpose, 18 occupational groups have been analyzed separately and the order of needs of all the employees participating in the study and the order of the needs of the occupational groups have been compared. The first professional group analyzed in the study is Mechanics. When the needs of employees in this profession are analyzed, it is seen that there is a high level of increase in the esteem needs and that the need for self-actualization has come before the safety and social needs, and the social needs are at the last place (see fig.4). This difference in the hierarchy of needs compared to the original theory has been actualized by the factors such as the more individual effort in the analyzed occupational groups, distance from the organization, need for individual success for competition, creativity-obligation to find solutions, lack of social environment, and job security. Therefore, it has been determined that the mechanics have designed their needs according to the requirements of the profession, and the order of these needs differs from Maslow's Hierarchy of Needs.

Lawyers are the second group of profession included in this study. When the needs of employees in this profession are analyzed, it is seen that there is a high level of increase in the esteem needs and that the need for self-actualization has come before the safety and social needs, and the social needs are at the last place (see fig.5). The physiological needs are in the first place for lawyers as they are in Maslow's theory. However, the need for safety has lost its importance for this profession. Similarly, the fact that the social needs are in the last place shows that the love and belonging needs of lawyers are minimized in their working lives. This difference in the hierarchy of needs compared to the original theory is due to the factors such as lacking of group work depending on the work environment of one or two persons in the occupational group analyzed, the need for individual effort for the performance of the occupation, being a profession valued in the society, increasing recognition of important achievements and branding possibilities, and job security. Thus, it has been determined that the lawyers' order of needs differs from Maslow's Hierarchy of Needs, while their self-actualization needs are predominantly high and social needs are predominantly low.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Sex	Male	100%	86.7%	48.9%	37.2%	69.0%	82.2%	66.7%	6.7%	100%	100%	93.3%	86.7%	73.3%	35.6%	35.6%	29.8%	73.3%	100%
	Female	-	13.3%	51.1%	62.8%	31.0%	17.8%	33.3%	93.3%	-	-	6.7%	13.3%	26.7%	64.4%	64.4%	70.2%	26.7%	-
Age	Under 21 years	21.4%	-	-	-	2.4%	4.4%	23.3%	20.0%	-	3.2%	-	6.7%	-	-	-	2.1%	13.3%	60.0%
	21-30	28.6%	6.7%	44.4%	7.0%	45.2%	35.6%	53.3%	40.0%	10.0%	51.6%	20.0%	46.7%	-	50.8%	50.8%	53.2%	40.0%	40.0%
	31-40	28.6%	40.0%	46.7%	25.6%	28.6%	28.9%	10.0%	40.0%	46.7%	19.4%	26.7%	33.3%	53.3%	25.4%	25.4%	34.0%	20.0%	-
	41-50	21.4%	33.3%	8.9%	20.9%	19.0%	31.1%	13.3%		43.3%	19.4%	20.0%	13.3%	33.3%	15.3%	15.3%	10.6%	6.7%	-
	51-60	-	20.0%	-	23.3%	4.8%	-	-	-	-	6.5%	33.3%	-	13.3%	8.5%	8.5%	-	13.3%	-
	Over 60 years	-	-	-	23.3%	-	-	-	-	-	-	-	-	-	50.8%	-	-	6.7%	-
Marital Status	Married	64.3%	40.0%	64.4%	86.0%	45.2%	57.8%	33.3%	53.3%	90.0%	51.6%	86.7%	53.3%	93.3%	54.2%	54.2%	48.9%	46.7%	6.7%
	Single	35.7%	60%	35.6%	14.0%	54.8%	42.2%	66.7%	46.7%	10.0%	48.4%	13.3%	46.7%	6.7%	45.8%	45.8%	51.1%	53.3%	93.3%
Level of Education	Primary education	71.4%	-	-	-	2.4%	26.7%	36.7%	-	100%	32.3%	26.7%	-	-	-	-	8.5%	6.7%	-
	High school	28.6%	-	6.7%	-	50.0%	51.1%	43.3%	40.0%	-	48.4%	60.0%	-	-	1.7%	1.7%	57.4%	66.7%	6.7%
	Associate	-	-	2.2%	-	33.3%	11.1%	20.0%	13.3%	-	6.5%	6.7%	33.3%	-	5.1%	5.1%	27.7%	26.7%	13.3%
	Undergraduate	-	33.3%	82.2%	46.5%	14.3%	6.7%	-	46.7%	-	12.9%	6.7%	60.0%	-	76.3%	76.3%	6.4%	-	66.7%
	Post Graduate	-	53.3%	8.9%	51.2%	-	4.4%	-	-	-	-	-	6.7%	-	16.9%	16.9%	-	-	13.3%
	Doctorate	-	13.3%	-	2.3%	-	-	-	-	-	-	-	-	100%	-	-	-	-	-
Level of Monthly Income	Less than 285 $	7.1%	-	-	-	4.8%	6.7%	-	-	-	3.2%	6.7%	20.0%	-	3.4%	3.4%	34.0%	33.3%	66.7%
	286 - 570 $	21.4%	-	44.4%	2.3%	42.9%	62.2%	43.3%	60.0%	100%	41.9%	20.0%	73.3%	-	13.6%	13.6%	55.3%	33.3%	26.7%
	571 - 855 $	35.7%	6.7%	31.1%	18.6%	26.2%	8.9%	3.3%	33.3%	-	45.2%	13.3%	6.7%	-	61.0%	61.0%	6.4%	20.0%	6.7%
	856 - 1140 $	14.3%	6.7%	24.4%	37.2%	19.0%	15.6%	-	6.7%	-	-	6.7%	-	33.3%	22.0%	22.0%	2.1%	6.7%	-
	1141 - 1425 $	21.4%	86.7%	-	7.0%	2.4%	6.7%	-	-	-	9.7%	20.0%	-	13.3%	-	-	2.1%	-	-
	1426 $ and over	-	-	-	34.9%	4.8%	-	-	-	-	-	33.3%	-	53.3%	-	-	-	-	6.7%

Table 1. Demographic Information of the Study Sample on Professional Basis (N = 519).

Auto Repairs	**10.** Construction Equipment Operator
Lawyer	**11.** Business Manager
Bank Employe	**12.** Accountant
Pharmaceutists	**13.** Faculty Members
Realtor	**14.** Teacher
Factory Worker	**15.** Private Security Guard
Waitstaffs	**16.** Sales Representatives
Nurse	**17.** Insurer
Construction Staff	**18.** Sporter

Bank employees are the third occupational group included in this study. The order of needs of this occupational group is seen to be identical with Maslow's hierarchy of needs (see fig.6). Unlike lawyers and car mechanics, bank employees face factors such as group work, partial job security, need for esteem due to direct and intensive communication with people, career need, adaptation to an organizational atmosphere and belonging need. Because of these factors, employees rank their needs according to the order defended by Maslow in his theory. Therefore, it has been determined that the bank employees have designed their needs according to the requirements of the profession and that their order of needs is directly in line with Maslow's Needs Hierarchy.
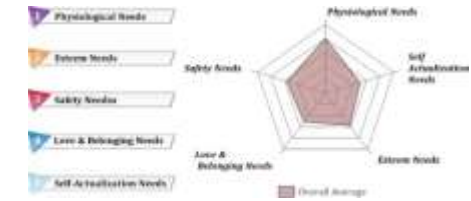
Figure 3. The Hierarchy of Needs of Employees in the Modern Business World.
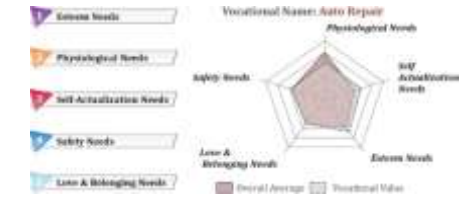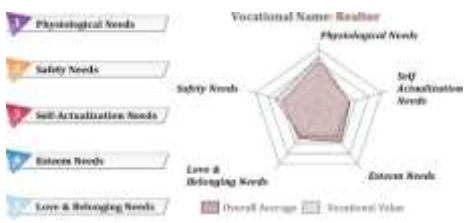

Figure 4. Hierarchy of Needs of Auto Repairs and the GAP Analysis.
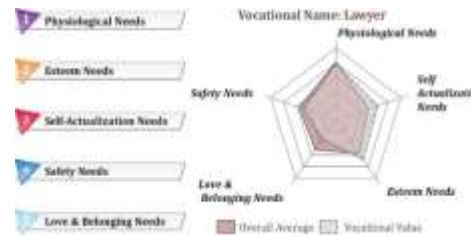
Figure 5. Hierarchy of Needs of Lawyers and the GAP Analysis.
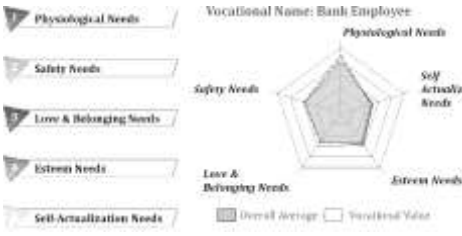
Figure 6. Hierarchy of Needs of Bank Employees and the GAP Analysis.

Pharmaceutists are the fourth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that there is a high level of increase in the need for esteem, and self-actualization need and social needs are in accordance with the theory (see fig.7). However, in this occupational group, the need for safety has lost its importance and has fallen to rank 4 in the order. This difference in the hierarchy of needs compared to the original theory is mainly due to the difficulty of receiving pharmacy education, the status of the profession in the society, job security of the profession, earning guarantee and people's intense positive perceptions towards the profession. Therefore, it was determined that the pharmacist designed their needs according to the requirements of their profession, the order of these needs partly differed from Maslow's Hierarchy of Needs, and the need for self-actualization was much lower and the social needs were higher than the general average.

Realtors are the fifth group of professionals included in this study. When the needs of employees in this occupational group are examined, it is seen that there is a high level of increase in the need for self-actualization and that social needs lost their importance and took the last place (see fig.8). This difference in the hierarchy of needs compared to the original theory was due to the factors such as competition in the real estate sector, the importance of personal sales, individual effort requirements, income dependent to direct sales, the impact of success on branding, limited organizational atmosphere and focus on individuals rather than socializing. It was therefore determined that realtors designed their needs according to the requirements of the profession and that the order of these needs was partly different from Maslow's Hierarchy of Needs. In addition, when compared to general average, it was determined that the realtors' need for safety increased predomi-nantly, and the need for esteem was much lower than the general average.

Factory workers are the sixth group of professionals included in this study. The order of needs of this occupational group is seen to be identical with Maslow's hierarchy of needs (see fig.9). Unlike many other professions, factory workers are faced with many factors such as more group work, low job security, low wage level, motivational need, and need for belonging to an organization. These factors, therefore, determine the needs of the employees according to the order argued by Maslow. Moreover, as seen in the GAP analysis, the safety needs of factory workers are much higher than the general average. Thus, it is seen that the factory workers rank their needs according to the nature of their works, and the

ordering of these needs is directly related to Maslow's Needs Hierarchy.

Waitstaffs are the seventh group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that there is a high level of increase in the need for esteem, the need for self-actualization is one step regressed and the social needs lost their importance and took the last place (see fig.10). This difference in the hierarchy of needs compared to the original theory was due to factors such as the performance of the waitering in the service sector, the need for intensive communication with the people, the lack of respect for the profession by some customers and accompanying maltreatment, low income, and low job security. Also, the fact that the social needs take the last place attracts attention. Hence, it has been determined that employees who serve as waiters in the service sector rearrange their needs according to the occupation and the organizational atmosphere, and the order of these needs differs from that of Maslow's Needs Hierarchy.
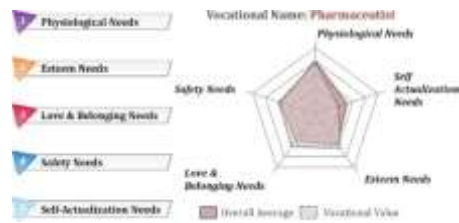
Figure 7. Hierarchy of Needs of Pharmaceutists and the GAP Analysis.

Figure 8. Hierarchy of Needs of Realtors and the GAP Analysis.
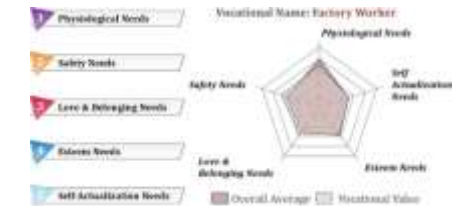
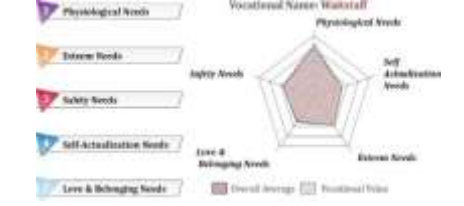**Figure 9.** Hierarchy of Needs of Factory Workers and the GAP Analysis.

Figure 10. Hierarchy of Needs of Waitstaffs and the GAP Analysis.

Nurses are the eighth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the need for esteem is in the first place with a high level of increase, the necessity of self-actualization is one step behind and the social needs are at the end losing importance (see fig.11). This difference in the hierarchy of needs compared to the original theory is based on factors such as nurses to enter into an intensive dialogue with patients in the offering of health services, to be subject to occasional verbal or physical violence by the patient or his/her relatives, and stay in the background compared to doctors in the offering of health services. As seen in the GAP analysis, these factors have significantly influenced the needs and need densities of nurses. The need for esteem and safety of nurses is well above the general average. Therefore, it has been determined that the nurses working in health services line up their needs according to occupational conditions and the ordering of these needs differs from Maslow's Hierarchy of Needs.

Construction workers are the ninth group of professionals included in this study. When the needs of the workers in the construction sector are examined, it is seen that physiological and safety needs are in the first two ranks but the need of self-actualization rises in the third place and that the need for esteem is at the end losing importance (see fig.12). This difference in the hierarchy of needs compared to the original theory, depending on the fact that the studied sector is the construction sector, is due to the low level of income, low job security, high quality and high success needs due to high competition, partly eliminating social needs depending on the number of employees, the fact that the profession does not require direct communication with people due to unilateral performance of the job. Moreover, when the GAP Analysis for these employees is examined, it is seen that the physiological needs and safety needs of the construction workers are more dominant than the general average, and the work done in this dominance is temporary and not long term. Therefore, workers in the construction sector reorder their needs according to their profession and the job atmosphere they are working in. Hence, it has been determined that the order of needs of construction workers differs from Maslow's Hierarchy of Needs.

Construction equipment operators are the tenth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the need for safety is very high and

therefore it is in the first place, the need for self-actualization has risen one step, and the need for esteem is at the end losing importance (see fig.13). This difference in the hierarchy of needs compared to the original theory is due to factors such as risk of the job performed, ability requirement, low job security, low continuity of work, low career opportunity in the profession, the fact that success in profession does not give status to employee but the profession requires success in order to satisfy the physiological needs and does not require direct communication with people due to being performed unilaterally. When the GAP Analysis for these employees is examined, it is seen that the safety need and the social needs are more dominant than the general average, and the work performed to be risky and employees to be away from their social environments influence this dominance. Hence, it has been determined that the construction equipment operators have designed their needs according to the requirements of their profession, and the order of these needs differs from Maslow's Hierarchy of Needs.

Business Managers are the eleventh group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the needs for esteem and self-actualization are high, the need for safety is at the fourth place, and the social needs at the end losing importance (see fig.14). This difference in the hierarchy of needs compared to the original theory is due to the fact that competition in the business world requires high achievement and ambition, the sense of belonging of managers, the managers' desire to prove themselves, the attempt to adopt leadership style by making a difference in management, and the desire to be respected and valued while performing all these things. This situation can also be seen in the GAP analysis carried out. Therefore, it has been determined that business managers have designed their needs according to occupational needs and career positions and that the order of these needs differs from Maslow's Hierarchy of Needs.
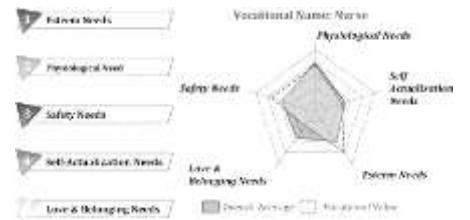

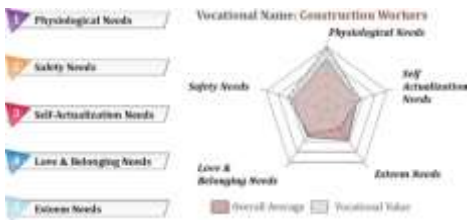**Figure 11.** Hierarchy of Needs of Nurses and the GAP Analysis.

Figure 12. Hierarchy of Needs of Construction Workers and the GAP Analysis.
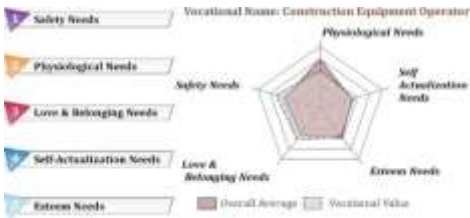

Figure 13. Hierarchy of Needs of Construction Equipment Operators and the GAP Analysis.
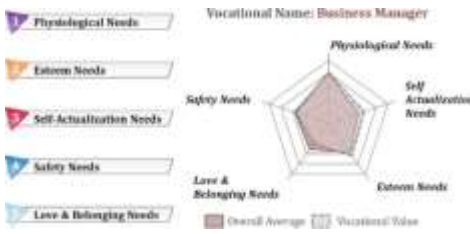

Figure 14. Hierarchy of Needs of Business Managers and the GAP Analysis.

Accountants are the twelfth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that physiological needs are in the first place, and each social needs, esteem need and self-actualization need increased one step, and the safety need is at the end losing importance (see fig.15). This difference in the hierarchy of needs compared to the original theory is due to the fact that accountants generally have their own workplace and accordingly, there is a situation such as low job insecurity, the employees are away from social life in a closed office environment, they cannot find the desired esteem in society as a profession, and the need for successful completion of their work in a perfect way to continue their job. When the GAP analysis is examined, it is seen that the safety needs of the accountants are very low and their social needs are high compared to the general average. Thus, it has been determined that accountants have designed their needs according to professional working conditions and occupational requirements and the order of these needs differs from that of Maslow's Hierarchy of Needs.

Faculty Members are the thirteenth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the physiological needs are in the first place, the safety needs and social needs are kept their places, the need for self-actualization has increased and risen one step, and the need for esteem is at the end (see fig.16). Compared to the original theory,

this difference is explained by the high respectability of the faculty members in the society and the fact that social communication already exists. In this profession, the expectation of the society in terms of productivity is high and this expectation increases the need for success. According to the GAP analysis, the esteem need of the faculty members is very low compared to the general average. Hence, it has been determined that the faculty has designed their needs according to the professional working conditions and the occupational requirements, and that the order of these needs is partly different from that of Maslow's Hierarchy of Needs.

Teachers are the fourteenth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the physiological needs are in the first place, the safety need kept its place, the esteem need increased and climbed up one step and the social needs decreased and descended one step (see fig.17). Compared to the original theory, this difference is due to factors such as the fact that teachers have a moderate level of income, frequent dialogue with pupils and their parents, and a reduction in respect for the educators due to a change and erosion in the cultural structure. According to the GAP analysis, the security needs of the teachers show a predominant increase compared to the general average and the need for self-actualization is quite below the general average. In the teaching profession, the reason for this is that the profession has limited opportunities for career development, the need for routine functioning and creativity is low. Therefore, it has been determined that the teachers have designed their needs according to the professional working conditions and the attitudes required by the profession, and the order of these needs differs from Maslow's Hierarchy of Needs.

Private security guards are the fifteenth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the physiological needs are in the first place, the safety need kept its place, the esteem need increased and climbed up one step and the social needs decreased and regressed one step (see fig.18). Compared to the original theory, this difference arises from reasons such as the fact that private security guards have a moderate level of income, disruption in the public perception because of not being a part of official security forces, negative attitudes towards security personnel, and lack of qualified success in the profession. According to the GAP analysis, the need for self-actualization of private security guards is quite below the general average. Therefore, it has been determined that the private security guards have designed their needs according to the requirements of the occupation and that the order of these needs differs from that of Maslow's Hierarchy of Needs.
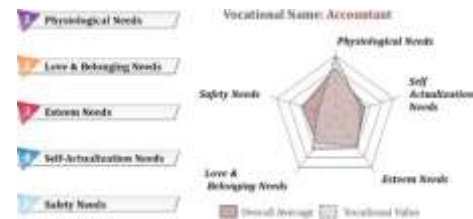
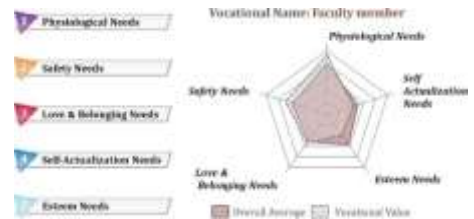**Figure 15.** Hierarchy of Needs of Accountants and the GAP Analysis.

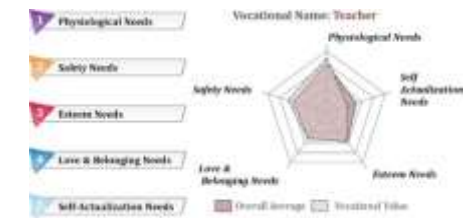**Figure 16.** Hierarchy of Needs of Faculty Members and the GAP Analysis.

Figure 17. Hierarchy of Needs of Teachers and the GAP Analysis.
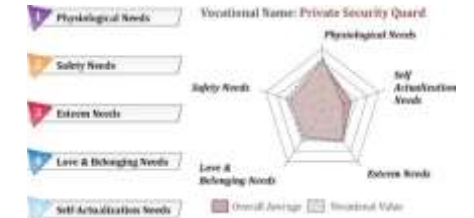
Figure 18. Hierarchy of Needs of Private Security Quards and the GAP Analysis.

Sales representatives are the sixteenth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the physiological needs are in the first place, the needs of esteem and self-actualization increased predominantly, and the social needs are at the end losing importance (see fig.19). Compared to the original theory, this difference arises from reasons such as the intensive socialization of the sales representatives, the obligation of achievement to ensure continuity and do a career in the profession, the negative attitude of customers and the desire to

be respected for their efforts. According to the GAP analysis, the esteem and self-actualization needs of sales representatives are higher than the general average. Therefore, it has been determined that the sales representatives have designed their needs according to the working conditions of the service sector and the needs of the profession, and the order of these needs differs from Maslow's Hierarchy of Needs.

Insurers are the seventeenth group of professionals included in this study. When the needs of employees in this profession are examined, it is seen that the physiological needs are in the first place, the need for self-actualization has risen to the second place with a dominant increase and the safety need is at the last place (see fig.20). Compared to the original theory, this difference arises from reasons such as the fact that life insurance is one of the unsought products, insurance business to require personal effort and labor, regular salary as well as the application of the premium system, and especially the need for superior performance for the career. According to the GAP analysis, the need for self-actualization of insurers is higher than the general average. Therefore, it has been determined that insurers have designed their needs according to the requirements of service marketing and working conditions, and the order of these needs differs from Maslow's Hierarchy of Needs.

Sporters are the eighteenth group of professionals included in this study. When the needs of these people who carry out sports as a profession are examined, it is seen that the need for esteem is very high and therefore it is in the first place; in the second place is the need for self-actualization, and the social needs decreased and the safety need is at the last place (see fig.21). This difference in the hierarchy of needs compared to the original theory arises from the fact that the majority of people regard sports as a natural activity and therefore are not interested in many branches of sports, sportsmens not to have the necessary support and reputation, the need to achieve success in competition with other athletes in sports, and the drive to meet the expectations such as breaking the records in their fields at national or international arena. According to the GAP analysis, the sportsmens' esteem and self-actualization needs are much higher than the general average. Therefore, it has been determined that the sportsmens reorder their needs according to the requirements of their profession, and the order of these needs differs from Maslow's Hierarchy of Needs.
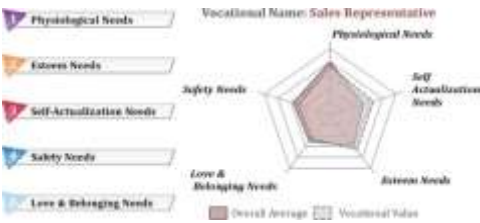

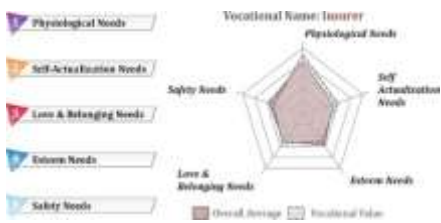**Figure 19.** Hierarchy of Needs of Sales Representatives and the GAP Analysis.

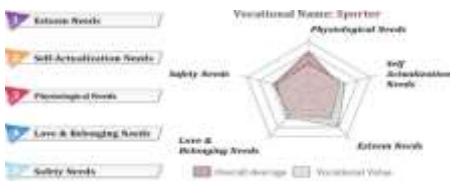**Figure 20.** Hierarchy of Needs of Insurers and the GAP Analysis.

Figure 21. Hierarchy of Needs of Sporters and the GAP Analysis.

CONCLUSION: SUMMARY OF FINDINGS

With this chapter it was aimed to test the Hierarchy of Needs Theory, argued by Abraham Maslow in 1943, in terms of organization employees and the working conditions of organizations in the 21st century, to research on the basis of 18 different occupations and to determine the needs of employees in different occupational groups according to the Hierarchy of Needs Theory, and to compare the needs of employees in different occupational groups and to determine and interpret the differences between them if any. In line with this purpose, a study was carried out on 519 employees who work as mechanic, lawyer, bank employee, pharmacist, realtor, factory worker, waiter, nurse, accountant, salesman, insurer, sportsman, private security officer, faculty member, teacher, construction worker, business manager and construction equipment operator by using the non-probability criterion sampling method and the data obtained were subjected to the reliability and frequency analyses with the SPSS program. The 5-item requirements generated by sorting-type matrix scales were examined using the GAP Analysis

technique. As a result of these analyses, it was determined that the order of needs of employees working in 16 of the 18 occupational groups were different than that was argued by Maslow in the Hierarchy of Needs, and the orders of needs of bank employees and factory workers were accordant with the original theory. When the need orders of needs of the 519 employees in the sample are examined in an integrated manner without any occupational discrimination, it has been determined in the modern workforce that the esteem need predominates, and this need comes before the need for safety and social needs, thus rising to the second rank after physiological needs in the hierarchy. This change was considered as an effect of increased socialization due to internet and technological developments in the 21st century, legal security and parallel to these, the employment of Y generation workers in business life. In conclusion, the theory that Maslow put forward in the 20th century has been tested with the data obtained from 21st century workers, and it has been determined that the theses about that the order of needs argued by the theory didn't change and that the upper-level needs would not be satisfied unless the lower level needs are satisfied are not valid in our day. In addition, it was determined that the theory was not valid in 88% of the occupational groups studied and significant differences were found in the orders of needs compared to the theory when the employees were evaluated on the professional basis.

SOLUTIONS AND RECOMMENDATIONS

Considering its triggering power on the employees, it is natural for the motivation to have a large place in the literature as a management tool that should be applied by all organizational managers. However, it is necessary to test, renew and develop the theories designed for human, whose nature is to change. Maslow has also extended his five-step model in favor of cognitive and aesthetic needs and excellence in the following years, in a manner that is intentional to the theories and criticisms that he has developed. Maslow has also extended his five-step model in favor of cognitive and aesthetic and superiority needs in the following years based on the criticisms against and lackings of his theory. Cognitive needs (curiosity, discovery, need for understanding, etc.) were placed as the step 5, and aesthetic needs (beauty, balance, shape, etc.) are placed as the step 6 among the esteem and self-actualization needs. After the need for self-actualization in step 7, the transcendence needs were described as helping others to realize themselves take place in step 8 (McLeod, 2016). Koltko-Rivera (2006) named this last step as "self-transcendence" and stated that it includes the state of overcoming one's own/needs, in which the personal interests are not considered. While the categories that are newly introduced to the Needs Theory further detail needs, they made the use of the theory difficult in terms of organizations. In addition, one of the most important criticisms, the "order of fixed needs", has continued to be defended in the developed theory. However, this study, which tested Maslow's theory of needs, prepared in the 20th century and widely accepted in the literature, on the 21st century labor force, has shown that a person is a non-static living being exhibiting independent attitudes in different situations and at different times. Although Maslow's theory classifies the needs in detail, it is once again supported by this study that the weakest point of the theory is the assumption that "*the order of needs cannot change*". When the needs of today's workforce are measured without professional classification, it has been determined that the need for esteem is much more prominent in the 21st century, and this does not conform to the hypothesis of theory. Another problem is that although the theory tends to motivate occupations in the working life, it assumes that the organization atmosphere is the same in all organizations. However, as seen in this study, the profession of the employees is a very important factor for the intensity and the order of their needs. Contrary to Maslow's theory, it has been determined that employees in 16 different occupations rank their needs according to various factors such as the occupation and returns of the occupation and social structure associated with the occupation, social perception, and the status of the occupation. Therefore, scientists should avoid using chronic repetitive studies on motivation and use human-oriented perspectives in their researches. It should be remembered that a theory is not a law, but is testable and developable. Organizational managers should be very familiar with the characteristics and requirements of the profession group they are in charge, and instead of applying direct motivation factors, they should analyze the employees, measure their levels of need and develop the necessary strategies accordingly.

LIMITATIONS OF THE STUDY AND FUTURE RESEARCH DIRECTIONS

The study was carried out depending on the following assumptions and constraints;
• Employees participating in the study were supposed to answer the questions directed to them in a way that reflects the truth.
• Employees participating in the study were supposed to be objective when ordering their needs.
• It was supposed that both personal and environmental factors influenced the order of needs of the employees included in the study.

• The study could be applied to 18 occupational groups because of limited time and data access.

• The study could be performed on people in the Turkish working culture because of limited access.

• In the study, only male employees could be reached in some occupations and this restricted the participation of different sexes to the analyses in such occupations.

In future studies on Maslow's Hierarchy of Needs Theory, it is recommended to pay attention to the selection of the sample, to carry out the study with a wide participation from different occupational groups at different locations, to conduct the relevant research in a descriptive manner by face-to-face survey method, and to provide a preliminary training to the sample group if possible. Motivation is an essential factor for efficiency and performance in organizations. Hence, improvements and the best practices to motivate employees need to be researched by the organization's management. For this, it is necessary to develop the past theories about motivation and test their validity of in the modern labor force. From this point of view, it is necessary to focus on the differences between the theories, test their validities on the basis of occupations as much as possible, develop managerial attitudes knowing that the organizational atmosphere is influential on the motivation needs of employees, and observe cultural differences in studies on motivation. In addition, it is very important to analyze the organizational behavior concepts such as social loafing, emotional intelligence, organizational deviation, burnout, organizational alienation, employee empowerment, workplace friendship, cynicism, glass ceiling syndrome, work-family conflict, organizational support perception, organizational culture, organizational citizenship behavior, career anchor, leadership style, job satisfaction, stress, and organizational change by associating them with motivation theories in terms of statistical efficiency and the literature.

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