

## **NEED-GOAL INTEGRATION AND ORGANISATIONAL TYPES; IMPLICATION FOR INDUSTRIAL RELATIONS**

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### **Abstract**

Organisations are essentially need fulfilling agents. The locus of power in the organisation determines the type as well as the varieties of needs that are met and the types of goals that are set by the organisation. The need-goal integration hypothesis presupposes six organisational types: The traditional management oriented organisation (MOO), Owner oriented organisation (OOO) prevalent among small scale businesses and sole proprietorship, Employee oriented organisation (EOO), Management-Employee oriented organisation (MEOO), Customer oriented organisation (COO), and Ideal oriented organisation (IOO).

The implication of an ideal oriented organisation, wide and implicit as it may be, have not been much appraised, much less researched. Focus has narrowed, invariably on fulfillment of only a segment of needs depending on where the pendulum of power swings in the organisation. The forces within the organisation, in most instances, are necessarily centripetal and centrifugal. It takes a balance, albeit delicate and dynamic, amongst the forces in operation to realize the overall potentials - the need fulfilling capacity - of most organisations. The Nigerian organisations as they evolve an ideal oriented approach to management and motivation of the work force need the delicate balance. This theoretical postulation obviously need empirical support which future preoccupations, criticisms and reviews should be focused. Also concepts such as power distance, locus of power will be further explored.

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**Keywords:** Need-Goal Hypothesis, Organisational Types, Need Constellation, Need-Goal Integration, Power distance, Locus of power

## Introduction

Studies have shown that the brain and other organs of the body, at the center of all automatic and deliberate reactions, respond to disruption of homeostasis in the body (Kosslyn and Rosenberg, 2001). For instance, the liver and other part of the digestive system controls hunger while the hypothalamus is associated with eating, drinking, and regulation of body temperature. Thus, motivation has, physiological social, and cognitive bases. Equally, motivation exists at both individual and group level. Morale is the term specifically used for group motivation.

Motivation is a fairly difficult concept to define or analyse (Gibson, Ivancevich and Donnelly, 1997). Kanter (1990) defined motivation as the direction of behaviour in organizations, while Maslow (1954) and Jones (1957) sees it as the initiation, persistence, and stopping of behaviour in general, other definitions have talked about the strength of an action (stimuli) and the response (e.g. effort), Vroom (1964).

There are many theories of motivation. These fall into two main classifications; the *content* theories (Maslow, 1943; Herzberg, 1966, Alderfer, 1969; and McClelland, 1950) and the *process* theories (Adams, 1965; Georgopolous, Mahoney and Jones, 1957, Vroom, 1964 and Jacques, 1961). While the content theories are focused on factors within or without the individual that starts, energizes, directs, sustains and stop a behavior, the process theories are concerned with description and analysis of how behaviour is initiated, energized, directed, sustained and stopped. The factor that explains behaviour may be extrinsic or intrinsic to the individuals or group of individuals.

Theories and definition of motivation indicate that; (1) there is a *force* or *motive* behind all behaviour. Indeed Freud (1910) in his theory of unconscious motivation posits that, every behaviour is caused whether normal or abnormal; every behaviour has its etiology (2) Most behaviour, if not all, is motivated (3) that behaviours occur in specific direction, and (4) behaviour results from events and processes that are internal or external to the individual.

In management circle, the ultimate challenge is how to improve on present level of performance. The key questions therefore appear to be how do we get people to produce more? What factors will lead to greater commitment to work, and at what cost to management, workers and other stake holders can these factors be put in place? Also important is the assumed link between satisfaction and productivity (Herzberg, 1966). *Productivity in modern day is not just about quantity of pins or tablets of soap produced, but about overall act or actions of the employee that can be construed as addition to value.* This cuts across physiological, cognitive, emotional and behavioural patterns that target general or

specific organizational criteria for performance. A flash of idea, which later revolutionises the production process and multiplies output is of greater value than mere application of raw skill or sporadic outburst of energy of an employee, which make him produce beyond standard. These by themselves are of great concern to the motivational theorists as he/she could seek for newer way to translate raw skill to systematic procedure, that is, make consistent such occasional act of incidental performance.

### **Aim and objective**

So far motivation theorists according to (Jayeoba and Lawal, 2009) appear to have neglected what appears to be very obvious from as far back as the “relay room” of Mayo and colleagues’ classical Hawthorne studies of the work place; man as an all-rounded organism! The experiments were aimed at exercising control over many variables that could have influence on workers performance. Such factors like, lighting, room design, rest pauses, pay rates etc, were investigated (Blum and Naylor, 2001). There was evident increase in output at every phase of the experiment that cannot be clearly explained in terms of variables under study. Clearly, motivation, it was observed, went beyond improved internal condition, shorter hours of work, incentive plan or method of supervision. The social dimension of work was equally important. Today, such terminologies as job satisfaction, job commitment, organizational climate, and leadership are proofs that *moving* people to work is beyond simple conceptions like content and process of work. Obviously, motive for action cannot just be about a set of needs as content theorists assured, nor can it be only about a set of goals. There is a meeting as well as melting point. Man does not merely respond to the environment (heat, hunger, danger etc). He responds by what he knows, perceives and interprets of the stimuli emanating from the environment. His reaction is a summarization of biological, cognitive and emotional experiences, moderated by approved or learned reactions of self and others.

This has led to *a broader conception of processes leading to human behaviour. It is from these points of view that a fresh look at motivation becomes necessary.* Given what we know of motivation as a management concept, one can lament that we know so much-going by existing volume (almost a jungle) of literature about motivation, but little of how to motivate! The average modern manager is, perhaps, still as confused today on how to motivate his subordinates as his older colleagues were fifty years ago. How to motivate is as much a management conundrum today as it was in Taylor’s time. This may likely be because of either incorrect or less than holistic approaches to the subject matter of motivation.

However, there are at least a few facts that can be said to be common to all men as far as the content and process of motivation is concerned.

1. The motivation process: That is needs → drive → goal attainment is universal in all men.
2. Work motivation in whatever culture can be broken down to content (arouser, energizer or initiator of behaviour) and process (how employers' behaviour is initiated, redirected or terminated).

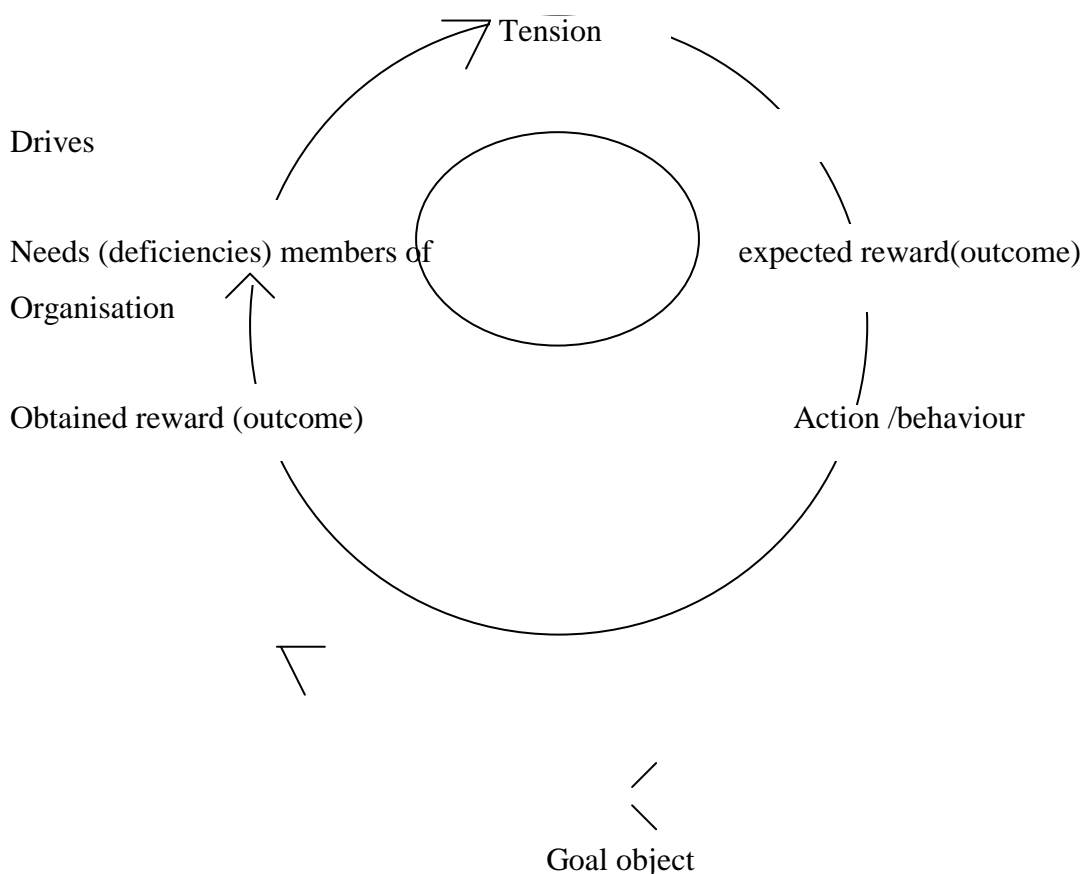
The first part of this paper had as its main purpose an attempt at holistic conception of motivation in a **Need-Goal Integrātion hypothesis** (Jayeoba and Lawal, 2009). The present paper seeks to underscore the implication of managing the so identified constellation of needs within the structural contexts of different organisational types and the prevalent balance of power existing in the organisation.

**Redefining Motivation:** To bring about, conceptually, the dynamic interaction between needs and goals, motivation was conceived as encompassing three key elements.

1. Needs-Maslow (1954), Herzberg (1966)
2. Drives-Maslow (1943) and
3. Goals-Vroom (1964), Georgopolous, Mahoney and Jones (1957)

These interact in a dynamic manner to produce a continuous cycle of needs (Eze, 1995) that creates the tension that drives behaviour towards goals and fulfillment of needs (as opposed to the static, hierarchical order of Maslow). When Economists assert that human wants are insatiable, they simply recognize that want (of which pressing / potent form are needs) cannot be totally eliminated. One need goes and comes back another time (or presents itself in another form) like need for a good meal of rice and stew (if partially satisfied) coming back as need for fried rice, or the need is replaced by more pressing (prepotent) ones (Maslow, 1943). The figure below best represents the processes (mainly psychological) involved in motivation, whether of workers as individual or group or of management, owners of business and society.

Fig. 1



*\*This cycle represents the motivational processes of members of organization as well as others who could meet their needs from the goals/reward of organization, e.g., management, union, owners of business, society etc.*

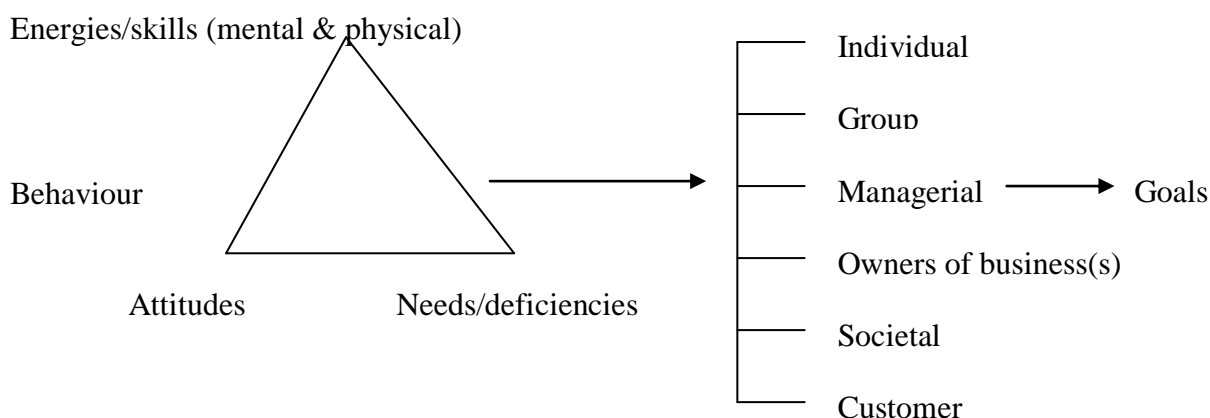
Source: Jayeoba (2009)

In the light of the above, **what is motivation?** Motivation is actually about how to attain set goals and objectives. Thus, it is useful to define it *as the process involved in integration of needs, energies (mental and physical), emotions, attitudes and behaviour of a people, bearing in mind environmental variables, to achieve well-defined goals.* Needs as well as goals exist at individual, organizational and societal levels. *Motivation is about how people behave towards goal objects.* For clearer conceptual insight, one may sample the behaviour (or simply attitude) of people towards the goals and objectives set by the organization, and then one has an idea of how motivated they are. The goal object is of primary importance in every discussion of motivation. Vroom (1964) had written about the goal element vis-à-vis the valence of such goals. Figure 2 thus gives a conceptual framework for understanding human motivation.

**Needs and Goals in the Work place.**The motivational cycle is pivoted by two key elements, the *needs* and the *goals*. Georgopoulos, Mahoney and Jones (1957) had said that behaviour is a function of needs, expectations and situations. According to them, productive behaviour is determined by the interaction of both facilitating and inhibiting forces in the individual and the environment. More specifically, they spoke of behaviour as a function of path-goal perception, level of need and level of freedom (i.e. how facilitating or inhibiting the environment of work is). Another dimension identified by them is social-psychological variables such as groups (formal and informal) at work. The implications of this view are many and call for deeper look at need and goal complements of workplaces.

The figure below offers a way of looking at what can be described as *constellation of needs and goals at work*.

Fig. 2: Constellation of needs and goals at workplace or organisation.



Source: Jayeoba and Lawal (2009)

There exists in every work place or organizations a constellation of needs as well as goals. This is because, structure, process and equipment aside, the workplace is to fulfill, the dream and aspirations of man. That is, to satisfy the needs of its members. That the needs and goals are often conflicting as well as competing, though an important issue, is not of primary consideration here. There are, happily, time-tested principles in the Industrial Relations literature to harmonize these conflicting and competing needs in such a way that they do not constitute major demotivating factors (Dunlop, 1947, Flanders, 1968 Clegg, 1960, and Chamberlain, 1951). Suffice here is to state that situation of workplaces and organizations vary in terms of competitiveness and conflicting nature of goals.

**Needs.** There are needs and goals. Needs are usually the starting points for motivation theories and they are often linked with the concept of homeostasis, i.e. physiological equilibrium of organisms. Homeostasis refers to the body's automatic effort to maintain a constant, normal state of the blood stream (Maslow, 1943). The body has an automatic process of regulating the water, sugar, salt, protein, fat, calcium, and oxygen content of the body, so also is the acid-base balance, hormones, vitamins and even temperature of the body. While all physiological needs, according to Maslow (e.g. sexual desire, sleeping, maternal behaviour), cannot be said to constitute homeostatic needs, some sensory pleasures like tastes, smells, stroking, tickling, massaging, which though non-homeostatic, but yet physiological in nature, may become the goals of motivated behaviour. He also noted that consumatory behaviour, which is aimed at restoring physiological balance, could serve as channel for meeting other needs.

Gibson, Ivancevich and Donnelly (1997) simply define a need as a deficiency or lack of something of value that an individual experiences at a particular point in time. Thus, while homeostatic conception of needs as a situation of imbalance (causing tension and craving for restoration of balance) can assist in knowing how needs get behaviours started, needs, it is observed, are not localized in only the physiological state of life as Maslow's work has shown. A need may be physiological (e.g. food, water, sex), psychological (self-esteem), sociological (a need for interaction with others), or emotional (a need for love), or cognitive (need for intellectual stimulation, creativity and problem solving).

That these needs exist in individuals and groups at work is a fact. The needs as deficiencies or lack in individuals (i) create dis-equilibrium or imbalance in them and (ii) compel them to behave in such a way as to restore equilibrium.

A motive or motives for behaviour is (are) established there from. The individual, being rational and having stock of both physical and mental energies *acts* in such a way as to (i) erase the source of imbalance (ii) sustain a situation of consistent equilibrium and where removal, in absolute term, of the source of imbalance is impossible or only partially attainable, individuals (iii) adjust to situation through a process already discussed by Adams (1965) in his equity theory.

In general, the extent of action is moderated by how (i) he perceives objects in the environment of work (goal objects) as capable of eliminating felt needs (ii) The path(s) available towards attaining the goals, i.e., what behaviour is desirable (or in practice tangential) towards attaining the goals (Georgopolous, et al 1964). His perception and or his action can be gauged as a summary of attitudes - which have cognitive, emotional and

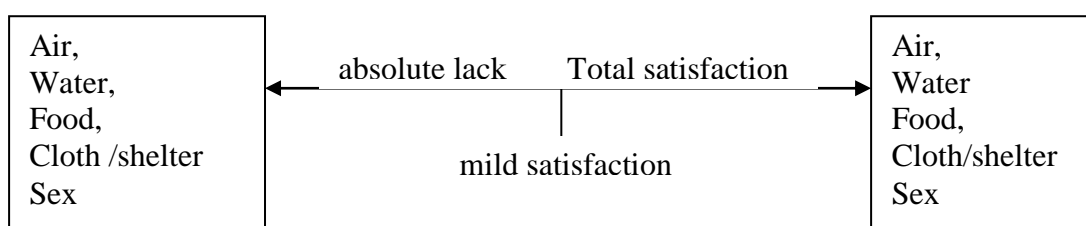
behavioural content - developed over a period of time. This can be objectively viewed as the life or work experiences of the worker.

**Types of Needs.** To a large extent there is no fine line between emotional and cognitive needs other than the fact that one is subjective and the other objective in nature. Also *one need type can at one point or the other assume the character of the other need.* For instance, a plate of rice, which meets physical need for food, can become emotional where there is preference for type of rice, manner of cooking or what accompanies the serving of the plate of rice. One's level of intelligence or social status can interact with the above or mode of eating rice or general satisfaction of any of physical, emotional or cognitive needs. *That needs assume differences in characteristics and manner of presentation, depending on individual(s), organization and society involved is perhaps one point that has been less emphasized by motivational theories.* A broad yardstick for meeting needs has been the rule. It is however important to know these important facts about needs.

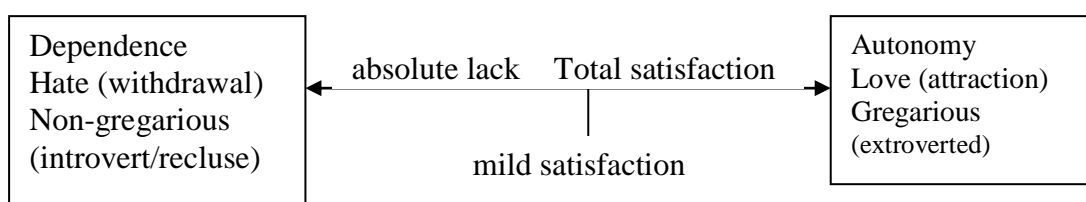
1. One need type can assume the character of another
2. A need that is satisfied stops to motivate or control behaviour but can reappear in similar or other form either at greater, equal or lesser intensity.
3. Needs exist on a continuum from least to highest level of deficiency/intensity as can be seen in the figure below.

Fig 3: Types of needs

i. Physical needs

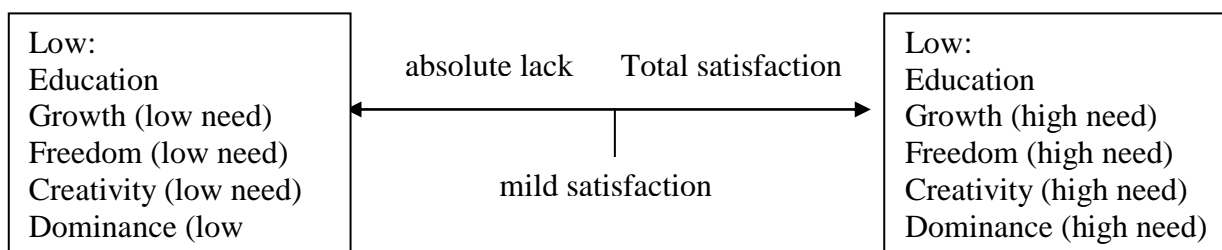


ii. Emotional needs





iii. Cognitive needs.



Source: Jayeoba and Lawal (2009)

Whether they are structured in the hierarchical levels (physiological, safety, love, esteem and self actualization, Maslow, 1943) or two levels: higher (motivators) and lower (hygiene) levels, Herzberg, 1965) or three levels (existence, relatedness and growth, Alderfer, 1969), needs basically are of three types:

1. *Physiological*: Which are addressed to renewal of the human physiological systems i.e. maintenance of homeostatic balance within and outside the human organism. Such needs as food and air serves for respiration (cellular and external) which maintains energy level, sugar - blood - oxygen and ion balance, clothing for warmth, sex for reproduction and security from danger, death, incapacitation, and possibly extinction.

2. *Emotional needs*: Emotional needs are derived from feelings and subjective evaluations. These needs range from the need to interact with /withdraw from others of similar or dissimilar backgrounds in terms of gender, race, socio-economic status, age and such like other factors of individual differences of which intelligence, educational level, etc are some. Affiliation needs exist at several levels depending on the level of individual’s involvement in organisational activities. Involvement can range from slight, e.g. workers in different departments of the same organization who have casual contacts in canteens or similar fora to deeper involvement or strong attachment like the type between a mentor and protégé. Emotional involvement can also be passionate, like heterosexual love relationship between male and female or otherwise (e.g. gay relationship in some western countries). The extent to which the work place can satisfy deep passionate relationship of male/female category has not been ascertained in literature. Experience shows that the needs though discouraged (officially) do thrive in many organizations and have implication for the work place in terms of motive for work, turnover/turnover intention or otherwise, productivity, rule observance

and maintenance of discipline. Other emotional needs are the need for recognition, dependence or autonomy, freedom from fear and such like. Essentially these needs are based largely on subjective feelings of workers.

3. *Cognitive needs*: These include forms of intellectual stimulation based on rational evaluation of deficiency or otherwise of felt needs. These needs are the need for growth, creativity and problem solving, the need to achieve basic aspirations/purposes in life, the need to dominate/adapt the environment, the need for freedom from ignorance, hunger, fear, ill-health and so forth. The more intelligent (moderated by education and perhaps hierarchy in the organization) the more cognitive needs that are felt and met.

There exists, in all workplaces, goals as well as needs. The conceptual distinction amongst needs, goals and goal objects are marked out in table 1.

Table 1: **Differences among need, goal, and goal object.**

<b>Need</b>	<b>Goal</b>	<b>Goal object</b>
1. <b>Meaning:</b> Deficiencies e.g. thirst resulting from low water level, upsetting body's equilibrium	Getting a 'goal object' to restore body's equilibrium	Item(s) or thing(s) that can meet a need, e.g. water, coke or other drinks to quench the thirst. Fan, air conditioner can also bring some relief
2. <b>Caused by:</b> Total or partial lack of an object.	Getting back needed cognitive, emotional or physical equilibrium	Concrete or abstract object to make up for what is lacking
3. <b>Effect:</b> Immediacy effect	Immediate or postponed gratification	Immediacy effect
4. <b>Impact on person:</b> Upsets balance/creates tensión	Seeks to restore balance	Restores balance/reduces tension
5. <b>Nature:</b> Concrete or abstract	Derived from concrete or abstract needs	Exists as independent factor/variable in the living environment

\* Goals are generally derived from needs and goal object exists in the environment to meet felt needs. *The goal therefore is the linkage (which directs action towards) between needs and goal objects.*

\* Needs are not the same as goals, but needs when felt can become transmuted into goals or pursuit of identified goal objects.

Needs as well as goals exist at individual, group (of workers or management or owners of business) and societal levels. These set of needs and goals find contextual interaction in the work place to produce motive (for establishment of organization and work) as well as motivation of members of the organization.

3.1. *Individual Need/Goal*: Examples of individual needs are those itemized by Maslow. They have the following features (i) operates at *conscious* and *unconscious* levels in workers. Thus a worker may have objective (worker is conscious/aware of needs and set conscious goals) and subjective (when goals and actions derive from unconscious motives) reasons for working hard or otherwise (ii) worker's level of awareness of their needs vary from one to another (iii) the degree to which the needs are felt varies from one individual to another (iv) the needs most often operate, not as single, isolated motive for behaviour but jointly or concurrently to cause behaviours (v) the extent and prevalence of individual needs are determined by several factors; ranging from personal factors, gender, family background, intelligence, level of aspiration or achievement motive, to the work and global environment, the needs addressed by management (or needs already satisfied or otherwise), group needs and status of society in terms of social welfare function addressed by government's social, political and economic programmes.

3.2. *Group Need/Goal*: At group level, goals are set by dynamic factors that are engendered by interaction between management and workers, via substantive and procedural work rules, grievance process, and reward system on the one hand and the formal/informal interaction among workers vertically and horizontally. In a unionized environment, formalization of employees' needs/goals is achieved via Federal laws and organisations mechanisms for applying such laws. Nonunionized outfits only present informal groupings which need/goal may be fragmented along diverse factors like professional affiliation, ethnicity, age group, tenure, educational attainments, work cadre and such like.

The workplace today uses flexible structures as opposed to old, inflexible and formalized structures of the Weber and Fayol's model. Bureaucratic and matrix organizations for

instance, have well defined structures of interaction. Superior relates with subordinates via rules and instructions using formal - whether written or verbal - communication. In more flexible structures, built around teams, assignments, technology, subordinate-superior interaction is both formal and informal. *Most often, the informal component becomes considerably important in need and goal determination.* The type of needs and goals produced by these complex interactions are many and varied. In the work place, there are several levels and varieties of interactions such as; worker-union, union-management, management-leadership, union-owner's, worker-customer, management-customer and worker-societal (host community) interaction. Other forms of interactions are management-societal, owners-societal, gender, ethnic, and age specific interactions, also superior-subordinate interaction. The leadership/management context affects individual motivation as well as group motivation (i.e. morale). Equally important is customers interact with agents of organisations in specific and often prescribed ways that have implication on the goal attainment possibilities of the organisation.

*3.3. Managerial Need-Goal:* It may be assumed that the goal pursued by managers have close affinity with that of the organisation. Though managers are also employees who have wide range of needs like all individuals, often they act in the interest of the organisation and their needs and goals can be said to be subsumed in that of the organisation; at least to a large extent.

*3.4. Societal Need-goal:* The organisation is a sub-set of the society in which it is located. Indeed organisations, it is believed, are heuristic devices for channeling and achieving societal needs and goals in the short and long run. As such the needs of individuals and organisations reflect the needs of the society, also their expectations. Organizations/institutions are need-fulfilling agents. For instance, schools are set up to meet the need for education and development of people in a society. The media meets the need for entertainment, education and information, in the same way that steel and iron companies meets various engineering needs of the society. The organization and the society exist in a symbiotic relationship. The raw-material, finance, personnel, equipment and patronage is taken from the society to which it gives products, services, employment and social services.

*3.5. Customer Need-Goal.* Organisations often exist to bridge the need gap identified in the society in which they operate. They prove this by a whole gamut of activities concentrated at

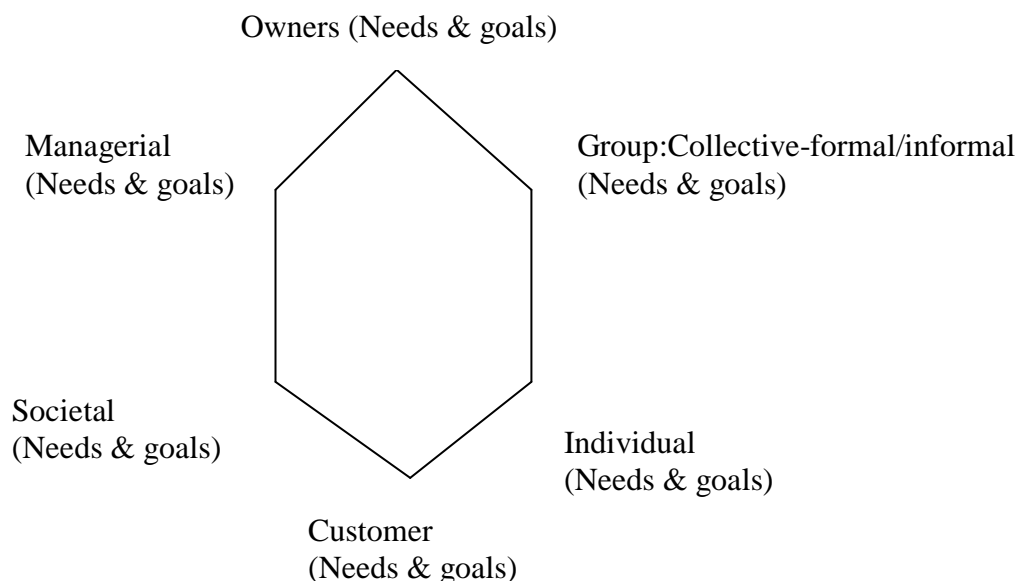
getting to the target market. Using the marketing mix of product, price, place and promotion they woo customers to their brand. How to meet customers need is therefore a major preoccupation of most organisations and must be carefully factored into the need/goal paradigm.

3.6. Owners Need-Goal. In many respect, the need of organisation is synonymous to that of the owners or management depending on the type of organisation. In some organisations, management and owners are same, while in public liability corporations, owners are different from management. In such situation, it is important to clearly distinguish between management and owners need. Also because of regulatory input of government, corporations soon assume a life of their own, having legal, social and perhaps moral status.

Organization's goal may range from simple to complex; complex in the sense that it encompasses the needs and goals of so identified constellation and mixes of groups and interests. In a simple term, organization exist to make available certain services or products from which it expects profit and sustenance into the future. Not all organization however desires profit (some non-governmental organization (NGOS) and societies like S.O.S., Pashali Home for the blind etc) but most organizations will like to survive beyond the present. To do either of these, *people's needs as well as goals must be integrated into organisation's goals as well as the need of the society, customers and the global environment.*

**Need-goal Integration.** Two crucial items in the motivation paradigm have been identified. These are:(1) Integration of needs and(2) Integration of goals of entities that make up or are important to the long run existence of the organization.Since needs as well as goals have been identified to exist at individual, group (formal/informal), managerial, ownership, societal and customer levels, integration of all needs and goals (that are set to meet the needs) must occur at these so identified levels. These are below integrated *as a hexagon of needs and goals* that were earlier identified in fig. 2.

Fig. 4. Hexagon of needs and goals.

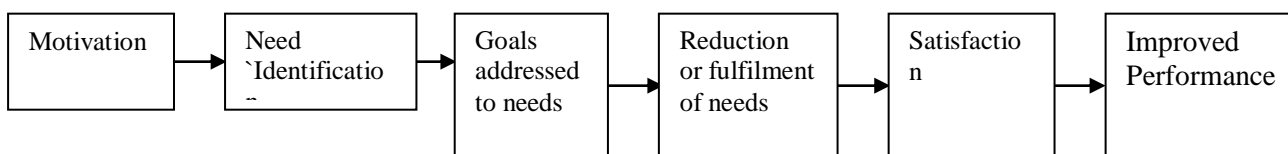


Source: Jayeoba and Lawal(2009)

A number of key observations have been made from the figure above:

1. That the motivation paradigm is about identification of constellation of needs existing first within the organisation and of stakeholders outside of the organisation, setting of goals that address the needs; either reduction or fulfillment of needs which leads to satisfaction and ultimately to improved performance. This is depicted in the figure below.

Fig. 5: Motivation as need identification and fulfillment.



Source: Jayeoba and Lawal(2009)

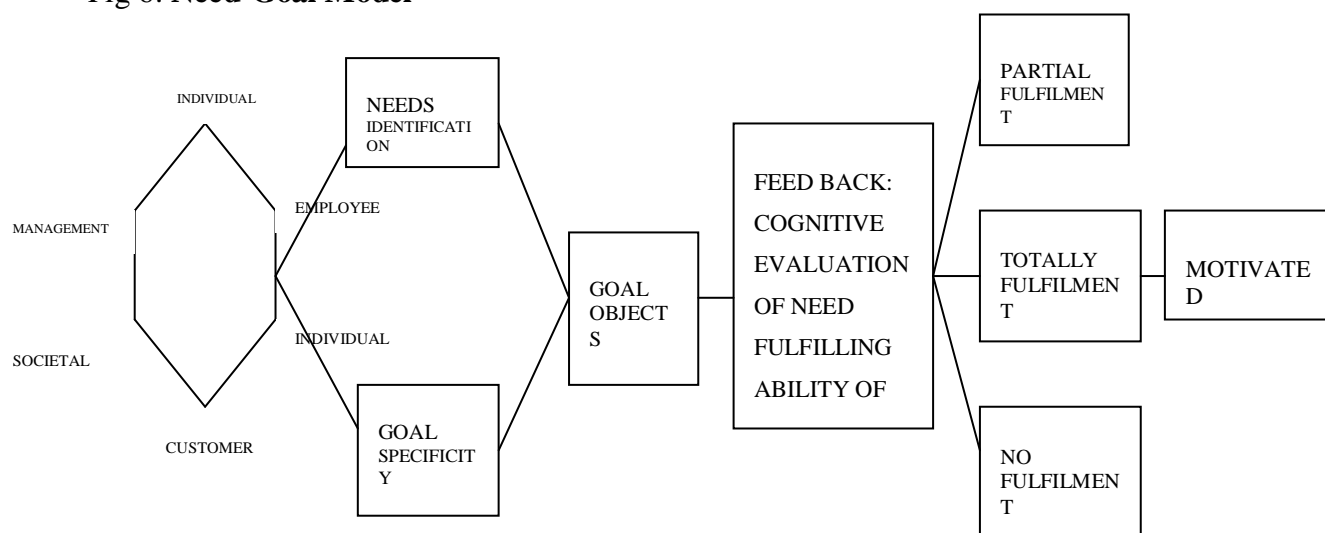
2. That the needs that are addressed determine the goals of the organization. Goals and objectives of organizations are reflected in the mission/vision statement, management style and action, and overall actions of management aimed at fulfillment of needs.

3. That the goals pursued and the needs met (of owners’, managers’, customer’s etc.) determine *the locus of power* in the organization, *the type of organization*, and *the industrial relations* system.

The needs and goals can be *resolved* to reflect dominant needs and goals of the organization i.e. reflect the goals that are paramount, in other words, needs that are consistently met. Except all needs are equitably resolved and met, the needs that are left unsatisfied will continue to act in such a way as to: (1) motivate behaviour in either positive or negative direction depending on which action will lead to fulfillment of needs (Georgopolous, et. al, 1957)

(2) cause dissatisfaction or demotivation depending on what category of needs they are (Herzberg, 1966) and (3) determine the dynamic and direction of relationships and power structure in the organisation. The need-goal model is captured in figure 6.

**Fig 6: Need-Goal Model**



Source: Jayeoba and Lawal (2009)

The most important duty of management is to identify the full extent of needs presenting in the organisation. Since needs do not exist as abstract entities, the layer of interests exist as individual or group should also be identified along their diverse needs. The needs once identified, are to be narrowed to specific needs organisations stake holders; workers as group and individuals, managers, customers owners etc. Goal specificity, matched with identified needs that are fulfilled by goal objects that are derived from work/organization will lead to motivation of workers.

The cause(s) of satisfaction can be located by careful analysis of the constellation of needs and the needs that are pre-potent, recognized and satisfied. Where certain aspects of needs are left un-integrated into the need constellation of the organization, a state of imbalance of needs versus goals will be created leading to actions(s) on the part of the

segment whose needs are neglected to address felt neglect. Examples range from dysfunctional behavior (absenteeism, lateness, pilfering, moonlighting, turnover intention and turnover) to industrial action by union and community action where the need of the host community is vastly neglected. Such action on the part of the host community may range from poor image of company, poor patronage of products and services, protests and outright sabotage of work processes. Because of neglect of immediate environmental needs of hosts communities in the Niger Delta by oil companies various acts of agitation; protest, sabotage of installations, hostage taking, violence against personnel and armed struggle, e.t.c., have been visited against the organizations so involved.

The case of oil companies in the Niger Delta demonstrates the need to embrace the needs that are represented in the enveloping social, geographical and political environment along the needs of organization and factor them into the motivational paradigm to preserve contextual balance within (as well as without) the organization.

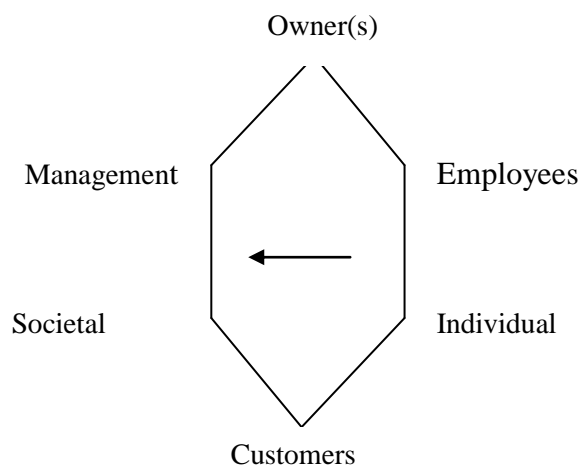
**Need-goal integration and Organizational types.** There are six types of organization that can be identified on the basis of the extent to which needs constellation of members of organization are factored into goals and objectives meant to satisfy needs. These range from the ideal, even-concern for needs, to the extreme version of sole concern for owners needs. The sole-proprietor of old has extreme concern for profitability for instance, and is little concerned about the needs of workers and hardly aware of the needs of society of host or the general society.

In brief, below are types of organization, classified on the basis of needs that dominate the agenda and goal of management. Organisation locus of power is identified by the direction of arrow; an indication of the resolution of forces(interests) contending for fulfillment of needs of their members. *It is crucial to picture the organization as a constellation of needs, all contending for satisfaction.* In the contention, resolution is in favour of the group that possesses the best strategy or is most consistent in identifying needs and canvassing for their fulfillment



1. Management Oriented Organization (MOO). The first of this kind of organization is *management oriented*. That is, the forces of needs are resolved in favour of management. This implies that management needs is put highest in the order of fulfillment of needs.

Fig. 7: Managerial needs most cogent



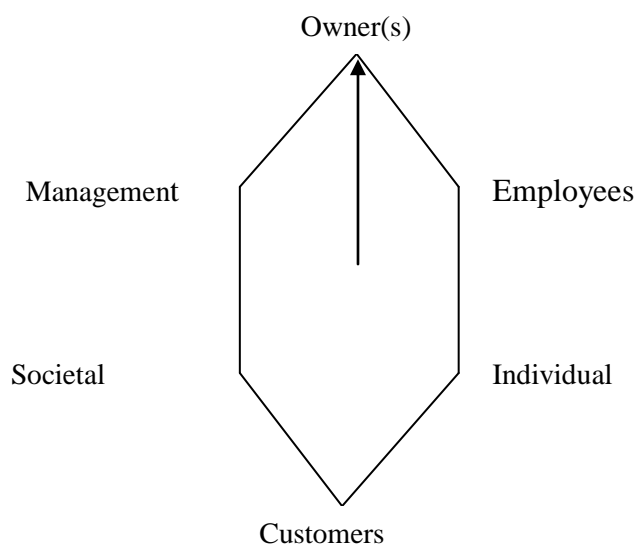
The major feature of this type of organizations is subsumed in the Fayol/Taylor's bureaucratic organisational model. Usually mechanistic in structure, organisation producing more and more to meet the needs/goals set by management. Reward is scarce, but sanction is ripe. Specific features of this type of organization are:

1. Largely authoritarian leadership
2. Management set goals of organization and decides on which needs to be met. Profit is often built to develop the system of equipment and technology and for ultimate comfort of management whose reward at work are far higher than those of the rank and file.
3. There is little thought for societal needs except when compelled.
4. High power distance between management and workers (union)

Majority of the multinational organizations operating in the oil and gas industries- Shell, Elf, etc, also manufacturing industries - Unilever, Paterzon and Zochonis (PZ), Nestle - in Nigeria fall into this categorization. The locus of power is in favour of management.

2. Owner Oriented Organization (OOO). This organisational type is concerned primarily about the needs of owners, that is, sole proprietor, partners or shareholders as the case may be. When unionized, union strategy is often aimed at consistently drawing to the needs of its members using diverse means and bargaining relations, formal and informal, including industrial strikes.

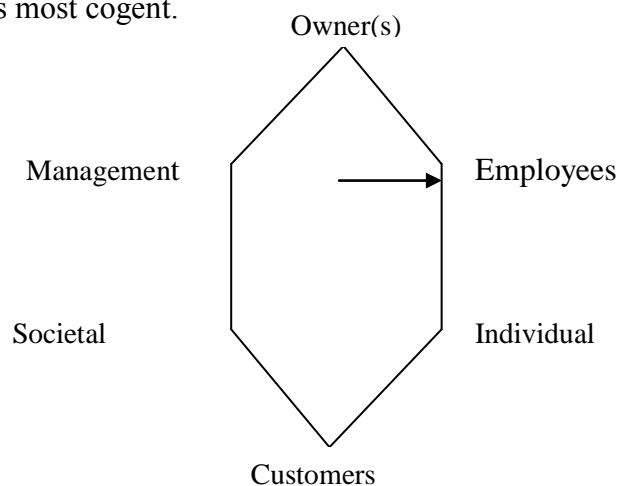
Fig 8: Owner’s needs most cogent.



The basic difference between management oriented and owner oriented organisation is that the latter have a powerful owner or board of owners whom even though are not active in the day to day running of the organisation, makes far reaching decisions behind the door. They appoint weak management who pander to the views of the owner(s). The basic objective is profit and growth of the business empire of the owners. Often funds generated by business may be diverted into other lines of enterprise, private use, or politics. Both management and workers maintain their job position depending on the level of compliance with the needs and goals of owner(s) of business. Majority of banks operating in the financial sector - until now that the ownership structure is being diluted owing to series of CBN imposed recapitalization requirements - and one-man businesses (with union) like the Dangote Group of Companies and Doyin Investment e.t.c. are examples. The locus of power is skewed towards owners of organisation. The sole proprietor who enjoys the status of owner/manager may not encourage unionism and is little mindful of societal needs. He enjoys absolute power to reward or withhold reward.

3. Employee Oriented Organization (EOO). With a strong Union or as a result of rendering essential service, employees' needs become most cogent and giving utmost attention in the scheme of things.

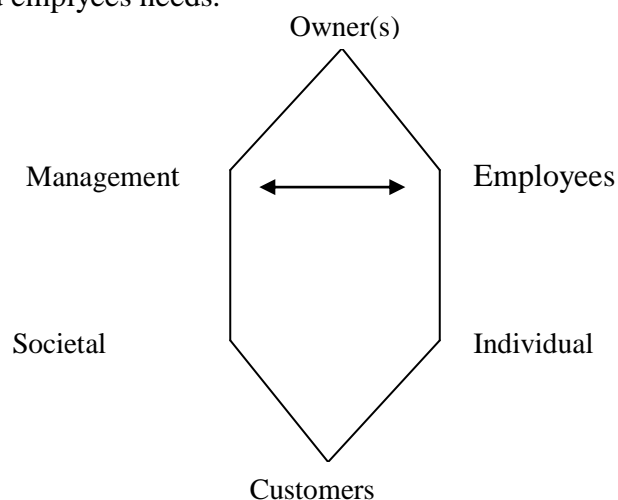
Fig. 9: Employees' needs most cogent.



This type of organisation can exist in three ways. (1) A situation where management as a result of deliberate policy decides to promote the interest of workers. Today understanding of the key role of the human resource base of organisations has led to organisations that promote workers' welfare as a corporate objective. The belief is that, productivity, and survival into the future is determined by the extent to which workers are satisfied with their work. The organisation may or may not operate without a union work (2) The second type exists in a situation where there is weak management and worker's union is strong and able to consistently set the agenda of work and pay. (3) It can also exist where workers' skill (as individual or collective) is crucial to the survival of organisation or where the entity renders such an essential service like power generation/distribution, fuel mining, refining, importation and distribution. In such organisations, strike is effective to the extent that it can paralyze organisation and perhaps economic life of society. Some unions in the oil sector have come to assume this status, e.g., NUPENG and PENGASSAN thereby, forcing management as a matter of course to be oriented towards setting goals that fulfill the needs of workers. The locus of power is skewed in favour of employee. There is therefore in the first instance preserve of industrial peace, because worker oriented policy is deliberate, while the obverse situation can only preserve uneasy balance of forces.

4. Management-Employee Oriented Organization (MEOO). Organisations of this category operate to preserve a balance of force between employee and management needs. The goals of organisation is therefore set to address this balance. In the 1990s the Management By Objectives (MBO) approach became a management process devoted to harmonization objectives between management and employees. Even though literature seem to suggest that the system encourages workers to set their own objectives, the yardstick or criteria for attaining them is often provided by the organisation.

Fig.10: Management and employees needs.



The balance of power is resolved in favour of both management and workers existing in symbiotic relationship of give and take. Some of the other features of this type of organisation are;

- (1) Low power distance
- (2) Relatively peaceful industrial relations atmosphere
- (3) Group objectives and presumably needs and goal are superior over individual needs and goals
- (4) Largely democratic leadership

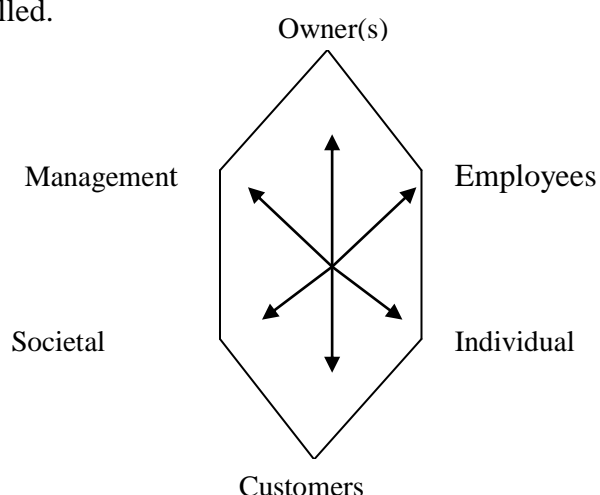
5. Customer Oriented Organisation (COO). A number of organisations,, especially in the service and consultancy industry are traditionally heavily biased in favour of their clients. As business decisions are taken to improve the clientele base of the enterprise it is not impossible that due deference is often given to clients and customers. Most often interest of customers take precedence over those of employees who may be sanctioned, sacked or made to suffer varied degrees of privations to meet customer needs. In most cases organisations go to the

extreme to meet various indulgences of their valued clients. The banking sector in their aggressive attempt to woo customers have often pawn on female marketers as baits, offering, sometimes deliberately or inadvertently, sexual favours to win patronage. While such practice is unwholesome, it points to an attempt to put the customer at a prime place. Ideally however, the dictum ‘the customer is king’ suggests such esteemed treatment of customer but in a morally approved mode, without sacrifice of modesty. The obverse are organisations that treats their clients with disdain probably due to monopolistic status (examples of PHCN, GSM networks, Water Corporations, and so forth) through several means such as exploitation, faking and adulteration or lack of responsive customer care. While the locus of power favours the client in some organisations, majority of organisations in Nigeria are yet to appreciate the intrinsic value of their customers.

6. Ideal Oriented Organization (IOO). Perhaps an organisation will in some future time operate an ideal agenda to identify, promote and seek to meet the needs of all identified stake holders. Such an organisation will seek to;

- i. Identify the constellation of needs existing within its context
- ii. Seeks to form goals that address these needs
- iii. Seeks to meet needs in a functional balance among the need components.

Fig. 11: All needs are fulfilled.



Whereas there are so many organisations meeting owners’, workers’ and management’s needs, not many of these can be said to give enough thought to the needs of individuals and society. What is common is for individual to be treated as mere part of the whole. His peculiarities in terms of needs associated with his age, sex, history, family background, IQ, etc are not often factored into the reward system or general system of work.

The American Cafeteria plan of incentive is an example of recognition of individual needs, and addressed to take care of this dynamic component of work.

In the case of society, legislative imposition of the need for social responsibility has not achieved much in Nigeria by and large. Although there are a number of what can be described as *good* corporate citizens, there is little felt responsibility on the part of majority of organisations other than offer of employment, payment of tax (large conglomerate like the Stallion Group owned by the Vaswami brothers has a case of tax evasion running into N3 billion levied against it), and perhaps sponsorship of certain programmes. These are done only rarely as corporate objective except where the society makes demand or impose itself on the organisation. The Niger Delta, once again, is a case in point.

**Industrial Relations Implication of the Need-Goal Hypothesis.** The industrial relations atmosphere in most organisations is predicated on a number of factors of which the balance of power and indeed the power nexus serves the need fulfilling goal of the organisation. Workers are quick to spot the dimensionality and dynamics of power in their organisations. How the power is distributed is a function of the history, orientation, union strength, and the will of management to convert organic resources; human, financial, material, social, and such like to maximise the need fulfilling capacity of the organisation. Both in the long and short run, except some radical and deliberate action is taken, the locus of power do often inflexibly move in a manner that continue to service the dominant and much highlighted needs. Except in a deliberate shift of paradigm, organisations are most likely to orient and persist over time to fulfil the needs once they had gained precedence over others. The group which needs have been so articulated also set goals that will fulfill these needs even when they are presented as goals capable of meeting the needs of other members of the organisation. Once the lie is blown, industrial relations issues are so precipitated. The centrifugal forces of workers collective as well as individual action, or of whichever of the power blocks, as represented by potent but unsatisfied needs, are capable of throwing the organisation off balance with attendant waste of energy, official hours, money and other resources to restore equilibrium.

**6.0. Conclusion.** The Need-Goal hypothesis proposes that *motivation is not merely need-satisfaction*. Goal objects (material/non-material rewards that are used to satisfy needs) must be laid out in such a way that they act as a *force* to compel action.

These need-goal paradigm as articulated, bother on survival, are life-threatening because they start by upsetting biological equilibrium, and proceed to cognitive and later social equilibrium. The outcomes of biological, cognitive, emotional and social disequilibrium in human organism are behaviours sometimes negative, addressed to removal of disequilibrium i.e aimed at restoring balance. These behaviours are so potent that they have thrown up a wide variety of issues, which constitute the management conundrum and failure of erstwhile theories to explain continued mismatch of needs and goal objects to goals that addresses collective satisfaction of entities within and outside of the organisation. The expected link between motivation and performance breaks up for the individual worker when biological needs are met at the expense of emotional, and cognitive and for the organisation when group interests and needs form the basis of power locus as well as power distance among the component members of organisation and the intertwining societal, owners' and customers' needs. In reality the most sincere efforts of a buoyant organisation cannot meet all the needs in the hexagon. The proposition is that the needs be so identified, structured and addressed against the backdrop of fairness, equity and justice. Where organisations preserve the status quo ante under a deluge of theoretical juxtapositions, procedures, processes and practices, the inbred forces of course intermingled with external forces (owners, customers society), which are dynamic in nature continues to build towards fixation or change, industrial unrest or peace, growth or decline, development or retrogression, survival or liquidation. This perhaps mirror the build up of history in the field of management; nascent and immanent needs (which has been shown as primary, secondary and tertiary in nature, (Jayeoba and Lawal, 2009)) are unabsorbed into the organisations' constellation of needs, and as such are unfulfilled, and they continue to rule the behaviour of workers in a frustration-aggression fashion that mars every good effort of the enterprise. This theoretical postulation obviously need empirical support which future preoccupations, criticisms and reviews shall be focused.

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