Understanding People-Oriented Management Thinking: Review On Abraham Maslow’s Hierarchy Of Needs - The New Era Of Business Growth

Eliot Messiah,
Erdenesuren Sodonchimeg

Abstract:
The closely market competition in today’s era of business operation has given concern to management to be innovative in their operation to keenly participate in the aggressive marketing. Though technology is growing speedily in “now” business operation; people still form the base of company operation. The operators of this growing technologies are people – employees. The company’s operations are also targeted to people – customers. Operating capital are generated from stakeholders who hold shares in the enterprise. It is, therefore, clear and optical that people are the base of the enterprise and are therefore the determinant of organisational growth. Not undermining the role of technology in business growth and competition; people-oriented management is the “new era of business growth.” Technology is a complementary to effective and efficient manipulation of human power but not a substitute for human effort. People-oriented management gets the best from their employees as they are willing to always work out themselves because of the satisfaction they get from management. Employees are always willing to research and bring new innovative ideas to bear as they are confident that their voice is heard. The study reviews the basic human needs propounded by Abraham Maslow, to effectively understanding people-oriented management thinking. People-oriented administration gain more from their employees.

Keywords: People-oriented management, basic human need, growth, management, satisfaction

1.1 Introduction:
Organisational settings are environments made up of people; people with different categories – employer and employee – such as the top level, middle level, and lower level. The expansion of an organisation does not only depend on the number of staff, even though, but employee strength is also a contributing factor. The customer, supplier, government, investors, the community, etc. are all contributing elements. Further, they can be grouped, either internal or external stakeholders of the organisation. Moreover, the coordinative successive organisation setting is dependent on the human management factor. Because every aspect of the organisation is handled by a human, there is, therefore, the need to human management which forms a part in management decision making. The initial impact of every organisational structure design to input some level of orderliness into the working system. In addition, is to adopt a strategic behavioural culture of organisational business operation between the management and the workers – from the top level through to the down – according to the hierarchical operation. The reporting line, complain channels, production levels as well as customer relationship among others are the operational cultures organisational structure seeks to enforce. The diagram below is a simple organisational structure.
The organisation chart as shown in figure 1. creates the organisational culture within which the organisation must operate. The Human Resource Management (HRM) department is a setup department that deals with the human management of the organisation. In other to meet the needs of the people, the HRM department at times develops a dimension of culture for itself out of these is located the people-oriented management. The study looks more on the internal operative managerial cultures adopted by the HRM, for effective handling of the people within the organisation.

1.2 Management: Henri Fayol (1841-1925), was one of the influential contributors to modern concepts of management. He considers management to consist of six functions such as forecasting, planning, organising, commanding, coordinating and controlling. Management has the human, communication, and a positive enterprise endeavour. Mary Parker Follett (1868-1933), sees management to be the art of getting things done through people. She described management as a philosophy. Management is, therefore, a system put in place in organisations to the administration of individuals. Management in contribution to the enterprise success of an organisation identifies the following to be involved in its operation: the mission, objectives, procedures, rules and manipulation of the human capital. Effective communication in an enterprise environment – as opposed to a physical or mechanical mechanism – requires people motivation and some strong individual upgrade-orientation. Nonetheless, management need not be seen in only enterprise point of view. Management is vital and crucial for the improvement of one’s life and relationship as well. Management, therefore, is seen everywhere and have had a wider range of application. It can be seen in, measurements, motivational, psychological tools, goals, and economic measures (profit). Additionally, paramount in the administration of human affairs within the department of HR. Also, organisations are doing much in management to make the administration of the enterprise to be people-oriented.

1.3 People-oriented: The rapid technological growth and closely competitive nature of business, in particular, has augmented the superiority in customer requirements. Hence, the survival of the firm and its lifetime sustainability, therefore, business leadership is under threat. Therefore, management has to develop/adopt a human resource strategy to reinforce right expertise/skills to building confidence in the industry. Further, it would enhance higher growth and modification of market as new products and services are introduce in the organisation. People-oriented management thinking organisational operation adopted as a system, work on the operational concepts of team management. Additionally, its manager is earnestly concerned with the employees of all level in the organisational structure – top level, middle level, and lower level – of operation. He/she, being result-oriented, is mindful of the organisation growth to maximising its targeted objectives. Accordingly, in order to maintain the momentum of business growth, the people-oriented organisation must train its employees to be competence and systematic in decision making. The philosophy is to automatically industrialise the organisation with skilled and technical know-how employees that understand the operations of the company. However, many organisations fear of losing these employees after they have equipped them with operational skills.

In people-oriented management, the individual needs and satisfaction form the central core value of decision making. Hence, influencing the motivation and incentives of the employees in the company. Also, the on products benefits that loyal customers of the organisation enjoy. The management thinking, however, is the company growth and success positively depend on the people from both internal and external business environment of the organisation. Therefore, the need to take a closer look at the workers, customers of the company products and service, and its suppliers of raw material.
Motivationally, the managers of the organisation carry these people along by updating them with the right and current information within the company through the cause of its operations. The investors, shareholders, are all well informed about the economic level of the company and its performance on the market.

2.1 Management vs. People-oriented management:
The people-oriented administration of an organisation deeply focuses on attending to the needs of its people. The Human Resource department is to access the needs and wants of the people both within and outside the organisation in all level so as to attend to them. The people’s welfare, the standard of living, and their socio-economic status. The study, therefore, looks at the hierarchy of needs according to Abraham Harold Maslow’s theory of basic human needs to companies that are people-oriented in management operation within the managerial environments of the organisation.

Motivating employees begins with recognising and appreciating what they do. According to (Noheria et al., 2008), People must be in an environment that seeks to have identified their primary emotional ambitions; to acquire, bond, understand, and security. Amabile (1998), further, point out that creativity is essential and necessary in today’s technological economy. There is, therefore, the need for people-oriented management because employees don’t want to be push to doing what they don’t have the interested desire to do. Moreover, many factors outside the business environment as shown in fig.2.2. are attracting the attention and interest of the employees in the competition. Hence, the agent need for full adoption and implementation of the people-oriented management to reduce employee’s turnover, which would minimise the cost of training and new recruitment thereby maximising business growth.

Fig.2.1. The business environment of an organisation

Fig.2.2. The elements of business environment of an organisation
3.1 Review on Abraham Maslow’s hierarchy of need

The organisation grounded with people-oriented management does not only motivates its workers but give them the change and the freedom to be creative and innovative on the job. Analysing, according to Abraham Maslow’s hierarchy of basic needs, the people-oriented corporation through the HRM department makes sure that employees are; assisted and made comfortable. Employees feel at home and give their best to the work as they see it as their own. Let, strategically, take a look through the needs identified by Abraham Maslow in a relationship with people-oriented management thinking.

![Abraham Maslow’s hierarchy of human needs](image)

**Fig.3. Abraham Maslow’s hierarchy of human needs**

I. Physiological needs: Organisation which focuses on people-oriented management must provide its employee's shelter, water, and food. The occupants – if not all staff of the organisational shelter – should be those who are located outside the catchment location of the organisation. When the movement of a worker is compromised; productivity is compromised. Every employee that confront challenges whiles going to work upon arrival needs some time to re-organize him/herself. It is because they are distorted in mind. These facilities are to be provided to meet the physiological requirements of the workers at affordable price – if not free. Benefiting, the said employee does not only get close to his or her family but also the workplace which automatically provides a stable mind to work. This category of employees would be ready and willing to work at any length overtime work effectively and efficiently without being destructed by getting home on time.

II. Safety: The second level of basic human needs according to Abraham Maslow is safety. This requirement includes safety to security, employment, resource, family, and health as well as property among others. The company provides to its workers’ security for their jobs by giving them the opportunity to form small social groups within which they discuss among themselves under the rules and regulations of labour law. By this, the workers can call the attention of the management to their needs around incentives, salaries, among others – if they feel the need for it.

People-oriented based enterprise engages its workforce on the issues raised by them to have an understanding on common ground with them in the way to meeting their needs. Unfortunately, almost all organisation allow the formation of unions in the workplace but it seems that they just want to have their way to the organisation setting as the voice of these unions are not heard at all.
Furthermore, business organisations must be able not to only care for the health of the employee but also the family. A worker would be willing and ready always to give his/her all to production when he/she knows he/she is protected. Analysing consciously on people-oriented management think, the implementation of human need from the basis of organisation administration.

III. The level of belonging: A managerial people-oriented thinking, employees are made to believe through the actions of the manager that they are important and are one people, big family. Once this confidential belief has been inculcated in them; the employer-employee relationship is expected to grow. It further enhances teamwork and works relationship improvement among the college workers.

The objective of every business operation is first to maximise profit and minimise cost, then second to grow – not compromising on the aim of satisfying its stakeholders. In this new era of business growth, people must be the primary focus of operations. Effective people management – internal and external – improve a good understanding between the business and its client, the management and stakeholders, supervisors and workers. People first in organisational management automatically is to prove the management objectives of attaining successful with less or no errors as the people element involve, own and take total responsibility for everything they do. Further, it improves efficiency in productivity.

IV. Self-esteem: Fourthly, Maslow’s hierarchy of basic human needs anticipate employees’ self-esteem and ego. Every worker in an organisation down to the cleaner and the gatekeeper wants to be shown respect for the work they do. Employees expect management to replicate the business relationship and respect that they show them. Moreover, workers grow confident and get secured when management extend not just a business respect but the hand of friendship to them. This employee-employer relationship goes into the factors that determine effective production which reflect indirectly on customer – stakeholders – satisfaction.

V. Self-actualization: Finally, employees actualize themselves and begin to bring their creativity to bear when they know that they are not just commoner workers but feel attached to the organisation. The employees get redundant at work when they do not actualize themselves regarding what they stand for in the business. Addition, they feel reluctant to giving their optimal best to the operations of the organisation when they perceive they are not gaining anything for their work or sacrifices. People-oriented management should not think they are spending too much on employees but a strategic way of getting the optimal best from them. A strategy, to engage the employee to be efficient and productive without him feeling the pain of working or sacrifices to work.

The understanding of the Maslow’s hierarchy of basic human need shows clearly that people-oriented companies get good performance from their employees. We could also say that people-oriented management is a managerial strategy based on the motivation of the employees. This is because all the needs identify, with, systematic analysis is to give the worker a security of belonging, for getting value for work and energy spent.

People-oriented management is, therefore, a management style that focuses on the people. Participative and delegation approach to management is, therefore, the leadership style that is targeted on people to influence and implement the decision. Most of the decisions taken by the administration are decisions based on the complaint or needs of the people of which these people are allowed to participate through their representatives in the decision making to meet their needs and demand at work. Operational management decisions taken by the top-level managers at times are assigned to the employees to take by stimulating creative in implementation; this helps to get the best from them. Even though it comes with its challenges; it is a leadership function with the talent of which if the manager is strategic in its implementation and communication can get the people to buy into his/her goals and objectives strongly.
4.1 Advantages of people-oriented management thinking:
The following are some advantages that come with people-oriented management thinking.

I. Participative: In people-oriented, administrative leadership style, management offers employees the opportunity to influence decision-making, accepting feedback and input from everyone. While these managers reserve the right to make final decisions, they use team input to arrive at their objectives. Most contemporary employees enjoy this management (leadership) style as they feel empowered and valuable. However, when utilised properly, would contribute consistent rewards to the employer.

II. Delegation: Under people-oriented management style, management allows key employees to make most decisions, providing little guidance. The advantage to this type of management style is that it gives the employee the confidence to be innovative and creative on the job. It also provides the management with the opportunity to get involved in other productive works. Notwithstanding, it requires training the people to be delegated to that position by the manager or operational supervisor so that the best can be explored out of them voluntarily.

III. Increase in productivity: People-oriented management often rejuvenates workforce. Staff feels empowered and the need to contribute efficiently to the workforce. Their level of job satisfaction usually rise. Furthermore, they always believe they have – say – in the organisational decision-making. The company’s administration – HRM – often get a better understanding of employees as they are allowed to innovative feedback, ideas, and valuable suggestions. By this, the management enjoys some new ideas from the contributing staffs for improvement. Hearing honest comments from the people – gives the management the advantage of understanding better the positives and negatives. This usually leads to better, more efficient decisions taking. In addition, to the effective productivity of goods and service, resulting in customer satisfaction.

IV. Consumer value for money: The concentration that the people-oriented manager place on the consumers and their information, create some feelings within the consumers to have that self-value of getting the product or the service they have requested. People-oriented leaders give rooms for customer feedback on productive and service that they get from the company by expressing their satisfaction and dissatisfactions in the service been offered. The management after collection of these feedback takes decisions that could help them produce to meet the current demand and taste of the consumer.

V. Customer Loyalty: The Company generates consumer loyalty because the customers feel that their voices are heard, and the company is willing to give them what they want. By that, the consumer gets value for money for goods and service received from the enterprise. They feel they receive the quality of value to their needs as the company is willing to give them what they want. Therefore, these customers are bent on not getting such products from any competitors.

VI. Low employee turnover: Under people-oriented management, employees feel being cared for, they feel that their work – effort – has been recognised and their needs being met. Because of this self-satisfaction, the rate of an employee leaving the company to another for the reason of unsatisfactory is minimal.

VII. Effective communication: People-oriented manager always gets his employees updated with the issues within the company including management decision towards productivity of goods and services. The flow of communication within the information channel of the enterprise; manager and the employees, workers and the supervisor, top, middle and lower level of executives are always ready to listen to one’s another view on the discussion making. Furthermore, the ability and the willingness to listen and take feedback from colleges in any form it may be, get improved
in the organisation. Hence, workers working with clear mind and one ambition to achieving the organisational goal on target.

VIII. Improve employer-employee relationship: People-oriented management provides good rapport and friendly working atmosphere between the employer and the employee. This is because management gets close to the people to know them regarding what they need to effectively work with, even knowing about some employee’s family life and providing counselling to those if needed. This help provides sound mind toward work. This organisational friendship spirit, however, increases production and minimise if not totally elimination of production errors.

IX. Ready to work: The relationship that exists between the employer and the employee, as well as the feeling of the employee to have been cared for makes them always ready to work. It is because these workers feel, if management is meeting their needs then they must intend their effort to contribute to the achievement of the company’s goals and objectives. These employees, however, accept a transfer to any department or branch to work because they know they would be treated on some level of respect.

X. Profit maximisation: Profit maximisation is the core value of any operating company. People-oriented management in a proper administration boasts the companies change of continues profit maximisation. These are because of the team players in the business; from the top manager to the lower level manager down to the employee work in an environment devoid of the personal problem; such as less salary, children school fees, health issues among others. With this, however, a production error is limited, and illegal use of company resources by the employees are also limited. The demand for goods and service also increase as the customers are loyal to the company products because of the way they are attended and related to by the management.

4.2 Likely challenges people-oriented management could post:
People-oriented management if not handle with professionalism can lead to low performance and high employee turnover instead of improving on company growth and profit maximisation. These are because improper management and guidance of people can result in waste production marital hence, company lose. Envy could be natured among the worker's whiles some group of people would feel other groups are benefiting than them. These can create miscommunication and misunderstanding of decision making plans and orders. Therefore, the need for professionalism and fairness in managing the people to get the best from them. People-oriented management thinking, instead of it being the new era of business growth can turn to be the new era of downfall if its operating system is not well understood.

5.1 Conclusion:
In conclusion, the dynamic global economy of today direct almost all business concerns need to the use of latest technology for frequent changes in the products’ design. Furthermore, it also requires more complexity to services delivery, not only to match the fast-changing demands of the clients but also to increase their market share. At the same time, they need to achieve superior cost performance ratio. It is evident that the desired results cannot be obtained unless the culture of team management – working together – is injected into the industry. These would further prepare the people to meet the challenges put forth by the globalisation. Therefore, people-oriented management needed. Moreover, when administers well it can explore not just the best but effective performance from the people to the growth of the company.

5.2 Recommendation and further research:
1. Based on the many benefits that the organisation intends to derive from the employees, it is necessary for management to adopt the implementation of people-oriented management as a major concept in their administrative operation.
2. Most organisational leaders – in supervisory – approve the use of X and Y management theory of leadership. However, in this technological era of business, people-oriented leadership style relatively promise to get the employees do more than the X and Y theory. Perhaps, this could form the basis of a further study – the effectiveness of X and Y management leadership style vs. people-oriented management style.

3. From our systematical analysis, employees form a crucial aspect of contribution to the growth of an enterprise, notwithstanding, the technologies employed. Hence, the necessity on the parts of the organisational management to meet the fundamental basic needs of their workers. People-oriented management should be single out as a unit under the scope of the HRM, as it would help engage the workers directly.

4. As part of companies cooperate social responsibility, they can often directly engage the public in a talk about the products and services provided by the corporation to them. The strategical approach here is to collect a direct feedback from the public on the services rendered to them. Additionally, it helps build in them confidence about the safety of the services offers them – in the long run, the organisation gain the trust of some new customers.

5. People-oriented management is to be designed and approach comprehensive enough to make sure that there is value for money.