

**SUGGESTION FOR THE SOLUTION OF MOTIVATIONAL PROBLEMS  
IN BUSINESS LIFE:  
“UNDERSTANDING THE DIFFERENCE BETWEEN WANTS AND  
NEEDS”**

**Selim Ozdemir (PhD)  
Qafqaz University / Azerbaijan**

‘Whilst wishing to define economic plans, which foresee future industrial difficulties, today,’s industrialization problems have no resemblance with previous problems, accordingly economists find it difficult to interpret the future of uncontrollable economic systems. While choosing an economic program and taking no notice of social issues such as person, family or ecology in its execution, for example, to change labour’s position to obtain greater efficiency in industrial operations, may create social and family problems.’ (Toffler, 1991: 84-85).

Companies are undertakings where people come together under an agreed set of aims, which relate to machines, raw material and an organizational structure that approximates to a means of production. Organizations consist of technology and people. Companies that want to satisfy their aims or mission statements have to work hard to do so. One of the main aims of an organization is to create a situation of continuous development of the structure, which takes cognisance of current legislation or market changes and environmental factors. Achieving the factors previously mentioned is not a simple matter as the economic environment in which companies operate constantly changes to due to global competition and trade. According to Peter Drucker, economic factors were dominant during last 40-50 years, now social factors will be dominant for the next 20-30 years (Aydede, 2007: 23). Drucker defined our century as the ‘social transformation century’ (<http://www.drucker.org>; 14.09.2007).

A manager has social responsibilities from the point of view his duty and performance (McHugh, 1992: 37). A professional manager, who is after all, responsible to his company, must carry out his duties and administrate responsibly, effectively and productively (Torlak, 2007: 31). Management is a process that cannot be taught but can be learned (Guruz and Gurel, 2006: 45). In business life, sustaining continuous effective success is very difficult. Management is concerned with human behaviour and the administration of subordinates is difficult because people are oriented towards a pre-determined aims. Like Montaigne said, “there is every matter of humankind in a person”. Human behaviour has organic and psychological facets. Many management scientists emphasize that “a person is a being that moves with emotions” (Eren, 2004: 1).

The ongoing debate relates to understanding difficulties in human behaviour and foreseeing their results. The reason being that human behaviour is sourced from some

kind of rooted need and valued system. People have to work together but there are no formulae or standards on how that can be done. Consequently, modern and stereotyped solutions cannot be found to organizational problems (Baysal and Tekarslan, 1998: 3).

### **Motivational Problems in Business Life**

Managers have the idea that they can reach their objectives through using technical methods or technology, so for them the work is the priority.

No matter how managers direct most of their concentration and energy on technical methods, either they cannot achieve their purposes, or their achievements are not permanent. Considering that management tends to orient people towards a given aim or to exhibit good work attitude, we cannot separate managerial activities from psychology and behavioural science. Actually, 10% of the problems that we meet in business life depend on technical factors and 90% on human factors (Eren, 2004: 4). But in practice, 90% of business problems are related to technical issues and the other 10% to human issues. This important paradoxical situation is a dilemma that decreases the efficiency of business life. The idea of “Work Is First” decreases the motivation of employees in organizations.

Most behavioural scientists such as Robbins and DeCenzo state that motivation can be defined as a willing high performance (Robbins and DeCenzo, 2005: 320). “The Hierarchy of the Theory of Needs” of Abraham Maslow was the first scientific research on human needs (Eren, 1993: 27). If we compare Maslow’s theory on needs with economic theory on needs, we recognize a basic motivational problem with these theories (<http://www.canaktan.org/yonetim/insan-yonetim/klasik-yonetim.htm>, 15.09.2007).

A basic feature of Maslow’s theory of needs is that a higher level of satisfaction cannot be met until a lower level is satisfied (Robbins, 2003: 30). According to Maslow; any human who is in lack of psychological and security needs, cannot satisfy the upper hierarchies. A person first struggles with the basic needs. While Maslow constitutes his theory on motivation, did not consider its effect on business life. Some scientists tried to support Maslow’s theory, but they could not produce support results, especially on the hierarchical level of needs (Northcraft and Neale, 1990: 137).

According to economic science, human needs are boundless. But goods and services that satisfy these needs are always inadequate. Economic theory is greeting trouble with limited resources face to face but a person or society’s needs are unlimited, but how can unlimited needs be satisfied by limited resources. (Dinler, 2004: 7). Again, according to economic theory, necessity when compensated, gives pleasure; when it is not, gives pain and trouble even danger to life (Dinler, 2004: 11). Economic theory states that for every person every sense is a need. Economic needs are simply goods and services. If there are non-economic needs then it is not possible to provide goods and services for them. Although very important for human satisfaction, economists are not interested in non-economic needs. In a separate, group un-necessary needs, these can be accepted or rejected, if accepted possible happiness, if rejected possible despondency. Certain needs are habitual needs, which in some cases may be limited or even prohibited by law. In

economic terms, these are economic needs. The economist does not consider the morality of the need but considers the economic implications of the need. (Dinler, 2004: 14).

“The efforts of people who are interested in economy may fail but they attempt to understand reality. A successful theory parallels observation. If a theory does not match observation, then theory should be changed” (Turkay, 2002: 5). According to the point of view of the science of economics which attempts to explain the economy of goods and services, if we look at situations as a whole and not in isolation, we can see that every demand is not a need or a necessity. These demands are not sourced from necessity but maybe from desire. So, not every desire is a necessity. When we look the word desire in a dictionary, we can see that it is given as “an expressed wish; a request; petition”. In psychology desire is “an object which is expected to display necessity or yearning” The dictionary definition of need is “necessity”

(<http://www.tdk.gov.tr/tdksozluk/sozbul.ASP?KELIME=arzu&GeriDon=0&EskiSoz=>, 15.09.2007).

### **Understanding the Difference between Wants and Needs**

Understanding the difference between needs and wants and finding solutions to the problems that are faced in business life requires a change in the attitude of many line managers. That need for changes in attitude has been observed through our training seminars, which over the last ten years we have given to line managers in Turkey, Azerbaijan, Russia, and Kazakhstan.

The dominating consumptive capitalism of the USA, Germany and France et, seq., that are industrialized capitalist economies and that these countries produce and consume more than the East (Odabasi, 1999: 18). It is possible to see the East, which has begun to industrialize, as a caricature of Western consumptive society, see (<http://cumaertesizaman.com.tr/?bl=8&hn=4957>, 17.11.2007). The concept ‘the resources are limited, wants and needs are unlimited’ is unsuited to countries such as Turkey, Azerbaijan and Albania which have not fully realized their industrialized potential and where there is no balance between production and consumption. Accordingly, intellectuals in these areas work with alternative economic theories.

A question of doubt arises as how to motivate people who think needs are unlimited and that resources are limited. Employees who have motivation problems question how they can become effective. It is known that previous generations were happy although they had fewer opportunities. Today people are burdened under new technology and are face many problems especially stress. In the 20th century people, who think, wants and needs are unlimited have become dupes of advertising and marketing. The greater the opportunity available, the more necessity rises, the degree of pleasure decreases consequently people want to resolve this paradox (Ozdemir, 2005: 85).

The theories of motivation experts on the “hierarchical order of human needs” and from economic science on “unlimited human necessities and needs” are not solutions to

motivation problems. That is the basic motivation problem we encounter, we cannot resolve the irony related with the happiness of people who think their necessities are unlimited. Technical management methods do not solve the problem of poor motivation from employees who are unhappy at their work. Necessity or needs are not unlimited; it is human desire, which is unlimited. For example, the desire of a person to live is unlimited (Aras, 2005: 11) and it is a psychological desire. Human needs have biological and psychological dependencies. Biological desires are necessary and limited but consumption (habit) is behavioural and not necessary.

When employees in a company understand, that needs are limited and that desires are unlimited then it follows that motivational behaviour (auto-motivation) will follow. The ability to 'Understanding the Difference between Needs and Wants' can be a solution to motivational problems and to other problems such as defining the aims of the company and perhaps this understanding will prevent problems occurring. Strategic management emphasises this approach to preventing problems.

When we look at the application of motivation theory to determine company aims and management system it appears to attract attention. But it is known that these motivational techniques are very difficult to apply successfully. These techniques are useful but there are other more basic solutions, which can be applied to motivational problems. If a people separate their desires from their necessities and use their opportunities and potential positively they will contribute greatly to their company or society.

We can systemize the idea of "Understanding the Difference between Needs and Wants" as:

1. Psychological wants and needs are unlimited.
2. Biological needs are limited.
3. The resources of an organization and the potential of the individual is adequate in normal circumstances.
4. In order to apply these ideas to business, to individuals and to company policies then education through some form of professional advisor or seminars is necessary.
5. Knowing the difference between wants and needs must be a part of an individual's philosophy of lifestyle and organizational vision.
6. Company resources and individual potential when used effectively are adequate resources in normal circumstance to provide effective individual targets and organizational missions.
7. Companies and people with a strong sense of vision and mission encourage auto-motivation for the individual and the organization.

"If we encourage good people to teach the novice, they will become enthusiastic" said Confucius. If we can solve problems between wants and needs and besides add to the

auto-motivation and intrinsic motivation we can find solutions to both individual and organizational motivational problems.

#### **REFERENCES:**

- ARAS Osman Nuri, İstedğim İktisat, Zaman Azerbaycan, 124(2307), 2005.
- AYDEDE Ceyda, Kurumsal Sosyal Sorumluluk, MediaCat Yayını, İstanbul, 2007.
- BAYSAL Can, TEKARSLAN Erdal, Davranış Bilimleri, İ.Ü. İşletme Fakültesi Yayını, İstanbul, 1998.
- CAN Halil, Organizasyon ve Yönetim, 5. Baskı, Siyasal Kitabevi, Ankara, 1999.
- DINLER Zeynel, İktisada Giriş, Ekin Kitabevi Yayınları: Bursa, 2004.
- EREN Erol, Orgütsel Davranış ve Yönetim Psikolojisi, Beta Basım, İstanbul, 2004.
- EREN Erol, Yönetim Ve Organizasyon, 6. Baskı, Beta Basım, İstanbul, 2003.
- EREN Erol, Yönetim Psikolojisi, 4. Baskı, Beta Basım, İstanbul, 1993.
- ERTURK Mümin, İşletmelerde Yönetim ve Organizasyon, Beta Basım, İstanbul, 1995.
- GURUZ Demet, GÜREL Emet, Yönetim ve Organizasyon, Nobel Yayın Dağıtım, Ankara, 2006.
- McHUGH Francis P., İş Ahlakı, İstanbul, TÜSİAD Yayınları, 1992.
- NORTHCRAFT Gregory B., NEALE Margaret A., Organizational Behavior, The Dryden Press, Chicago, 1990.
- ODABASI Yavuz, Tüketim Toplumu, Sistem Yayıncılık, 1999.
- OZDEMİR Selim, İşde ve Şahsi Hayatta Daimi İnkişaf Yolu, Oskar Yayıncılık, Bakü, 2005.
- ROBBINS P. S., DeCENZO D.A., Fundamentals of Management, 5th Edition, Prentice Hall, New Jersey, 2005.
- ROBBINS Stephen P., Organizational Behavior, Pearson Education International: New Jersey, 2003.

TOFFLER Alvin, Ekonominin Çöküşü–Eko Spazm, Çev. Mete Akçok, İstanbul, İnsan Yayınları, 1991.

TORLAK Ömer, Pazarlama Ahlakı, Beta, İstanbul, 2007.

TURKAY Orhan, Mikroiktisat Teorisi, İmaj Yayıncılık, Ankara, 2002.

<http://www.drucker.org>; 14.09.2007.

<http://www.canaktan.org/yonetim/insan-yonetim/klasik-yonetim.htm>; 15.09.2007

<http://www.tdk.gov.tr/tdksozluk/sozbul.ASP?KELIME=arzu&GeriDon=0&EskiSoz;>  
15.09.2007

<http://cumaertesizaman.com.tr/?bl=8&hn=4957>; 17.11.2007