

NEEDS THEORY AND EMPLOYEE PERFORMANCE: A case study of employed PNG university graduates



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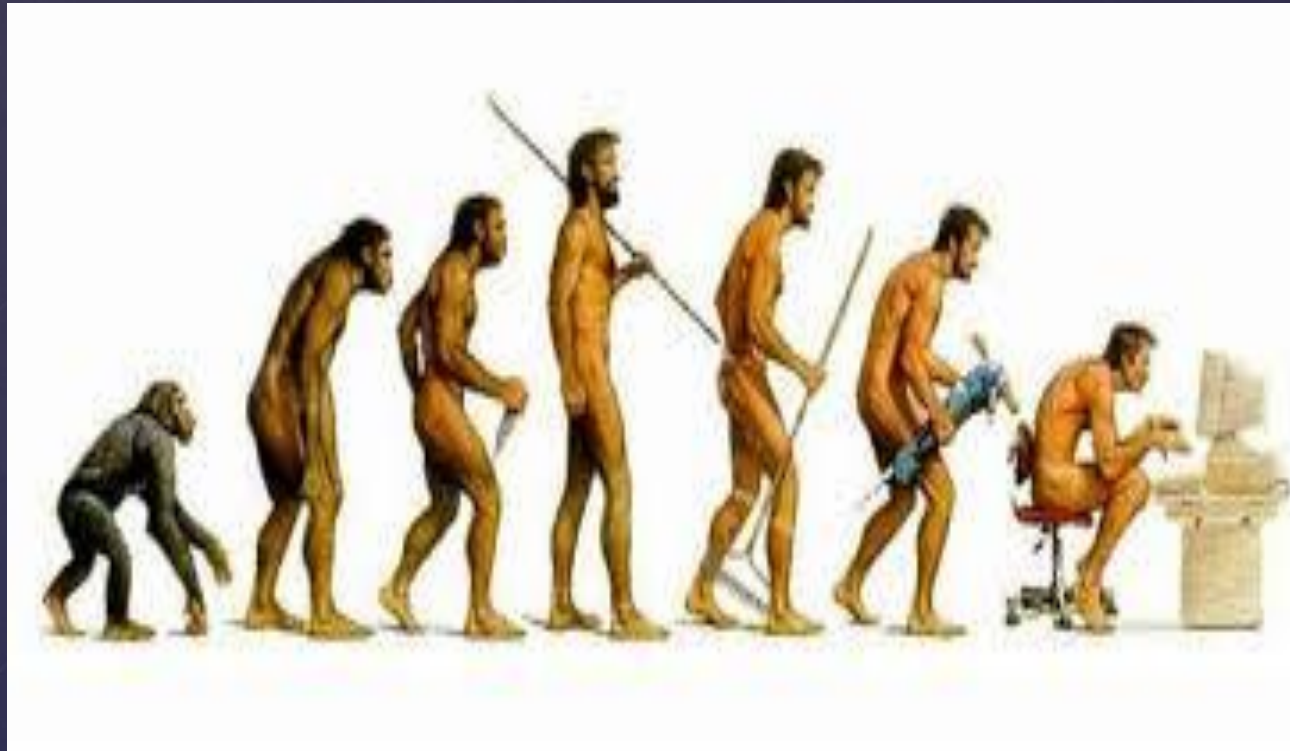


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AGENDA

- Introduction to research
- Research objective
- Literature Review
- Methodology
- Research Findings
- Discussions
- Conclusion

1. Introduction to research



□ Humans have and continue to develop – integrally.



□ The human mind has also evolved.



2. Research objective

This study was to:

- Explore and quantify the relationship between need theories and employee performance
- Determine monetary and non-monetary variables that affect the need-employee performance relationship, and
- Identify other factors that also impact the cognition and behavior of employees to perform in workplaces.

3. Relevance of Study

- ❑ LNG PNG Era brings wealth to the country.
- ❑ Identify factors that influence and motivate productive spirit.
- ❑ High performance in workplace equals high productivity in PNG.



Definition of Terms

- Need - a trait that impels an individual to pursue a goal through an action that also gives purpose, meaning and direction for the behavior of the individual (Ward et al.,2009)

- Performance - act or process of performing a task, an action, a duty...
(Oxford Advanced Learners dictionary, 2004).

3. Literature Review

□ 3.1 Need theories:

A. Maslow's Triangle

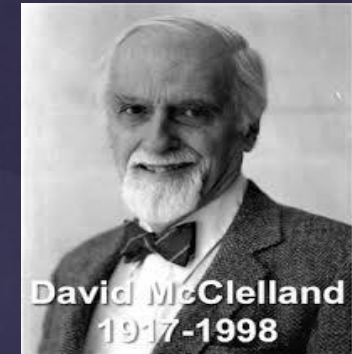


B. Alderfer's ERG Model

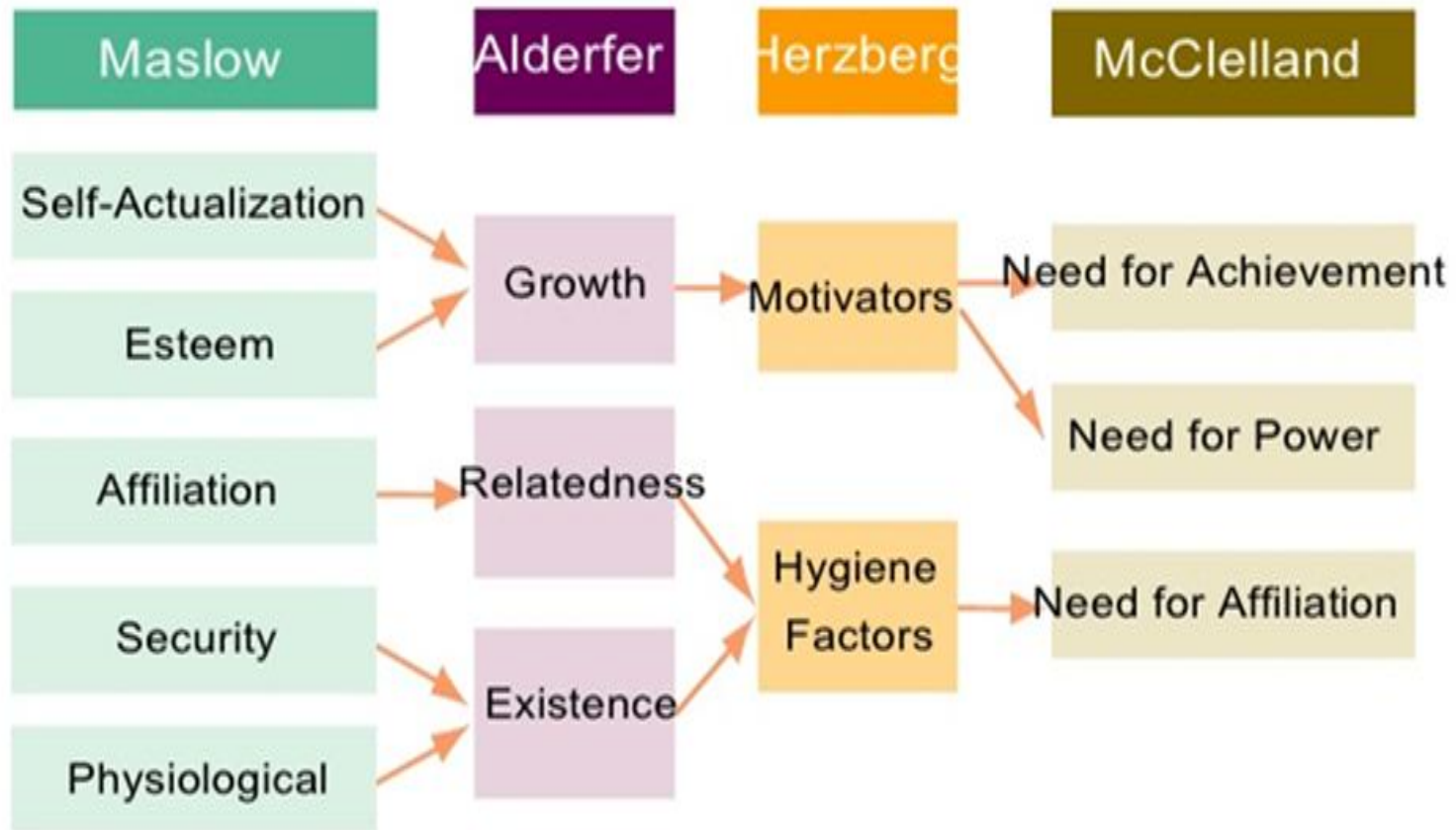


Clayton Paul Alderfer
(born Sept. 1, 1940)
American psychologist

C. McClelland's Achievement theory



Comparative analysis of Need Theories



3.2 Studies on Employee Performance

A. Mayo's Hawthorne Studies

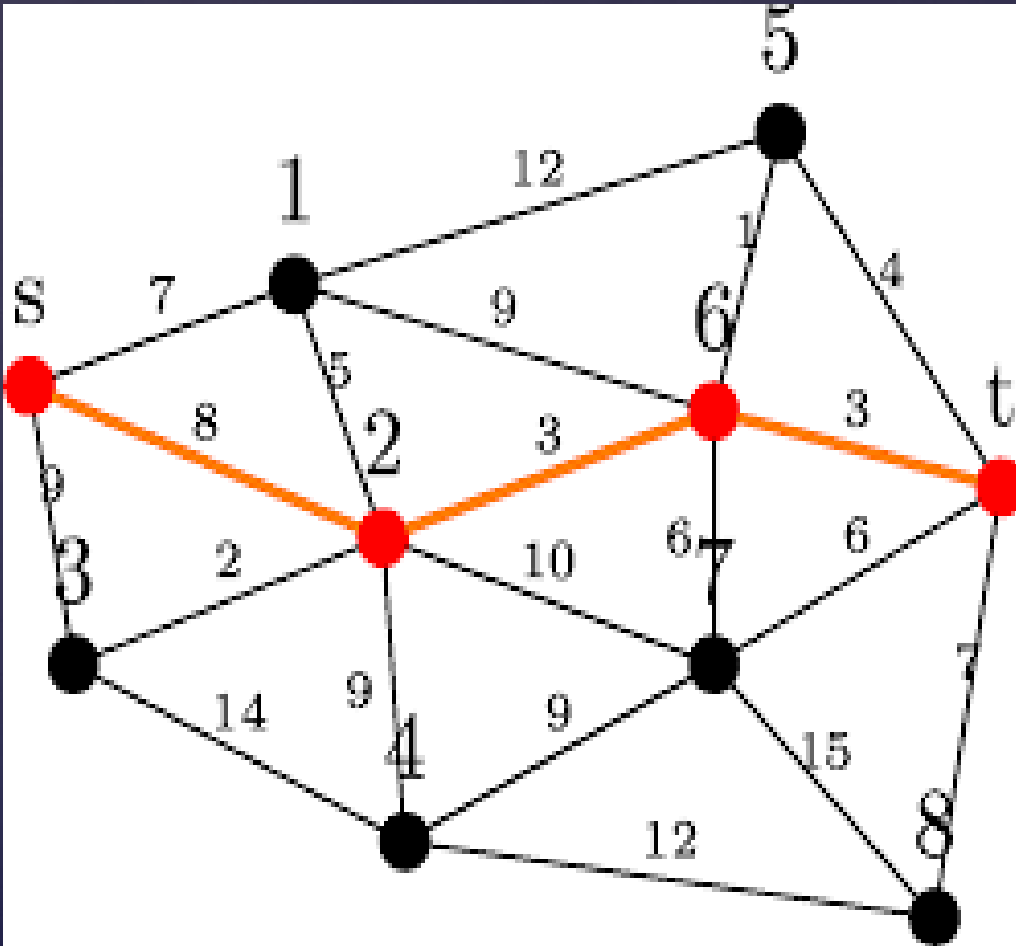
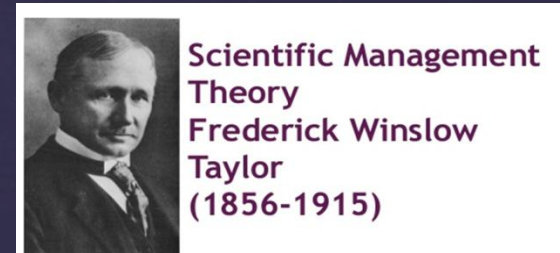
- Illumination Studies



Elton Mayo
(1880–1949)
Australian born
Harvard Psychologist



B. Taylor's Scientific Management theories



□ “One best way” to do a job.

Limitations

- Due to time and resource constraint, this study did not test the thought population to measure findings. This study focused on employed graduates mostly in Downtown and Waigani areas of Port Moresby.

4. Methodology

- The causal survey looked at monetary and non-monetary factors and their relationship on graduate employees performance.
- Population: Graduates from PNG Universities
- Random Sampling (n=57)
- Survey questionnaire: Five-point Likert scale using Minnesota Employee Satisfaction questionnaire.

Data analysis

- Data was analyzed using Pearson's Correlation Coefficient method to determine relationships between graduates needs and work performance.

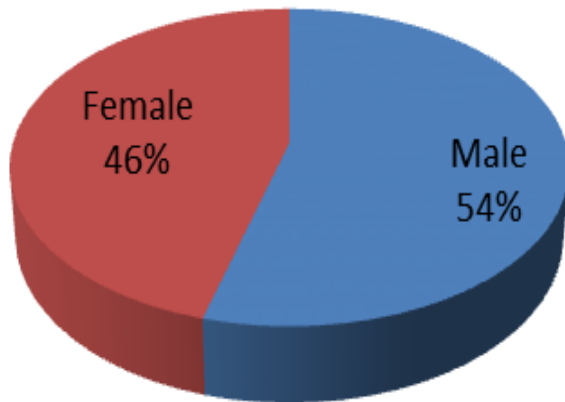
$$r_p = \frac{\sum_{i=1}^n (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^n (X_i - \bar{X})^2 \sum_{i=1}^n (Y_i - \bar{Y})^2}}$$

- Cross-tabulation was also used to inquire on other factors that effect relationship of the variables.

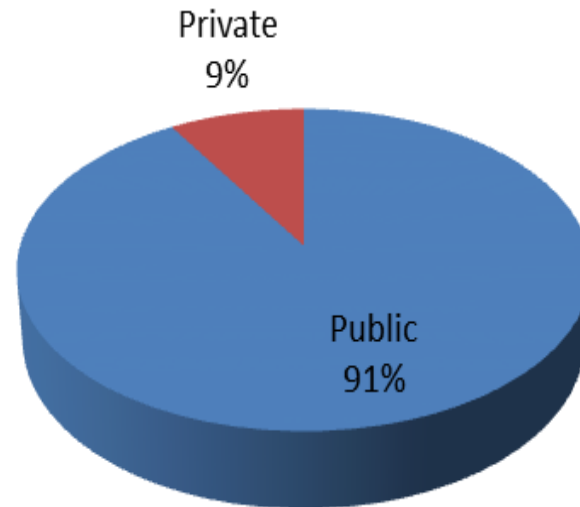
5. Research Findings

5.1 Demographics of survey

A. Gender of survey participants

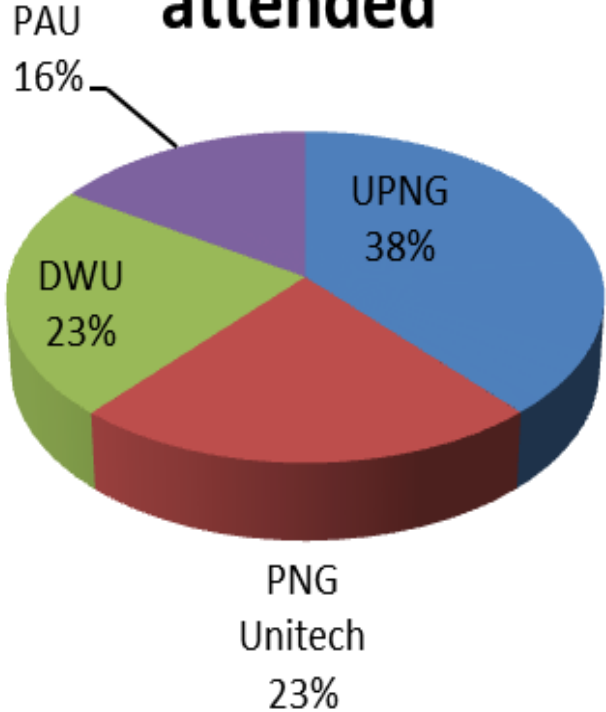


B. Sector of survey participants



Demographics Cont....

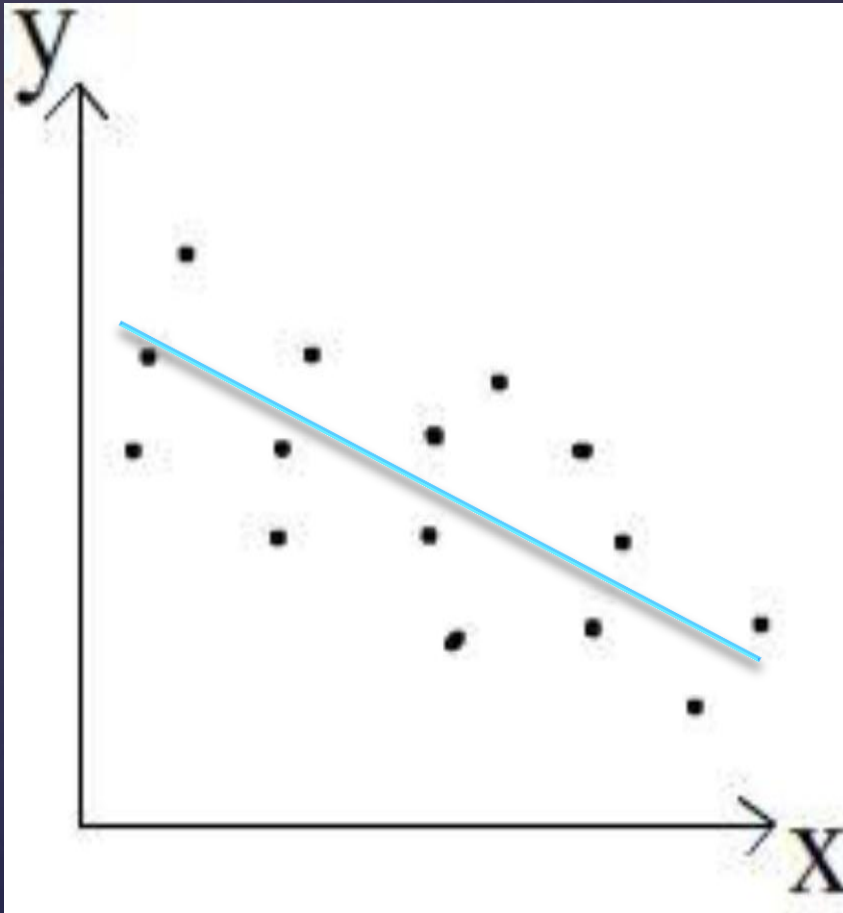
C. University attended



D. Certification attained



5.2 Need-performance relationship

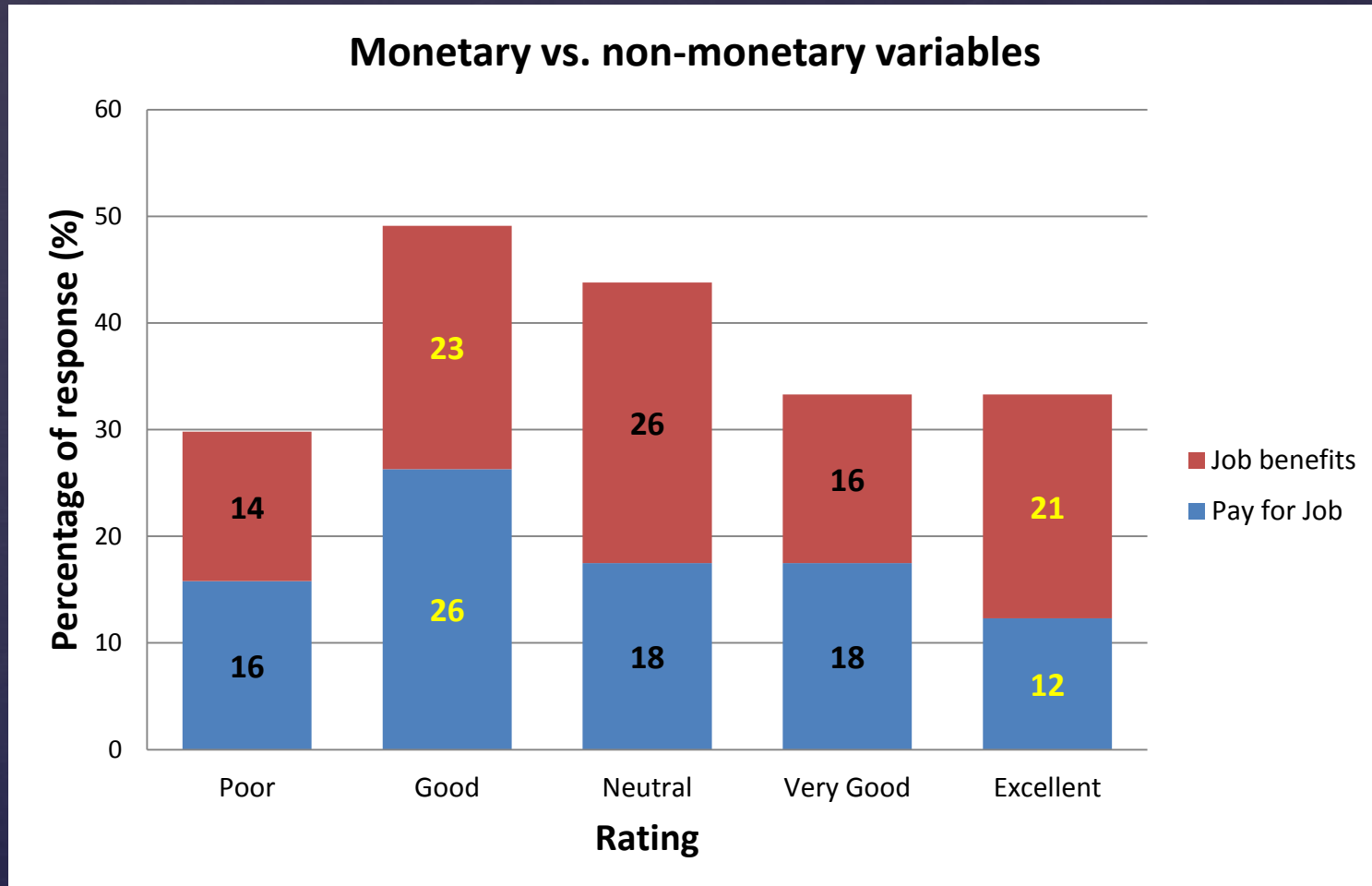


□ Using Pearson's correlation method

- a weak negative correlation ($r = -.26$)

Where, y = unmet needs
 x = employee performance

5.3 Variable analysis



5.4 Other Factors that affect need-employee relationship

A. Workplace factors

<i>In my current job is how I think about...</i>	<i>(Percentage)</i>				
	<i>Poor</i>	<i>Good</i>	<i>Neutral</i>	<i>Very Good</i>	<i>Excellent</i>
<i>Job satisfaction</i>	10.5	14.4	<u>24.6</u>	22.8	28.1
<i>Pay for job</i>	15.8	26.3	17.5	17.5	12.3
<i>Pay for job overtime</i>	17.5	35.1	16.8	17.6	14.0
<i>Job benefits as an employee</i>	14.0	22.8	26.3	15.8	21.0
<i>Job benefits for family needs</i>	12.3	24.6	17.5	19.3	26.3
<i>Organizational culture/behavior</i>	15.8	12.3	24.6	<u>33.3</u>	14.0
<i>Manager superior attitudes/behavior</i>	17.5	12.3	22.8	31.6	15.8
<i>Employee attitudes/behavior</i>	8.8	17.5	35.1	24.6	14.0
<i>Workplace facilities and utilities</i>	10.5	<u>21.0</u>	19.3	35.1	14.0
<i>Workplace atmosphere/environment</i>	14.0	21.1	14.0	<u>28.1</u>	22.8

B. Livelihood factors

<i>In my lifestyle, this is how I think about...</i>	<i>(Percentage)</i>				
	<i>Poor</i>	<i>Good</i>	<i>Neutral</i>	<i>Very Good</i>	<i>Excellent</i>
<i>Basic needs (food , water)</i>	8.8	15.8	17.5	33.3	24.6
<i>Needs of shelter/transport</i>	8.8	<u>22.8</u>	19.3	33.3	15.8
<i>Health and hygiene needs</i>	15.8	17.5	19.3	24.6	22.8
<i>Relationship with manager/superior</i>	3.5	22.8	24.6	33.3	26.3
<i>Relationship with colleagues</i>	10.5	12.3	17.5	<u>33.3</u>	26.3
<i>Relationship with family/friends</i>	1.8	19.3	10.5	42.1	26.3
<i>Recognition in workplace/profession</i>	17.5	19.3	24.6	22.8	15.8
<i>Recognition in community /village</i>	0.0	7.0	24.6	36.9	31.6
<i>Achievement of personal goals</i>	7.0	<u>26.3</u>	28.1	24.6	14.0
<i>Assistance given to achieve goals</i>	8.8	<u>22.8</u>	29.8	21.1	17.5

C. Traits and Value factors

<i>From experiences, this is how I think about university graduates in my organization</i>	<i>(Percentage)</i>				
	<i>Poor</i>	<i>Good</i>	<i>Neutral</i>	<i>Very Good</i>	<i>Excellent</i>
<i>Pay for performance</i>	<u>31.6</u>	21.1	17.5	19.3	14.0
<i>Need-based employment benefits</i>	5.3	<u>26.3</u>	29.8	21.5	19.3
<i>Employee-employer relationship</i>	10.5	15.8	24.6	29.8	19.3
<i>Mentoring and motivation for graduates</i>	17.5	15.8	<u>33.3</u>	14.0	19.3
<i>Job security and safety</i>	7.0	14.0	21.0	40.4	17.5
<i>Compliance to organizations policies</i>	3.5	14.0	31.6	<u>45.6</u>	5.3
<i>Types of organizational culture</i>	7.0	19.3	<u>36.8</u>	<u>21.0</u>	15.8
<i>Career development opportunities</i>	5.3	24.6	26.3	<u>31.6</u>	12.3

6. Discussions

1. Being watched & understood
2. Developing models
3. Small change in need satisfying will result in big productivity
4. Understanding graduate employees experiences will determine the identification of their needs and drivers for performance



Further research

- Quantifying graduate behavior to identify trends and behavioral developments
- Absenteeism and Presenteeism
- Culture in PNG – Hofstede's Cultural theories
- Linking psychology and economics – behavioral economics

7. Conclusion

- The responsibility of management of organizations is to **understand graduate staff needs and experiences – using self-developed theories or methods.**
- **A good environment and dynamic cultures** are paramount in this approach for the success of meeting organizational objectives with efficient and effective graduate employee performance.

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