6. CONCLUSION

This chapter summarises the main findings of the study as well as presents reccommedations for further research.

6.1 SUMMARY OF FINDINGS

The study found that the motivation level of the respondents were on the whole high with none indicating a low motivation level. Although the motivation level were high among the officers and among the other ranks respectively, there were significant differences among them. There were however no significant differences in motivation level found among the civilians. When examining the hierarchy of needs between the high and medium motivation level groups of the population, officers, other ranks, and the civilians respectively, the results showed no differences in the preference of needs between the high and medium motivation level groups. Both the high and medium motivation level groups however generally showed a higher preference for deficiency needs over growth needs. Similar findings were also obtained when analysing the hierarchy of needs of the stratified groups, that is, officers, other ranks and civilians.

When examining the perceived level of provision of needs, the results showed significant differences between the high and medium motivation level groups, particularly among the three stratified groups and among the officers respectively. Both the

46

high and medium motivation level groups generally had a higher perceived level of provision of security needs over the other four hierarchy of needs. Similar results were also obtained when looking at the perceived level of provision of needs of the three stratified groups. Significant differences in the perceived level of provision of needs were found among the three groups, among the officers and among the other ranks. The most significant differences among the three groups (population) were the provision of physiological, esteem and self-actualization needs. Among the officers, they were the provision of social and self-actualization needs. As for the other ranks, they were the provision of esteem and self-actualization needs.

The linear regression results showed that the motivation level of the population was found to be dependent on the security needs and the provision of social and self-actualization needs, whereby 27.5% of the variations in the criterion could be explained by these three predictors. In the case of the officers, it was found to be dependent on the provision of self-actualization needs, with 40% of the variations in the criterion could be explained by this predictor. With regard to the other ranks, their motivation level was shown to be dependent on the esteem needs and the provision of social needs. The civilians were motivated by the provision of self-actualization needs and education level, in which 31% of the variations in the criterion could be explained with these two predictors.

6.2 IMPLICATIONS OF THE STUDY

The findings in this study did not reveal the "hierarchy" of the five needs neatly arranged from the most basic to the highest level, as postulated by Marslow. Nevertheless, there exists a needs structure within and among the three groups. The study showed that the respondents seek lower level needs rather than growth needs.

The matching between needs and perceived provision of needs revealed several mismatchings. It is important for the organization to know which needs matched and which needs did not match those of its members. For the case of the officers and civilians, the organization should be aware of their physiological and self-actualization needs, and attempt to improve upon the provision of these needs in order to prevent possible future dissatisfaction arising from these deficiencies.

The regression analysis showed motivation levels to be related more on the level of provision of growth needs. This finding implied that the respondents had altered their perception of lower level needs as their main motivator. Knowing that the lower level needs, particularly pay, could not be met in the organization, the respondents instead looked towards interest in their jobs as their new motivator. Many jobs in the organization provide the vital skills, contacts, and knowledge necessary for a well paid job in the private sector.

6.3 RECOMMENDATION FOR FURTHER RESEARCH

This study has demonstrated the usefulness of using Marlow's Hierarchy of Needs model as a tool in identifying individual's needs, and their perceived provision of needs. It is recommended that further tests using Marslow's model should be conducted in other organization settings to reinforce the validity of the model. Improvements to the item-scales of the hierarchy of needs constructs should be made, to further improve their reliability, so that the model could then be extended for use in other research.