



REVIEW ARTICLE

Organizational Overview of Maslow and Management Research

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ABSTRACT

Maslow's theory of motivation or hierarchy of needs; has been the subject of much research on a global scale in the physiological, psychological, and sociological framework. This situation, especially in terms of organizations (public or private), concerns both the employees and the management mechanism. Maslow and management generally reveal the theoretical and relational results in the policies applied in organizations. In the literature, studies in which studies carried out in Maslow and management research are systematically expressed quite limited. The research was carried out using the R program and bibliometric analysis applications with the help of the WoS database on Maslow and management research. As a result of the research analysis, the most emphasized keywords by the authors; motivation, Maslow, Maslow's hierarchy of needs, needs hierarchy, needs, management, self-actualization, leadership, psychology, innovation, sustainability, job satisfaction, China, satisfaction, commitment, human psychology, human needs, Covid-19, management theory, personality division, hierarchy, Maslow's theory, performance, spirituality, sustainable development, theory, Abraham Maslow, creativity, productivity, quality life, rural, safety, culture, values, need, human resource management, well-being, workplace, academic libraries cold war, behavior, cognition, demand, and development. As a result of the analysis, it was understood that the concepts of management, performance, work, job satisfaction, personality, self, attitudes, environment, healthcare, perceptions, participation, antecedents, and science have strong relationships together. The results obtained in Maslow and management research have revealed that organizational activities are also effective in addition to the needs and psychological aspects of individuals.

Maslow emphasized that what most affects the management mechanism in organizations is the latent energy store and productive cooperation that can be obtained from individuals working under the right conditions (Maslow, 2000, p. 4). This shows that organizational management can be evaluated within the framework of employees and their activities. Whether the management mechanism is effective or not can be evaluated by organizational outputs. The activity of employees is associated with the organizational policies implemented by management. Maslow has conducted many studies on organizations, management, and business activities.

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In this respect, Maslow and management research can make valuable contributions to the literature at the organizational level.

It may be useful to evaluate Maslow and management research within the framework of work activities of employees in public or private sector organizations. Maslow makes valuable contributions to the literature with his theories of motivation or hierarchy of needs. The management mechanism has a structure that directs the activities for the future of the organization and enables all employees to adapt to the organizational goals. Examining this structure in terms of Maslow, especially needs and motivation are not one-sided; It is observed that it includes many fields in terms of individual, group, organization, and society. The fact that the management mechanism in organizations has a structure that generally directs activities, solves problems, and takes decisions for the future shows that Maslow and management research can expand the scope of influence.

Maslow's hierarchy of needs is put forward in five stages, the physiological needs of variables such as food, drink, and air; security needs such as protection from illness, attack, heat-cold, and hunger; belonging needs such as coworkers, other friendships, spouse or lover; esteem needs such as status, self-esteem, reward, and honor; He stated that there are needs for self-actualization such as fair, honest, selfless love, seeking the truth (Mathes, 1981, p. 69-70). Maslow considers the lack of something in his hierarchy of needs as a basic factor that creates the need (Taormina and Gao, 2013, p. 156). In terms of management, deficiencies that will be perceived in organizations by all employees, both subordinates and superiors, cause new needs to occur. In the formation of these needs, not only material factors but also spiritual factors can have many effects. According to Maslow, needs such as love and respect are evaluated in this category. In addition, both material and spiritual values can have an impact on the individual's reaching the stage of self-realization. Reaching the top of the hierarchy in terms of management can have many positive results, both individually and organizationally.

The study of people's needs and their relationship to behavior is a key feature of many theories in the social sciences. In this case, Maslow's theory of motivation is quite effective. In motivation theory, human actions that can respond to universal motivating factors and needs are included (Seeley, 1992, p. 304). The processes that take action to meet the needs of individuals in motivation theories; it is evaluated within the framework of physiological, psychological, and sociological needs (Şengöz, 2022, p. 165). This indicates that the scope of the hierarchy of needs is broad and universal. It can be used at different levels and layers of society, including organizations (Dixit et al., 2023, p. 4079). This situation reveals that the hierarchy of needs (or motivation theory) is effective in Maslow and management research. It also shows that Maslow and management research can be studied at the organizational level. It can be shaped by the balanced management policies applied in the organization regarding the work activities, needs, and motivation resources of the employees. Organization policies affect all interested parties in terms of the outputs provided. In organizations that provide goods or services, the management approach can be affected by needs and employee motivation.

Management and business theories; should consider the human element and ethical integrity in approaching concepts such as leadership, power, group dynamics, stress, communication, conflict management, organizational culture, organizational development, globalization, and environmental problems. This situation creates a good business organization in personal and professional life (Acevedo, 2018, p. 757-758). In this respect, the value to be given to people is very effective in management activities. It also shows that the policies implemented by the management mechanism are valuable in the realization of individual and group business activities. From past to present, many concepts have been examined in Maslow and management research, and determining which of these concepts has strong relationships, is emphasized more, and has a popular quality can give original ideas to those working in new research.

Maslow and Management

Maslow stated that many needs can be met with motivated behavior. He emphasized that there may be more than one motivation for an action (Maslow, 1943, p. 370). The theory of employee motivation developed by Maslow helps individuals to understand their work activities or behaviors, as well as reveals how employees are motivated in the field of management and organizational behavior. The conceptualization of the needs of employees in organizations is put forward by the theory of motivation. Maslow states that if individuals grow up in an environment where their needs are not met, it is unlikely that they will be healthy and harmonious individuals (Kaur, 2013, p. 1061). Maslow, the more one learns about the natural tendencies of individuals;

He stated that it is possible to be such good, happy, productive, respectful, loving, and maximum potential individuals (Maslow, 1968, p. 4). This situation reveals the importance of the management mechanism in organizations considering employees and human values in terms of Maslow and management. Meeting employee needs healthily by organizations contributes to the formation of high motivation in the organization. In Maslow and management research, clarifying the concepts that are effective in the organizational activities of the employees can guide the organizational policies.

Maslow stated that needs have a ranking ranging from low to high (Maslow, 1948, p. 433). Maslow emphasizes that higher needs arise only when lower needs are met. In other words, it states that the next basic need category is formed with the satisfaction of the need and has a stronger effect on the motivated behavior of the individual (Sengupta, 2011, p. 103). In studies, it is stated that a certain life span may be required for individuals to form a hierarchy of needs (Wahba & Bridwell, 1976, p. 233). In this respect, the formation of needs is shaped by the organization in which the individual operates. In addition, factors related to individuals' living spaces, standards, expectations, and external environments can also be effective in shaping their needs. The gradual emergence of needs; shows that emotions such as attitude, satisfaction, happiness, and expectation in individuals can be effective.

Motivation in organizations is derived from the word motive. Motivation is an internal state of the mind that activates the behavior of the individual and directs the individual. Motivation activates individuals and is externalized through behavior. Motivation, on the other hand, is the individual's desire to make an effort to reach his goal (Osemeke & Adegboyega, 2017, p. 162). Motives are often based on needs. In this respect, motivation is the result of needs, desires, and expectations that energize behaviors (Adiele and Abraham, 2013, p. 140). Motives are constantly expanding and cannot be fully satisfied. After individuals satisfy a low-level need, they always have the desire to reach a higher-level need (Lussier, 2019, p. 323). This desire can contribute to employee success, especially in organizations. The activities of the employees within the hierarchical structure may result in the desire (motivation) to gain status or power in business life. In organizations, the abuse of status or power becomes harmful, and its use for good becomes a contributory feature. This shows that motivation and motivation in organizations shape the work positions and movement areas of the employees.

If the basic needs of the employees are met in the organizations, more positive work attitudes, better motivation, and performance are observed in the employees (Elliot and Williams III, 1995, p. 74). This situation can lead employees to new needs in organizational activities. The more organizations can respond to the needs of employees, the longer employees will be active in the organization. Especially in areas where there are many alternatives and opportunities in terms of business, keeping qualified personnel will require responding to more needs. Being able to respond to the needs of employees in organizations may also be a prerequisite for meeting the expectations of consumers.

Theorists who carry out behavioral research have generally researched animals. Maslow, on the other hand, said that the activities of these theorists would be useless in learning human characteristics; He stated that they neglected human abilities such as self-sacrifice, shame, love, art, and humor (Loingsigh, 1978, p. 318). He emphasized that in the hierarchy of needs, the needs from the basic needs of individuals in their lives to the highest personal achievement are the result of a learning environment (Vithayaporn et al., 2022, p. 52). In this situation, it is understood that the individual, who has different values from other living things, gains many experiences from his environment and shapes his future with these experiences. Individuals operating in organizations can bring many original and new successes to their business activities, as well as many experiences. The human emotions of the employees are likely effective in organizational activities.

Employees may need to have many personal abilities to achieve self-actualization in terms of Maslow in their work-related practices. For individuals to reflect their talents in business activities, the management mechanism has great duties. Organizational policies should contribute to the personal and organizational development of employees. In addition, it may be effective for employees to adopt organizational goals as well as their individual goals. When this situation is evaluated in terms of Maslow's hierarchy of needs, it shows that needs can be evaluated not only at the level of individuals but also in terms of the needs and expectations

of society, working groups, and organizations in general. The needs or expectations of organizations are shaped especially by the applications of the management mechanism. In the literature, Maslow (1970, p. 264) stated that the individual's self-actualization, personal potential, and having competent behaviors such as using it fully is related to good management.

Questions Regarding Research Purpose

In the study, it is expected to contribute to the literature with the answers to the following questions about Maslow and management research in the WoS database.

- What is the general information about Maslow and management research?
- What are the journals, authors and highlighted keywords that have published the most research on Maslow and management research?
- What is the intensity of use of the keywords highlighted by the authors in Maslow and management studies by years?
- What are the keywords (thematic process) emphasized from past to present in Maslow and management research?
- What is the efficiency level of journals publishing about Maslow and management research over time?
- What is the productivity level of the authors who publish on Maslow and management research over time?
- Where are the countries of the authors publishing in Maslow and management research?
- Who are the most cited authors globally in Maslow and management research?
- What is the density of the keywords highlighted by the authors in Maslow and management studies?
- How are the keywords highlighted in Maslow and management research related to each other (peer association network)?
- What are the keywords that have an intense and central feature (motor themes) in the thematic map of Maslow and management research?
- What significance does Maslow and management research have for organizations?

In the research, Maslow and the factors that are effective in the management problem are discussed in light of the literature. Answers are sought to the above-mentioned questions. Maslow and management studies especially evaluate the work activities of the employees in the organization.

Methodology

The information obtained from bibliometric methods is increasing day by day. The bibliometric analysis provides an overview of the literature in a particular field and provides important contributions to the literature with the information obtained (Ellegaard, 2018, p. 196). Considering the rapid increase in academic publications and the difficulties of following research objectively, bibliometric analysis; effective research makes valuable contributions to future research in terms of themes, a particular subject, or field (Wang and Ngai, 2020, p. 1871). Bibliometric analysis is a type of research aimed at understanding global research in a specific field with the help of the outputs of academic publications using the Scopus or Web of Science (WoS) database (Alsharif et al., 2020, p. 2949). With the help of bibliometric analysis, descriptive and relational indicators can be revealed. Regarding the research subject; Visualizations can be made based on broadcast frequency, publication dates, languages, countries, and institutions. Results for the keywords, concepts, classifications, and relationships emphasized by the authors can be revealed (Danvila-del-Valle et al., 2019, p. 629). The use of bibliometrics reveals the methods and quantitative examination of the production, growth, maturation, and consumption of scientific publications (Moral-Munoz et al., 2020, p. 2). This situation contributes to the examination of research topics that are curious in the international literature and to gain new ideas or perspectives with bibliometric analysis.

The R program is quite flexible (Aria & Cuccurullo, 2017, p. 973). RStudio mapping software was used to reveal the descriptive indicators of the research. R software provides numerous resources on bibliometrics (Riahi et al., 2021, p. 3). In this context, the research resource consists of the WoS database. The bibliometric analysis was carried out using the R program and the analyzes were interpreted with the help of the literature.

In the literature, Khanra et al. (2020, p. 740) stated that bibliometric analyses in intellectual applications related to the research topic, which they summarized from previous research, consist of the following stages.

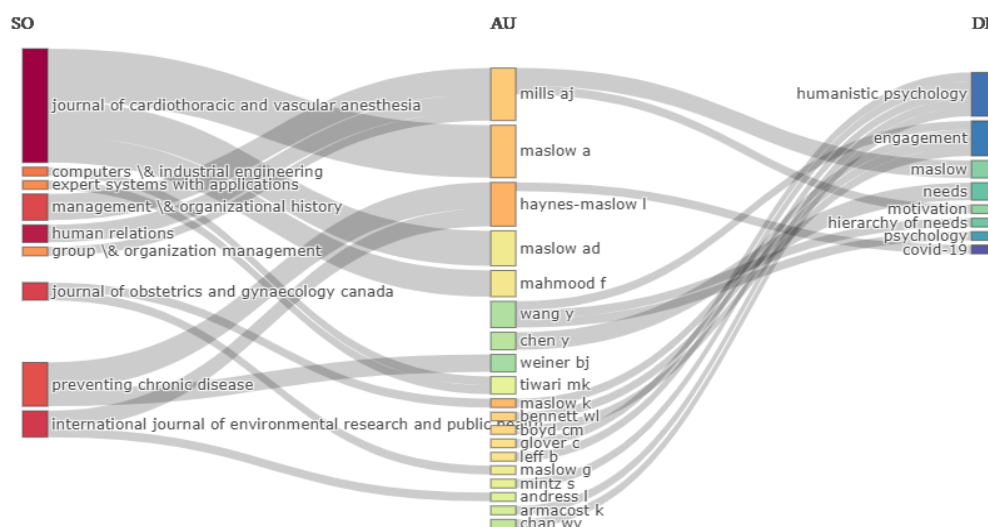
- Bibliographic links
- Citation analysis
- Prestige analysis
- Synonym analysis

While performing bibliometric analyzes in the research, previous research on the subject and practice is used. In the bibliometric analysis method; Bibliometric links, general citations, prestige analyses, and synonym analyses are included to reveal the relations of the variables with each other. The results obtained are evaluated within the framework of Maslow and management practices in terms of organizations.

Findings

The data regarding the results of the R program and bibliometric analysis within the framework of Maslow and management (dated 02.03.2023) researches in the Research WoS are as follows. As a result of the analysis, it shows that Maslow and management researchers had a research area in WoS between 1983-2023 (without year limitation). It is observed that 459 studies from 389 different sources are included in the analysis. As a result of the research of Maslow and management concepts, the annual growth rate is 6.18%. There are 1312 authors in total in the study, and it is understood that there are 116 authors in single-author studies and the rate of international co-authors is 15.47%. It is seen that the rate of co-authors per research is 3.42, and the total keywords used by the authors regarding Maslow and management are 1604. It is observed that a total of 16379 sources were used in the studies, the average of the studies was 9.08 years and an average of 13.25 citations were made per research. The results of the analysis reveal that Maslow and management research in general have improved over the years.

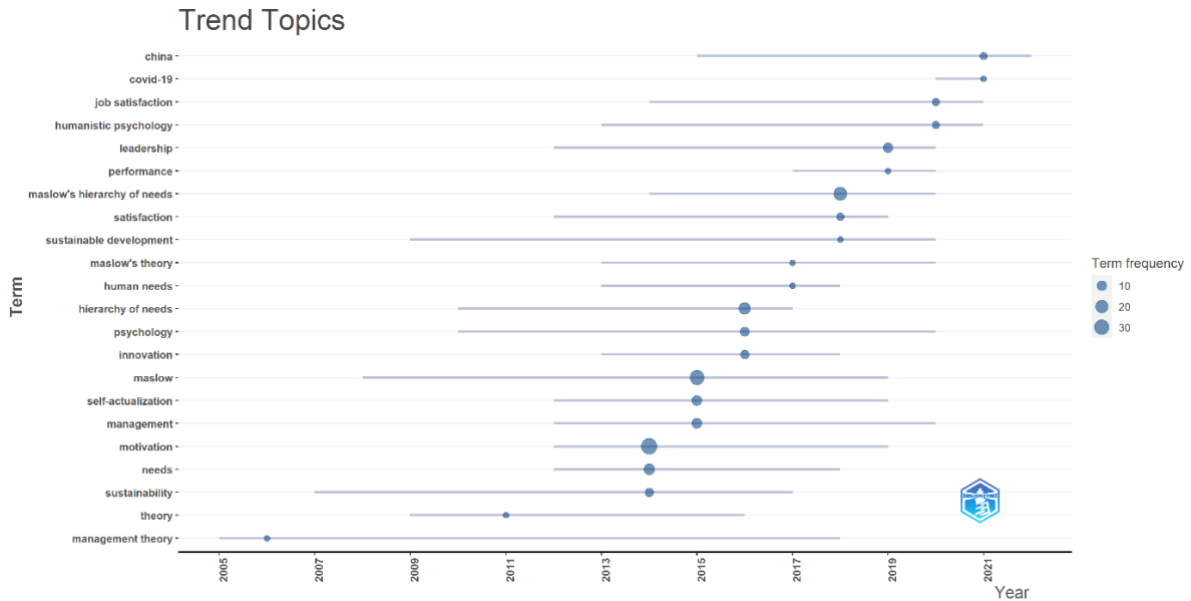
Figure 1. Journal, author, and keyword match in research



In Figure 1, journals, authors, and keywords that publish on Maslow and management studies are given. In the analysis, the journals that published the most on the subject; Journal of Cardiothoracic and Vascular Anesthesia, Computers & Industrial Engineering, Expert Systems With Applications, Management & Organizational History, Human Relations, Group & Organization Management, Journal of Obstetrics and Gynaecology Canada, Preventing Chronic Disease, and International Journal of Environmental Research and Public. Authors who researched Maslow and management research; Mills AJ, Maslow A, Haynes-Maslow I, Maslow AD, Mahmood F, Wang Y, Chen Y, Weiner BJ, Tiwari MK, Maslow K, Bennett WL, Boyd CM,

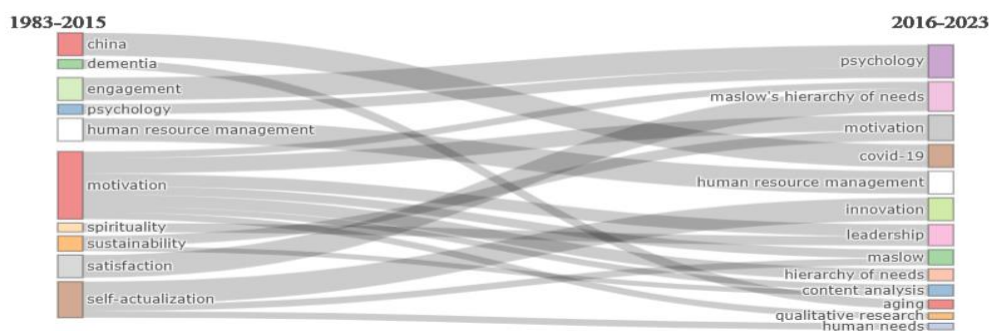
Glover C, Leff B, Maslow G, Mintz S, Andress I, Armacost K, and Chan WV. The keywords used in Maslow and management research are; Humanistic psychology consists of the words commitment, Maslow, needs, motivation, the hierarchy of needs, psychology, and Covid-19.

Figure 2. The intensity of use of concepts related to Maslow and management research by years



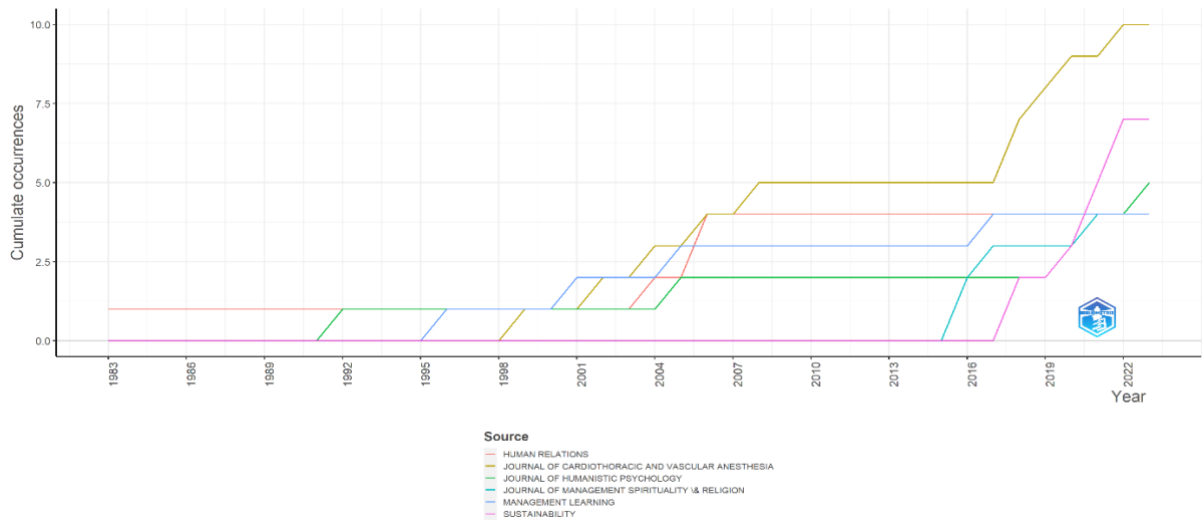
Considering the words emphasized in Maslow and management research by years; China (2015-2022), Covid-19 (2020-2021), job satisfaction (2014-2021), human psychology (2013-2021), leadership (2012-2020), performance (2017-2020), Maslow's needs hierarchy (2014-2020), sustainable development (2009-2020), Maslow's theory (2013-2020), human needs (2013-2018), the hierarchy of needs (2010-2017), psychology (2010-2020), innovation (2013-2018), Maslow (2008-2019), self-actualization (2012-2019), management (2012-2020), motivation (2012-2019), needs (2012-2018), sustainability (2007-2017), theory (2009-2016) and management theory (2005-2018). The results of the analysis show that the word Maslow has an intense field of study in the years 2008-2019 and the word management in the years 2012-2020.

Figure 3. The thematic process of Maslow and management research



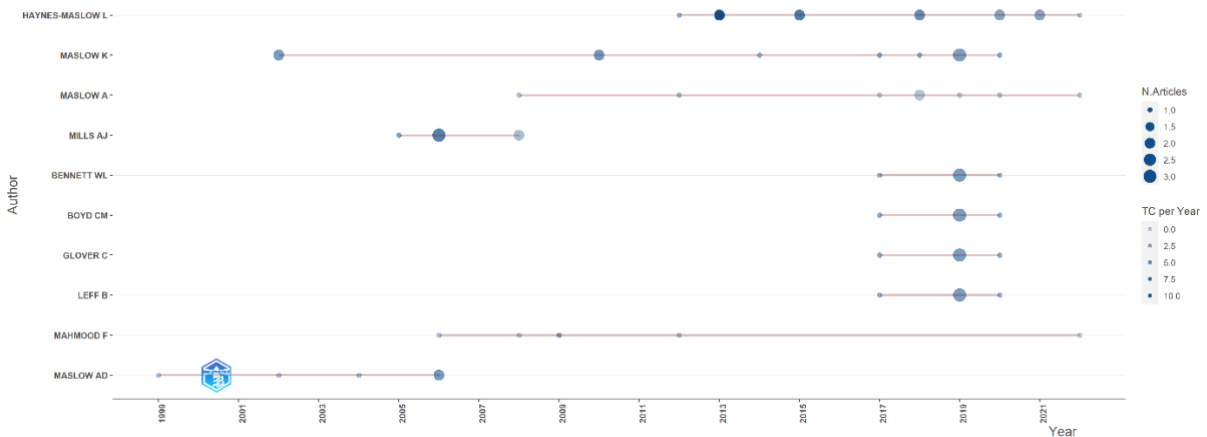
In Figure 3, the keywords emphasized by the authors in 1983-2015 and 2016-2023 related to Maslow and management research are included. In the analysis, the most researched concepts in 1983-2015; It has been observed in China, dementia, commitment, psychology, human resource management, motivation, spirituality, sustainability, satisfaction, and self-actualization. The most emphasized concepts in the research in 2016-2023; are psychology, Maslow's hierarchy of needs, motivation, Covid-19, human resource management, innovation, leadership, Maslow, the hierarchy of needs, content analysis, aging, qualitative research, and human needs. As a result of the analysis, it was observed that some of the words emphasized in 1983-2015 changed in 2016-2023. For example, in recent years, the words Covid-19 instead of China, aging instead of dementia, and psychology instead of commitment have been emphasized more.

Figure 4. The productivity of journals publishing Maslow and management research over time
Sources' Production over Time



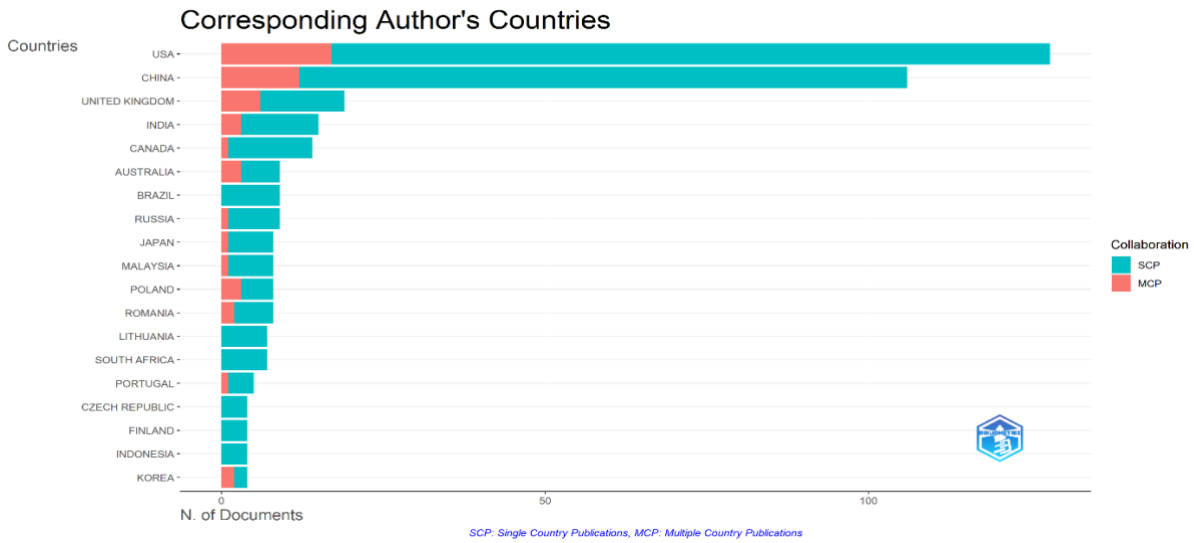
Considering the most productive journals on Maslow and Management in recent years, the Journal of Cardiothoracic and Vascular Anesthesia ranks first. Then there is the Sustainability magazine. The third journal that publishes the most intensive research is the Journal of Humanistic Psychology. Management Learning, Journal of Management Spirituality & Religion, and Human Relations are included in the research, respectively. The results obtained indicate that Maslow and management research have a large body of work related to the field of medicine.

Figure 5. Productivity of Maslow and management studies publishing authors over time
Authors' Production over Time



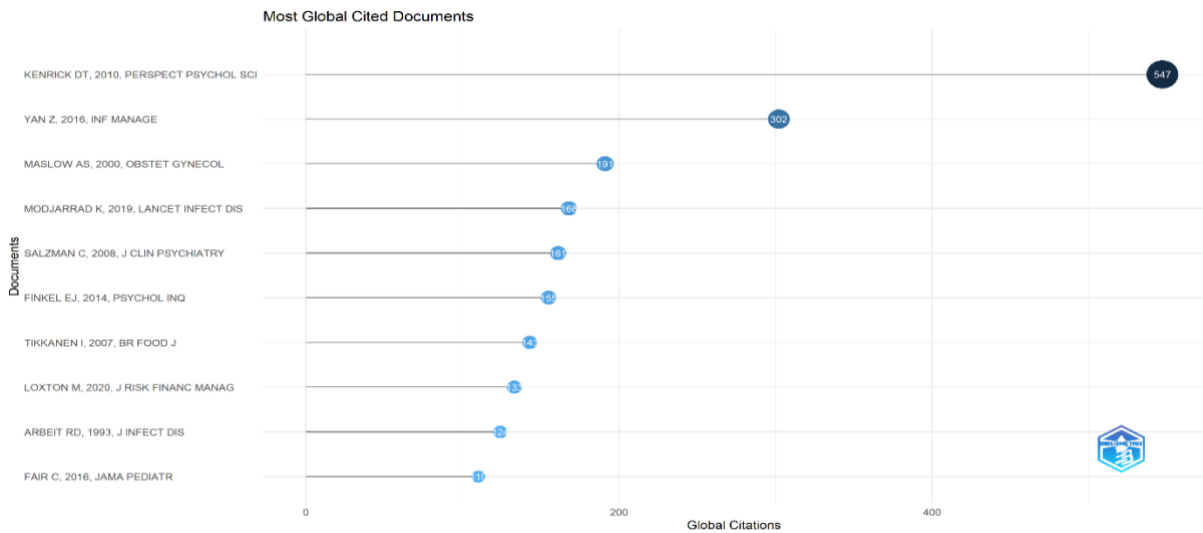
In Figure 5, authors who have done extensive work on Maslow and management research and their most productive times are shown. As a result of the analysis, Haynes-Maslow L (2012-2022), Maslow K (2002-2020), Maslow A (2008-2022), Mills AJ (2005-2008), Bennett WL (2017-2020), Boyd CM (2017-2020), Glover C (2017-2020), Leff B (2017-2020), Mahmood F (2006-2022), and Maslow AD (1999-2006) conducted quite productive research.

Figure 6. Maslow and management research co-author countries



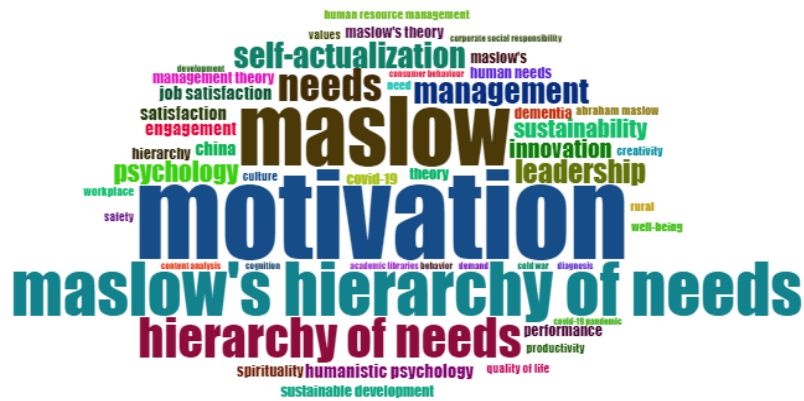
Considering the country addresses of the authors who conducted the most research on Maslow and management research in terms of single and multiple country publications in the analysis; USA, China, United Kingdom, India, Canada, Australia, Brazil, Russia, Japan, Malaysia, Poland, Romania, Lithuania, South Africa, Portugal, Czech Republic, Finland, Indonesia, and Korea. These results show that there is a need for more international studies on Maslow and management research in Turkey.

Figure 7. Maslow and management research top cited authors globally



The most cited authors worldwide in Maslow and management research are Kendrick (2010), Yan (2016), Maslow (2000), Modjarrad (2019), Salzman (2008), Finkel (2014), Tikkanen (2007), Loxton (2020), Arbeit (1993) and Fair (2016).

Figure 8. Maslow and management research keywords the authors highlighted the most



The keywords that the authors emphasized the most in Maslow and management research in the analysis; motivation, Maslow, Maslow's hierarchy needs, hierarchy of needs, needs, management, self-actualization, leadership, psychology, innovation, sustainability, job satisfaction, China, satisfaction, commitment, human psychology, human needs, Covid-19, management theory, personality division, hierarchy, Maslow's theory, performance, spirituality, sustainable development, theory, Abraham Maslow, creativity, productivity, quality life, rural, safety, culture, values, need, human resource management, well-being, workplace, academic libraries It is seen that concepts such as cold war, behavior, cognition, demand, and development take place. These concepts can affect employees directly or indirectly, especially in organizational activities.

Figure 9. Collaboration network of highlighted words in Maslow and management studies

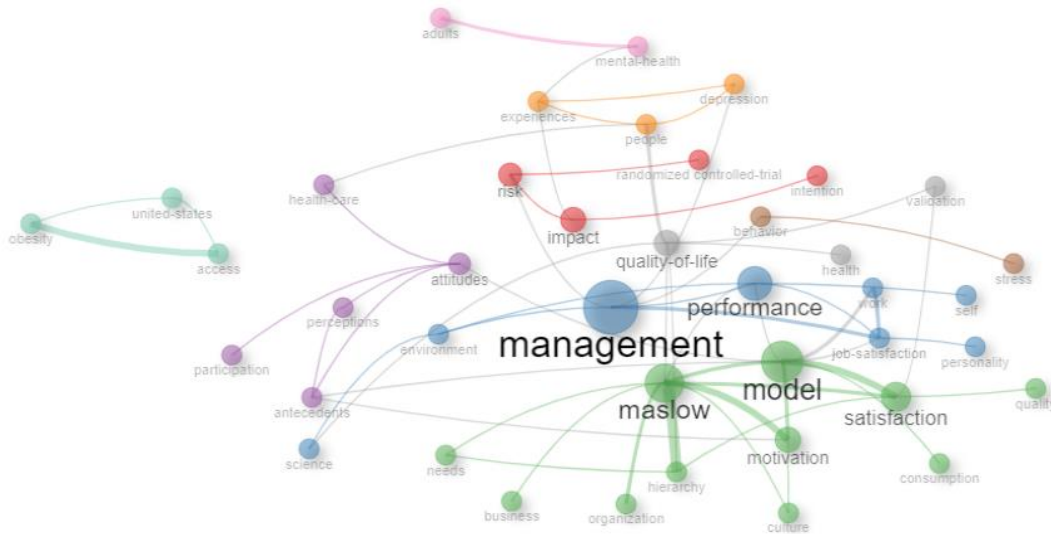


Figure 9 shows the relationships between the words highlighted in Maslow and management studies. In the analysis, it is understood that words with the same color and more pronounced have strong associations. As a result of the analysis, the words management, performance, job, job satisfaction, personality, self, attitudes, environment, health care, perceptions, participation, premises, and science have strong associations together. The words Maslow, model, satisfaction, motivation, hierarchy, organization, business, demands, culture, consumption, and quality have strong relationships together. In the research, the concepts of risk, effect,

balance, inner peace, happiness, and health. The obtained results show that in addition to financial means, moral values, and health are very effective, and technological innovations also contribute to this effect. In the third group word list; rural, behavior, food access, dining environment, food safety, and detonate. The results show that behaviors are effective alongside basic needs in Maslow and management research. The fourth group word list; market consists of Maslow's hierarchy of needs, mobile communication, and services concepts. This shows that technological changes (such as ease of access), new service understandings and marketing practices can shape needs in terms of communication in Maslow and management research. In the fifth group words; quality of life, public health, philosophy, and talent concepts. Individuals in Maslow and management practices; familial, organizational, and social aspects of their quality of life, health, philosophical perspective, and personal abilities reveal that they have a very effective role. Sixth group words; It consists of the concepts of dementia, diagnosis, assessment, aging, Alzheimer's disease, the elderly, the elderly, practice, and mild cognitive impairment. This situation reveals that the life span of individuals in the organization affects their activities in terms of health. In the seventh group words; cognitive, communication, incontinence, and rehabilitation concepts. Eighth group words; values, knowledge worker, change, knowledge, and society. This situation reveals the importance of knowledge as well as social values in organizational activities. In the ninth group; multiple chronic conditions, patient preferences, benefit-risk assessment, benefit-harm balance, and hypertension. Employee health in organizations in general affects business activities.

Discussion Result and Suggestions

Maslow and management research; clarifies the understanding of concepts that are physiologically, psychologically, and sociologically valuable in the business activities of organizations. Policies implemented by the management mechanism in organizations shape the organizational culture, work activities, and behavioral characteristics of the employees in general. Maslow and management studies clarify the importance of the variables that employees face. In this respect, it has been observed in the analysis that Maslow and management researches are not limited to organizations only and that many variables can be effective in many areas. The variables obtained and the research comments on the subject in the literature are as follows.

In the analysis, it is observed that the concept of self-actualization was heavily researched in the thematic process and the years 2012-2019 among the keywords emphasized by the authors. Self-actualization, which is at the top of Maslow's hierarchy of needs, directs the behavior of employees in organizational activities. Creating a self-actualizing work environment contributes to organizational policies. If the management mechanism contributes to the development of employees, success is inevitable. In the literature, Dye et al. (2005, p. 1382) Maslow's hierarchy of needs; emphasized that it is not a tool for the subordination or control of the employees, it helps the organization to achieve self-realization at the top of the pyramid and provides support to the employees to enlighten the individuals. Greene and Burke (2007, p. 119) stated that self-actualization has an internal focus, revealing self-differentiation, psychological integration, or personal potential.

In the research, it was seen that the concept of culture was effective in the keywords emphasized by the authors and in the co-collaboration network. Culture has a mechanism that frames the practice areas of organizations and enables employees to adapt to cultural values. In the analysis, it is understood that the concepts of culture and hierarchy are related to the co-collaboration network. This shows that cultural values affect the organization in subordinate-superior relations. In the literature, Dye et al. (2005, p. 1384) stated that in terms of Maslow, the hierarchy has a valid structure in all cultures. Jelavic and Ogilvie (2010, p. 16) of cultural studies; In terms of psychology and management sciences, stated that management models have a critical value in adapting them to specific cultures. In their research, they emphasized that cultural value systems are effective in integrating management models into decision-making processes and leadership styles.

In the research, it is seen that spirituality is effective in the thematic process, in the keywords emphasized by the authors, and in the motor themes, including spirituality at work. Spirituality or spiritual values can have an impact on the behavior of employees in organizations. If the moral values of the employees coincide with the organizational policies, high performance is expected from the employees. In the analysis, it is also understood

that job satisfaction has been extensively investigated in Maslow and management studies, and it is included in the keywords and co-association network emphasized by the authors. In this case, spirituality in the workplace and job satisfaction may have an effective relationship. Employees with high job satisfaction in organizations are expected to contribute more to the organization. In the literature, Greene and Burke (2007, p. 125) stated that Maslow expresses spirituality as finding meaning in life and work and that spirituality contributes to job satisfaction.

In the research, the concept of talent was included in the motor themes. In addition, the concept of self-actualization has been used extensively. The talent of the employees is an effective value for the management mechanism in the activities of the organization. Talented employees can produce more effective and productive results. This contributes to being employees with qualified personnel status. In organizations, it is easier for talented employees to realize themselves than unskilled ones. The talent of the employees sometimes depends on their innate characteristics and sometimes on their activities for self-development. The type of job can also shape talent. Self-actualized employees can make many contributions to the organization. In the literature, O'Connor et al. (2007, p. 742) stated that self-actualizes have unique abilities, tastes, tastes, and an abstract spirituality. Kaur (2013, p. 1062) emphasized that self-actualized employees in the organization are valuable for human resources.

In the research, it is seen that attitudes and job satisfaction have a relationship in the cooperative network, and attitudes are also included in the motor themes section. This situation shows that the attitudes of the employees in the organization can affect each other with job satisfaction. The attitude of the employees towards their job or the management mechanism affects the level of satisfaction. Employees' attitudes towards other co-workers or organizational policies also shape their job satisfaction. In the literature, Udechukwu (2009, p. 69) states that Maslow's behaviors related to job attitudes such as satisfaction can affect needs in various ways; Herzberg, on the other hand, stated that the needs that affect attitudes can be met internally or externally.

In Maslow and management research, it is seen that the concepts of needs and hierarchy of needs have a very intense effect. The ability to meet the needs of the employees operating in the organization is reflected in their behavior. Organizations, where the needs of employees are met, can be the assurance of long-term employment perception. In this framework, the closer employees are to the top of Maslow's hierarchy of needs, the more they develop. In terms of the management mechanism, the response to the need can contribute to the formation of a positive perception in the employees. In the literature, Sengupta (2011, p. 102) stated that if the part needs of individuals are met, they can fully experience themselves and their environment and become free for higher development. Ervina and Yuniawan (2022, p. 44) emphasized that Maslow's basic physical, safety, love or belonging, esteem, and self-actualization needs help to understand the needs (demands) of employees in various human resource management practices.

In the analysis, it is observed that motivation is effective in all categories. This shows that the motivation of employees is very effective in the realization of business activities in organizations. Employees with high motivation contribute more to organizational outputs. There may be many internal or external factors that can affect the motivation of employees in the organization. In terms of internal factors, the employee's perception, expectations, and demands for their activities can play an effective role. In terms of external factors, organizational policies, other employees and society in general can have many effects. In this respect, organization managers have important duties to keep employee motivation high. In the literature, Sengupta (2011, p. 112) emphasized that managers around the world perceive the need for high work motivation.

It is observed that culture is quite effective in the keywords and co-collaboration network emphasized by the authors. Organizational culture, organizational policies, and practices are effective. In the thematic process, it is seen that human resources management is also effective in the keywords emphasized by the authors and in the motor themes part. In management practices in organizations, human resource management is a fundamental resource that shapes business activities. The feature of human resources that creates outputs and directs the future of the organization has contributed to the increase in its value day by day. Effective and efficient management of human resources makes valuable contributions to the future of organizations. In the literature, Jerome (2013, p. 44) emphasized that within the framework of Maslow's hierarchy of needs theory, each organization should create its own culture instead of copying other organizational cultures, and this can be achieved through the connection of organizational culture and human resources practices.

In the research, it is seen that the concepts of happiness and emotional balance are included in the motor themes section. Happiness is both before and after many organizational activities; It is a valuable motivation tool that is desired to be experienced. Emotional balance can affect the way individuals behave in work activities. A happy employee in the workplace acts more willingly for workplace activities. This makes it necessary for a happy working environment to be provided by the management mechanism. In some cases, the factors that can cause happiness may vary from person to person. While some individuals in organizations prioritize material opportunities (such as money, fixed assets, comfortable working environment) as a source of happiness, others may consider spiritual opportunities (such as emotion, behavior, belief, and feeling). In this respect, to create a happy working area in organizations, it is necessary to carry out balanced policies that can meet the expectations of the employees. In the literature, Taormina and Gao (2013, p. 172) stated that emotional support from family is a critical component of a happy life and has an effective role in one's sense of belonging.

As a result of the network of partnerships in Maslow and management research; It is seen that experiences, depression, and human concepts are related to each other. Experience can facilitate the movement area of employees in organizational activities. The intensity of work activities can cause negative pressures such as depression and stress in employees. Organizational experience guides the behavior of employees. In the literature, Osemeke and Adegboyega (2017, p. 170) stated that the motivations that guide individuals can change with life experiences and cultural views. Lussier (2019, p. 322) stated that Maslow takes into account human-centered motives such as self-actualization motive.

It is seen that sustainability is used intensively in the analysis, and it is included in the thematic process and the keywords emphasized by the authors. Sustainable policies of organizations can contribute dynamically to the movement areas of employees. Organizations that demonstrate sustainable activities in environments where competition is strong are expected to be stronger. In addition, the sustainable activities of the employees can contribute to their individual development. In the literature Hunting and Conroy (2018, p. 268) they stated that a sustainable lifestyle contributes to the self-realization of individuals.

It is seen that the concept of creativity is included in the keywords emphasized by the authors, in the motor themes section where density and centralization are high. This shows that employee creativity is effective in Maslow and management studies. The importance given to the concept of creativity in recent years shows that organizations need new formations for business activities. Employees make unique contributions to their organizations through creativity. Organizations that provide unique and different outputs determine a valuable position in market conditions. In the literature (Bridgman et al., 2019, p. 94), they stated that management and creativity are related within the framework of Maslow's pyramid.

In the research engine themes section, it is understood that communication and mobile communication have both an intense and centralized structure. Communication is very effective in organizational activities, both in the management mechanism of the employees and in their dialogues with other employees. It is reflected as a result of employees' communication mechanisms, behaviors, and ideas. Depending on technological developments, mobile communication affects individuals in all areas of life and contributes to the execution of many business activities. A strong communication network in the organization contributes to the reduction of uncertainty. In the literature, Wolor et al. (2022, p. 119) stated that the employees in the organization should perceive the message intended to be given correctly for effective communication and that there should be no ambiguity.

In the analysis, it is observed that the concepts of education and distance education both have high degrees of centralization and intensity (in motor themes). In addition, it is seen that the word Covid-19 has a very popular field of study in Maslow and management studies. This is related to the remote realization of organizational activities in many areas during the Covid-19 period. Organizations have been able to carry out both training on their applications and other activities with the distance education method. In such environments of necessity, there are rapid changes in business activities. In the literature, Ratten (2023, p. 6) emphasized that management education has changed due to Covid-19, virtual classrooms and online teaching studies are carried out, and there are changes in learning and teaching styles.

As a result, Maslow's hierarchy of needs linked the formation of a need to the satisfaction of a lower-level need. This situation does not give a definite result about whether a higher need will occur if any need is not met. When evaluated in terms of management, the situation of meeting or not meeting an existing need in the organization creates a wide area of discussion on whether new needs will occur or not. In addition, differences in expectations in employees can lead to the formation of a wide variety of needs. Considering Maslow and management research results, in the formation of a need; It is understood that environmental factors, technological changes, socio-cultural structures, and value judgments prevailing in the organization have a general effect. This shows that there is a need for applications that can give a new perspective on the subject. In the literature, Rojas et al. (2023, p. 13) emphasized that in Maslow's theory of motivation, individuals would not be motivated to take into account their other needs without fully satisfying their lower-level needs, that is, they would not be able to satisfy needs such as love, belonging and respect without meeting lower level needs such as physiological and security.

The application is limited to Maslow and management research in WoS. The research is evaluated through organizations and employee activities. In new applications related to Maslow and management research; employees' beliefs, expectations from organizational policies, and the level of meeting their material or moral needs can be included. In addition, the expectations of the management mechanism from the employees in organizations and the factors (material / moral) that are effective in the formation of these expectations can be investigated. In the research, public and private sector business activities are evaluated in general. New research can include the distinction between public and private sectors regarding Maslow and management research. In addition, comparisons can be made regarding public or private sector management policies in research. Maslow (1948, p. 436) stated in his research that trying to reach higher needs leads to stronger and more accurate individuality in terms of satisfaction. He emphasized that the stages of self-actualization are related to development. In this respect, future research can examine the gains provided to employees by management that strive for self-realization.

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