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An Employee as Object or Subject – Either a Bond with the Enterprise or Pragmatic Instrumentalism. Case Study of the Crisis of Relations in Market Entities in the Light of Critical Management Studies

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3.1. Introduction

The Critical Management Studies (CMS), which inspired the realisation of this research, is a viewpoint rarely used as a theoretical base in studies on market players in domestic economic reality. This is a viewpoint that is fundamentally different from the functional one. The latter in the simplest approach, puts the researcher in the position of the one who objectively recognizes the existing reality in order to propose solutions that increase the economic efficiency of market entities and the rent obtained by their owners and its representatives (e.g., a group of executives, especially senior management). As a result, the researcher “enters the shoes” of the manager and is pressed to prove as an expert, who has to know at least not less than the manager, how to efficiently manage organizations. He becomes a “specialist” in the practical management of a market entity, not a scientist who formulates a reflection on

management. Sometimes however reality verifies inadequate ambitions. Advices for practice can be disappointing, and the gap between practice and theory, although it is assumed to be non-existent, becomes clear. This has been pointed out by Ghoshal (2005) in his critical article on management theory. Contrary to this viewpoint, CMS identifies the other, perhaps even the true nature of various managerial practices. In the so-called humanized management practices perceives the control reaching deeper than the bureaucratic one. It extends to the level of beliefs, attitudes, and values. It is referred to as post-bureaucratic control. Seemingly it is milder than the bureaucratic control, because it is not based on hard, unambiguous and sometimes severe orders or prohibitions, but rather on persuasion and inculcation. It is *de facto* more sophisticated and effective, because it shapes a person accepting the system. In the face of benefits and solutions aimed at welfare, the consent to function in the system proposed by privileged actors (business owners, staff) becomes natural. An alternative to the system generally does not appear in such conditions. It is therefore not the main thesis of the CMS that there exist economically disadvantaged groups, like the former working class, which are used in economic processes, but that these potential groups do not see it at all. Their members are functioning in a closed, effective and free market-oriented universe, beyond which they will never mentally get out. The slaves of the developed industrial civilization are sublime slaves, but indeed slaves, because slavery is determined neither by obedience nor hardship of labour, but by the instrumental status, reduction of man to the status of a things (Perroux, 1958, as cited in Marcuse, 1991). Under CMS, the researcher takes a reflection free from the constraint of practical and effective usefulness.

Given the above context, it should be clarified that authors are *a priori* distancing themselves from the possible interpretation, that among the players in domestic market discriminatory groups can be identified, which should be made aware of and offered aid, for example in the context of intervention studies carried out in a participatory perspective. On the contrary – only the subject of research is important, and even more – the authors are inclined to believe that utilitarian optics camouflaged in post-bureaucratic control is accompanied with adequate pragmatism, or perhaps even cynicism, of the also utilitarian oriented contemporary “working class”, which indicates a specific crisis of human capital relations between market entities. The ethical qualifications of this group are probably statistically adequate for their utilitarian treatment. What is the source of this, remains unknown. Whether it is a subconscious reaction to the camouflaged actions of the “system organizers”, a sense of “otherness” toward groups with different demographic characteristics, or rather a vision of interpersonal relations and the world created during the socialization process. In one of the sociological studies devoted to private business universities, which were created on a large scale during the 90s, it has been stated that it is not the teaching staff of the university, but rather the administrative staff who accept the system to the greatest extent.

It is obvious to them that the owner has the right to decide on everything, control the work of all paid by himself people, charge them with financial responsibility, and even to dismiss from work without giving a reason. The decisive argument for them is that, as the one who gives them a job, the Owner, can dictate the conditions, because “this is the essence of capitalism” (Nałęcz, 1996, p. 102).

Thirty years later, on the employee's market, not the employer's one, and in the context of the relative easing of the system, any resistance against the veiled, although still existing subject treatment of the employee may appear small, and its reason of being – difficult to explain. Such an attitude can also be typical in circles with no humanistic illusions, where the estimation of an individual's value is based solely on the function and a set of possible useful gains he/she can offer. In effect, the party organizing the system may be even more sophisticated than the manipulated one requires. The new "working class" can be therefore more cynical than business owners and senior management.

Another problem is the position of the management team. It is traditionally the owner's agent that has influence on the attitudes of employees. But how far does this impact go down in the organizational hierarchy? Are the managers of the lower levels more representatives of the crew, of senior staff, or perhaps solely, adequate to the rules of the game adopted in the system, keep an attitude that maximizes their own utility. A study previously carried out by one of the authors of the work (K.Ł.) concluded that the lower-level management showed an optics closer rather to the regular employees (the same concerns, attitudes toward engagement) than to the senior staff (Łobos & Szewczyk, 2016). So, who is implementing this inculcation in practice, and to what extent, if at all? It is likely that today it takes depersonalized forms, being saved in official company documents, electronic circulars, applications for employees. Therefore, if the official corporate ideology reaches an ordinary employee mainly or solely through depersonalized information channels and established general organizational rules, it can be expected that it is strange and alien for employees. If at all it is instilled, it is not taken seriously. As a result, there is no internalization, identification, commitment, internal motivation or sense of community. Instead, it is pragmatic instrumentalism which corresponds to the statement of one of the ordinary, surveyed employees, that "he never even saw the owner of the entire factory".

This study attempts to answer the questions whether: (1) the ethical competence of a group of employees can be considered sufficient to treat them in return as suggested in the so-called humanized management concepts, (2) the employees are instilled by the official corporate ideology, and if it works effectively, (3) unethical management practices do take place and to what extent they are common.

3.2. Methodology of Research and Characteristics of the Examined Population

The aim of the research was to determine the conditions of the relationship of domination, oppression or symbolic power in the organization.

These conditions are considered to be the components of such cultural pathologies as the manager-centred ideology, instrumental approach to man or hegemony of economics. By showing these syndromes in a negative light, the critical trend is guided by the intention

to improve working conditions with a concern for the reflective and emancipatory dimension of human being in the organization (Zawadzki, 2014, p. 14).

The diagnosis, which is the core of the research described in this work, indicates that the management processes are multifaceted and have a social character, and therefore should be considered in the perspective of such values as: ethics, morality and respect for another person (Sułkowski, 2014). Moreover, the consequences of this are of socio-psychological character, manifested, among others, in the sense of community with other people in the organization, identification with company goals and in general with the organization itself, which is reflected in perceiving the employee's place and role in the organization not in terms of alienation. In such a theoretical perspective, survey research was carried out, the aim of which was to empirically verify assumptions related to critical management theory.

The study was conducted using the survey technique in a large industrial plant located in lower Silesia, and involved 100 persons. Their socio-demographic profile reflected the general characteristics of the persons employed in the investigated enterprise (Figure 3.1). Among the respondents, there was a slight predominance of women, as their participation in the sample was 55%. The age structure of the respondents showed the majority of people with significant professional experience, since 85% of respondents were over 31 years old.

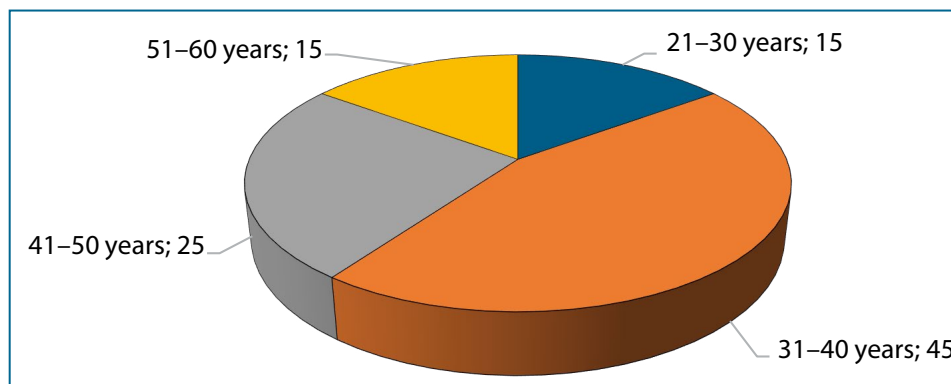


Figure 3.1. Age structure of investigated persons (in %)

Source: own elaboration.

In view of the fact that the entity under consideration was a manufacturing company, where the staff was dominated by people from the production department, who usually had secondary education, this had to be reflected in the sample. Thus, 75% of the respondents also had secondary education. In turn, basic education had 5% of respondents, also 5% of respondents indicated that they completed their first degree (bachelor or engineering). The rest of respondents (15%) held the second degree (master studies).

In addition to education, the second significant variable in the sample, which gave the essence of real characteristics of the workforce, was remuneration (Figure 3.2). Half of the respondents indicated the monthly net remuneration received in the range of 3001–4000 PLN.

30% of the respondents declared receiving higher remuneration than the prevailing in the sample, in this 10% indicated monthly remuneration above PLN 6001 net, 5% of respondents – 5001–6000, while 15% indicated remuneration of PLN 4001–5000. As much as 1/5 participants of the study declared to receive net monthly remuneration lower than PLN 3000.

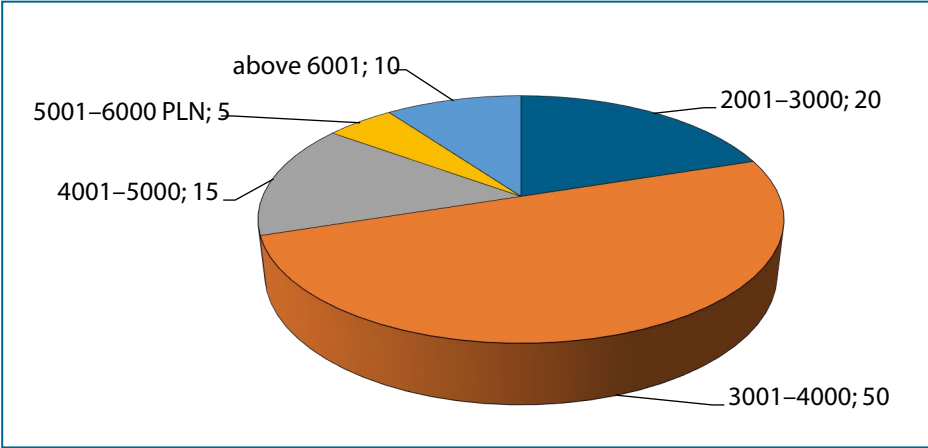


Figure 3.2. Percentage structure of net monthly salaries (in PLN)

Source: own elaboration.

It is worth emphasizing that the sample under consideration included wide range of positions linked to the processes taking place in the investigated enterprise, so the obtained results can be regarded as truly representative in the context of research problems, which is their advantage.

3.3. Results of Investigations

The first fundamental issue analysed in the survey was perceiving management as persons who want to create an organizational culture based on building the identity and loyalty of employees, by raising awareness of the goals and interests of all members of the staff. This issue was raised in a question, which was: Does the management of your company presents a vision of common goals and interests of employees, managers and owners of your company. The structure of obtained answers indicated that most of the respondents (55%) either denied it, or did not have such awareness. Thus, a minority, 45% of the respondents, approved this statement. This result allows us to conclude that the activities of the management of the investigated company were insufficient to obtain employees participation and to make them involved with common goals of the company. This probably does not help the staff to identify with the company itself.

The indicated problem was additionally reinforced with two questions.

- 1) What are the opinions of the respondents concerning the vision of the company presented by the managers – in the context of its acceptance or rejection?
- 2) Is some necessity resulting, for example, from financial obligations of the worker, such as having a loan, is an incentive for the respondents to engage in work.

The responses to the question 1 (Figure 3.3) show that the dominant opinion (for 40% of respondents) is that *it is a vision that is mainly good for managers*. An additional 10% of responses point to the view that *this is a vision that is mainly good for business owners*. These responses constitute an important indicator of alienation of downstream workers from the processes of strategic management, as well as employees' participation in the company under consideration. Only a quarter of the opinions obtained indicate that the company's vision is accepted as a factor influencing the identification of personnel with the company and building an employee community. This is evidenced by the responses (26%) which indicate *that this is a vision that is good for both employees and managers of the company and the owners of the company*.

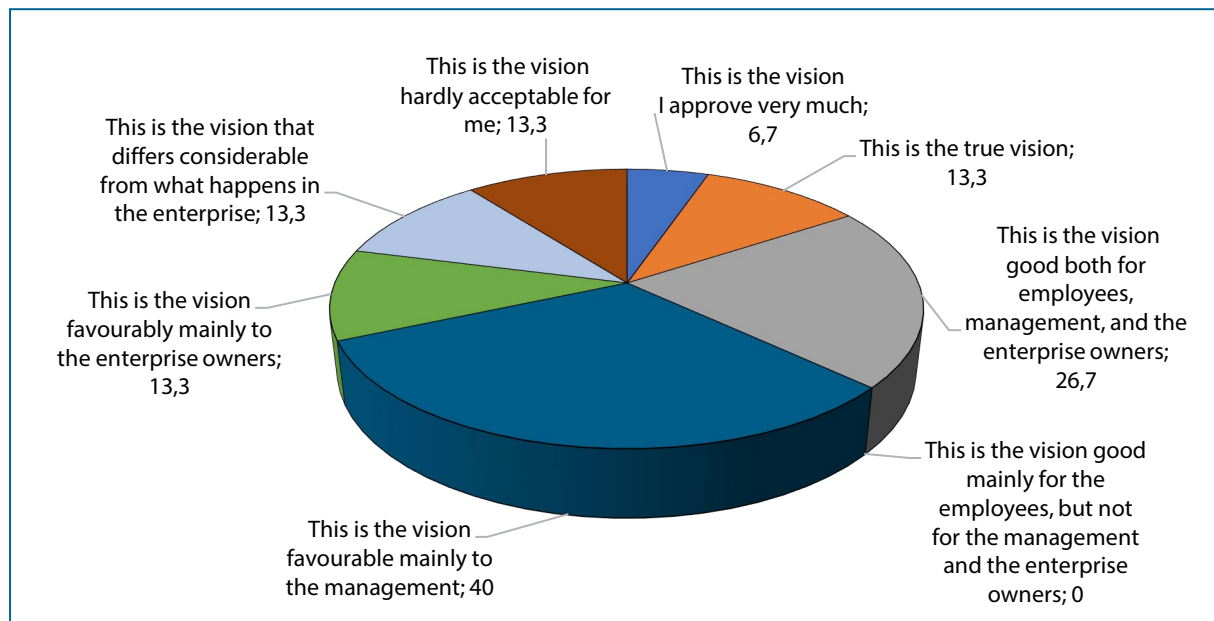


Figure 3.3. Answers to the question: *What is your opinion on the enterprise vision presented by the management* (please mark not more than the 2 most important opinions) (answers in %, $N = 100$)

Source: own elaboration.

In addition to the analysis above it should be noted that only 6.7% of the responses indicated that the respondents defined the company vision as a true one, while 13.3% as contrary to the company's realities, and a similar share of responses – that it is difficult to accept.

The indicated structure of the responses focuses, like in the lens, the problems highlighted by the critical theory of management, resulting from the lack of actions on the part of the management board, which would empower the lower-level staff and strengthen its identity in relation to the organization. Alienation, in the sense of community in the realization of the company vision, is a clear proof of this.

In the absence of acceptance of the enterprise vision, pragmatism becomes the main motivation. This is evident in the statements of the respondents referring to the source of motivation in performing their professional duties. These are financial needs and money necessary to satisfy them. As much as half of the respondents declared this motivation, while a minority of respondents (35%) answered that it does not motivate them, and another 15% that they feel not affected.

Creating an atmosphere of employee participation and their attachment to the company is based, among other things, on the practical implementation of the idea of talent management. The results of the research indicate that in the analysed company this activity appears rather rarely. The basis of this conclusion are the answers of the respondents, only 30% of them stated that the managers declare to use the employees' ideas to increase the efficiency of processes in the enterprise. The same number of respondents said that there were no such declarations at all. The rest of the respondents (40%) observed practices of this type very rarely.

The unwillingness toward performing employees' tasks, which is a symptom of the lack of identification with the enterprise, can also be observed in the attitudes of employees toward overtime work. The assumption here was that identification with the company, a sense of belonging to employees' group with subjective treatment of lower-level employees by management, can stimulate greater acceptance for the need to work overtime. Of course, the motivation to take up overtime is also important. Pragmatism, the need to raise additional funds, may be also a source of acceptance of overtime, but then it is difficult to talk about identifying with the company and its goals. Employees from the surveyed company said that in their company there appeared as much as 95% situations of necessity to work overtime, but for 70% these were occasional situations. Interesting are the results that show the degree of acceptance of this state of affairs (Figure 3.4). As much as 20% respondents indicated in this regard an extreme position: either a complete acceptance, or a complete lack of acceptance. Moreover, if we add the answers of those surveyed who stated that they do not accept working overtime at all, the opposition to work overtime has been stated by 25% of the respondents. The dominant attitude (of half of respondents) was moderate acceptance of overtime work.

In justifying their statements, in the form of answers to an open question, first of all there appeared arguments of those who do not accept work in overtime. Examples of such statements were: *8 hours is enough, there is nothing to overdo, Fatigue after 8 hours is too big to work longer, This is exploitation, the numbers in Excel do not agree, while employees are paid leftovers, Within 8 hours a person works at high speed, and 2 hours additional are tiring, there is still transport time.* In addition to these types of statements, which express the emotional

rejection of overtime work, there were also statements that rationalized the rejection of working overtime, such as: *The operator after 8 hours is less efficient, If there are no hands to work, let the company employ more employees, and do not ask for overtime.* The lack of approval of overtime was also justified by family matters, expressed for examples by statements like: *I have children and I can't work after hours, because I have to take care of them, I travel to work about 1.5 hours. If I stay for overtime, I have virtually no time for my family and I am just tired.* In the light of the opinions cited, it is difficult to see a sense of integrity of employees' attitudes with the pursuit of economic efficiency, which is the overriding goal for the management. The employee shows alienation in the context of overtime work and is only a tool used in the production process.

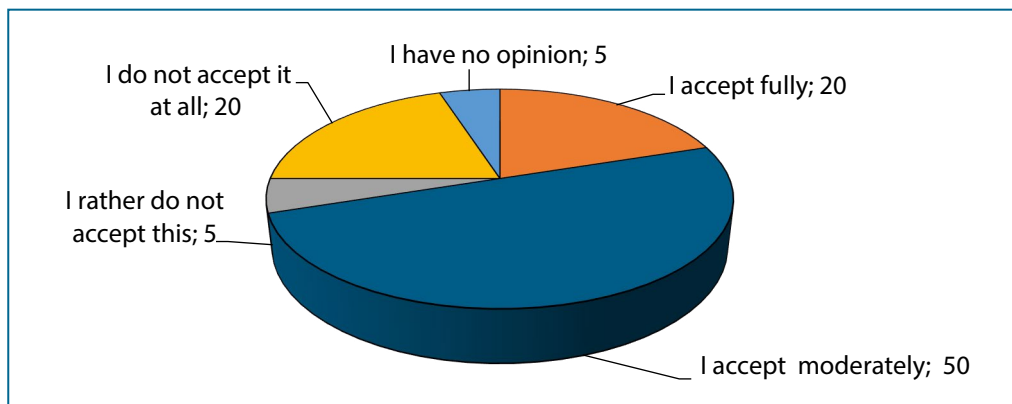


Figure 3.4. Structure of answers concerning the acceptance of the work after hours (in %, $N = 100$)

Source: own elaboration.

Pragmatism and lack of willingness of employees to engage in management processes in the company, i.e., some sense of alienation, were also reflected in their statements on the following issues:

- 1) whether the respondents would be interested, if they received a proposal from the supervisor, to involve into the processes of managing the enterprise,
- 2) whether the respondents would be willing to go through additional courses and training to be engaged by their superiors in the management of the company.

In relation to the first issue, the consent to accept the supervisor's proposal of involvement into the business management processes was declared by 25% of respondents, another 30% of them would categorically reject this proposal, while the rest of the respondents (45%) were unable to address this issue.

Concerning the second issue, in which respondents declared their willingness to undergo additional courses and training in order to be involved in management processes in the company, 40% of respondents expressed their acceptance and 30% were negative. Similarly, 30% were not able to identify their choice.

The main factor that would possibly change the attitude of the respondents, that is would increase the willingness to engage in business management, could be, according to the respondents' declarations, additional money (this is a factor indicated by 75% of respondents). Awareness of the greater impact on processes inside the company and possible non-monetary benefits played a minor role in the opinions of the respondents, respectively accounted for 15 and 10% of the indications.

The sense of alienation of employees was further highlighted in the opinions on the question: *Would you be willing to devote your free time without additional remuneration to undertake additional work in the company?* Only 5% of respondents answered positively, while 85% of respondents gave a negative answer, in this 40% categorically negated such an idea. The rest of the respondents (10%) had no opinion on this subject (Figure 3.5).

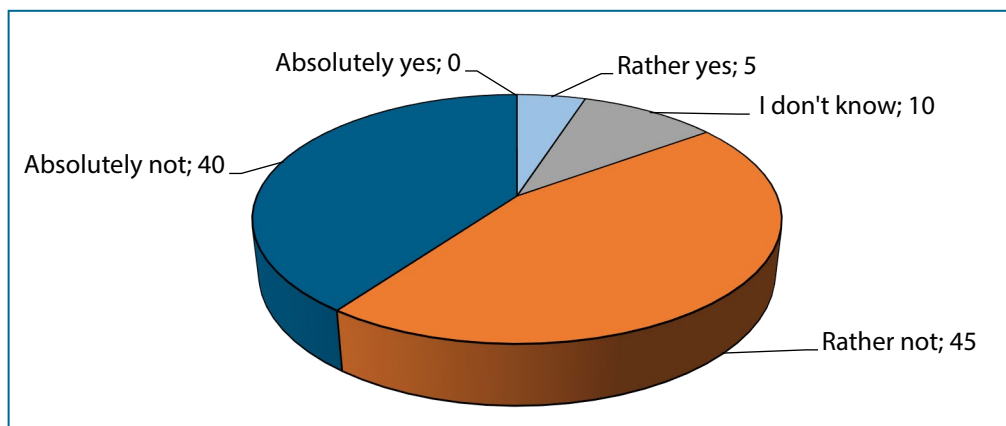


Figure 3.5. Structure of answers to the question: *Would you be willing to spend your free time and without additional remuneration for additional work in the company* (in %, $N = 100$)

Source: own elaboration.

The respondents not only showed a lack of real ties with the company, which was reflected in the answers described above, but also a lack of relationships with colleagues, because the question: *Would you be willing to devote your free time, without additional remuneration, to some extra work that helps to fulfil the duties of your colleagues* was answered negatively by 70% of the respondents (40% of them said that they were definitely not). Only 10% stated that they would rather help their colleagues and 20% of respondents were unable to address this issue.

Often observed in business practice and described in the literature as an element that motivates the employees to involve more strongly into the enterprise processes and increase the sense of belonging to the employee community, are integration trips. This also the case of the investigated company, where there were organized such trips. However, the results of the research show that in no way it positively affected the attitude of employees. The question: *Do integration trips the company in which you work motivate you to engage more*

in tasks that are in your area of responsibility as an employee, was answered negatively by as many as 70% of the respondents – it did not matter at all to them. This may be due to the fact that on these trips, as 80% of the respondents stated, the management does not discuss key, strategic issues related to the company's activities. All this can explain the fundamental issues emphasized in the critical management theory, namely the willingness of employees to take responsibility for the company and to engage in decision-making processes. Figure 3.6 shows that for 75% of respondents having more influence on the functioning of the company does not really matter.

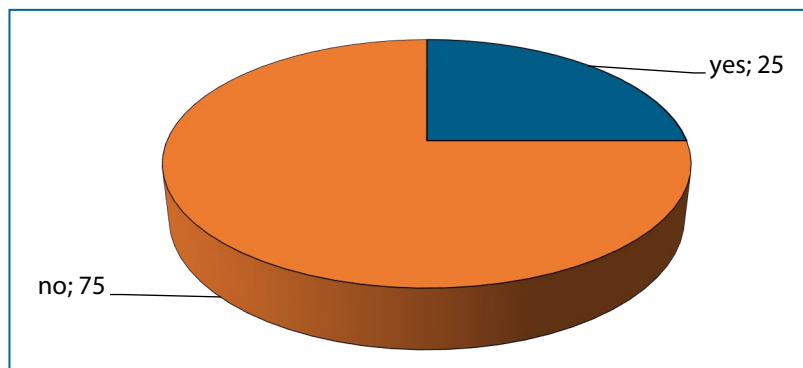


Figure 3.6. Structure of answers to the question: *Would you like to have a greater impact on the functioning of the company in which you work?* (in %, $N = 100$)

Source: own elaboration.

The respondents also indicated that they had no major impact on solving problems concerning the functioning of the company. This is demonstrated by the response structure presented in Figure 3.7.

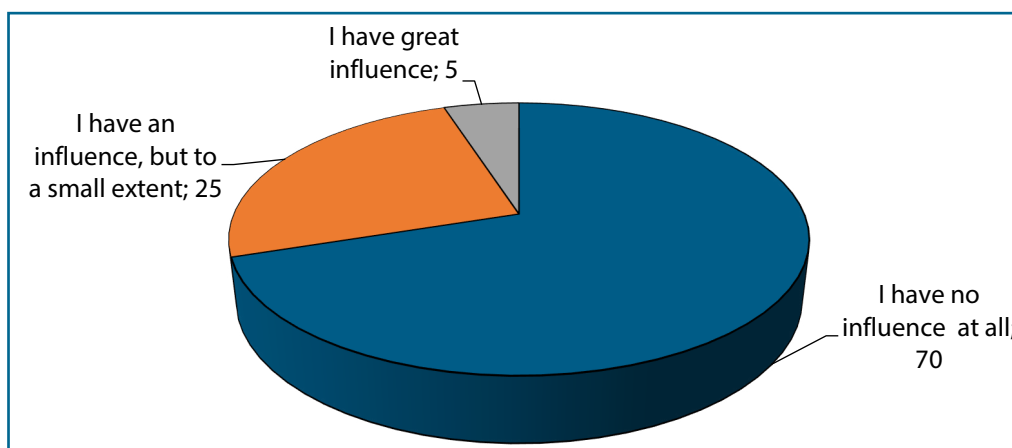


Figure 3.7. Structure of answers to the question: *To what extent do you have an influence on solving problems concerning the functioning of the company in which you are working?* (in %, $N = 100$)

Source: own elaboration.

In an open-ended question in a research survey, aimed to precise the above issue, respondents could indicate those areas where they would like to have a greater impact on the functioning of the company. It turns out that among this minority of employees who perceive such an impact as desirable for themselves, prevail the areas directly related to the performance of their employee duties. These are statements relating to the reorganization of work centres, distribution of duties, or even the equipment of the workplace, as well as issues directly related to the organization of working time (here an example of such statement: *employees should be able to go dressed up during their working hours, not after quitting time*). Individual statements referred to fundamental issues, such as the impact on the bonus system.

One of the CMS's theses is that employees are treated like objects, and in the efficiency-oriented conditions that waste their potential, are not aware of it. In the context of this statement, the surveyed employees were asked whether they sometimes feel that they are involved in achieving those objectives of the company which affect only the assessment of their superiors, and have no impact on the assessment of their own performance of the tasks, that is employees themselves (Figure 3.8).

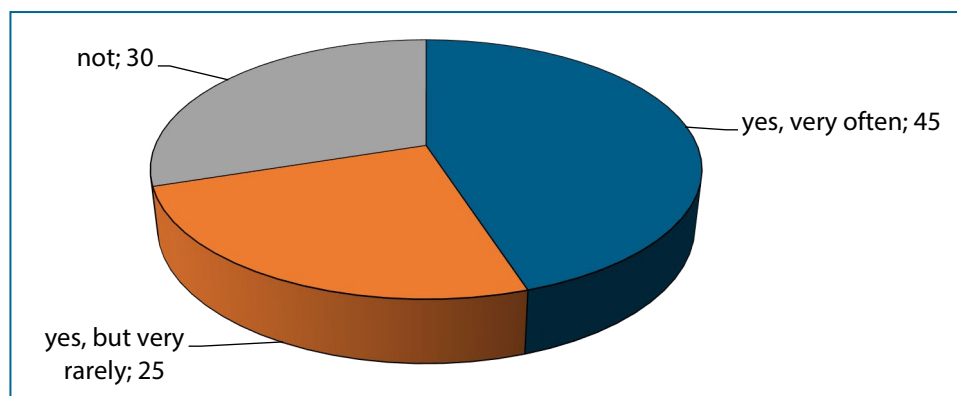


Figure 3.8. Structure of answers to the question: *Do you sometimes feel that you are involved in achieving the objectives of the company, which only affect the assessment of your superiors and do not have any influence on the assessment of the implementation of your tasks?* (in %, $N = 100$)

Source: own elaboration.

The results obtained in the research are in contradiction with the CMS thesis, because as many as 70% of respondents said that they had such a feeling, only 30% of respondents did not notice such a problem. However, these data show the exploitation of employees in question, the process that causes them to be alienated. Moreover, the process of subjecting and alienating employees may also be a consequence of the procedure of using socio-techniques by superiors in order to obtain particular benefits. The results of the research also shed light on this issue, because the respondents were asked to express their opinion on the question: *Have you ever had the impression that your superiors are influencing you in order to force you to tasks that do not lie in your area of activity as your superiors are responsible for them* (Figure 3.9)?

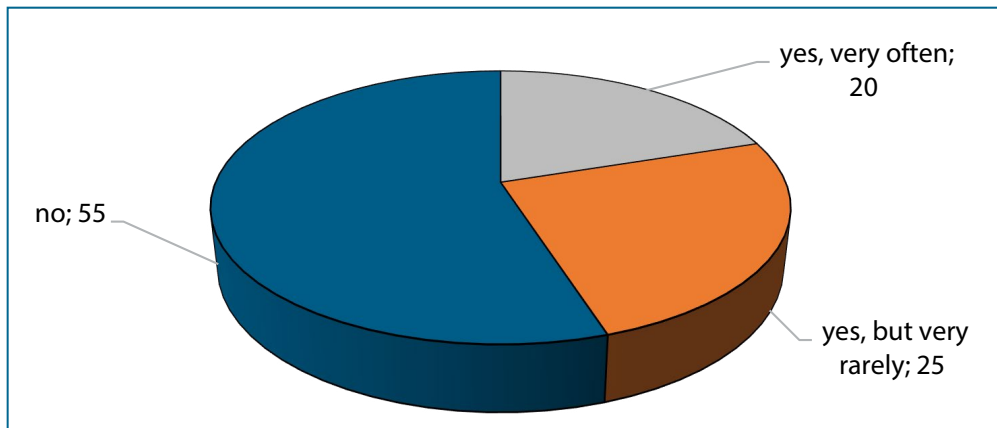


Figure 3.9. Structure of answers to the question: *Have you ever had the impression that your superiors are influencing you in order to force you to perform tasks that are not in your area of activity and are the responsibility of your superiors?* (in %, $N = 100$)

Source: own elaboration.

The majority of respondents, as much as 55%, had a negative opinion on this, but the rest, not a small part – 45%, commented positively in this matter.

The question of “ethical competence” of employees can also be verified on the basis of opinions relating to the question whether the respondents would accept a situation in which, without the knowledge of their supervisor and contrary to the procedures adopted in the enterprise, they could achieve an objective that gives them additional benefits, e.g., a bonus (Figure 3.10). Statements accepting such a situation would indicate a complete alienation of the respondents as being the part of the employee team, and would indicate

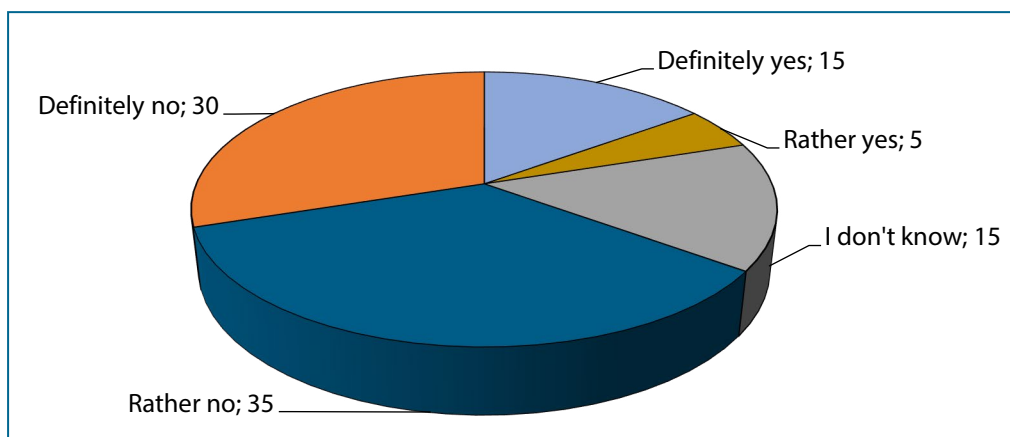


Figure 3.10. Structure of answers to the question: *Would you accept a situation in which, without your manager's knowledge and contrary to the procedures adopted in your company, you could achieve some goal giving you additional benefits, e.g., bonus* (in %, $N = 100$)

Source: own elaboration.

maximum instrumentalism in the treatment of their professional duties. It turns out that most of the respondents responded negatively to this question, but as many as 20% of them answered that it could be acceptable, and in addition, 15% showed an attitude of hesitancy, and lack of firmness.

So, what affects such employees' attitudes? Perhaps the reason lies in the perception of the company as a place where employees experience discrimination, mobbing, and treat their workplace as one that does not bring anything useful to the environment. For this reason, there is such a clear split between identification with the enterprise and pragmatism with instrumentalism. Therefore, the research also attempted to answer the question of how the company is perceived by employees, whether employees see in this economic entity a place where there are numerous dysfunctions and its social significance is marginal, and that is why there is such a strong attitude of alienation, lack of identification with the company and lack of deeper personal ties with the goals of the management board? The indicators of this were answers to questions about the experienced criticism – both toward employees and their co-workers – from the part of the board, i.e., discrimination on grounds of sex, age, cultural diversity, or lack of care for the natural environment and lack of involvement in various kinds of charity projects.

The results of the research on the individual issues mentioned above indicate that the feeling of alienation, of lacking sense of subjectivity of employees, may result from the management attitude, which according to the respondents applies criticism more often than praise for the work performed (Figure 3.11).

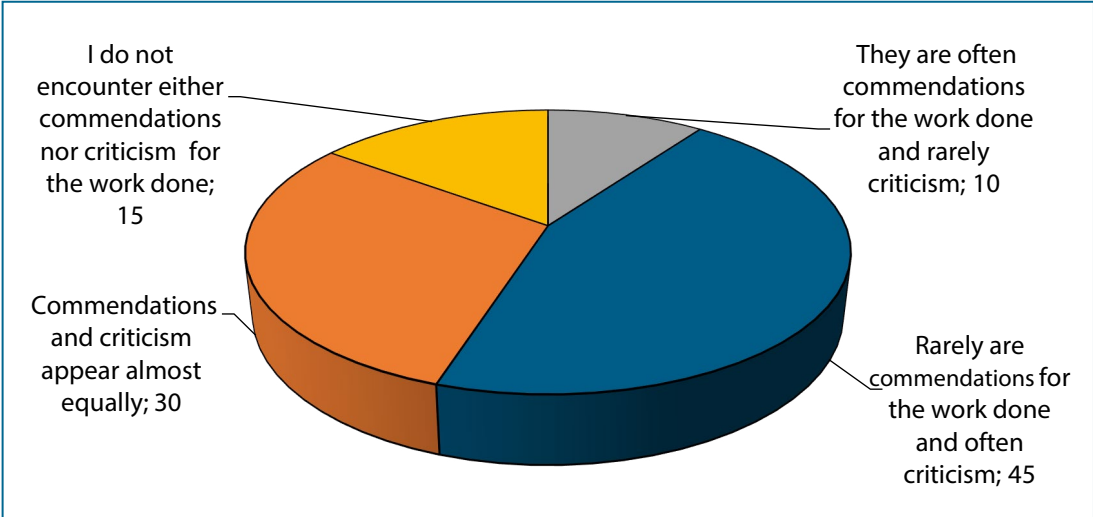


Figure 3.11. The structure of the answer to the question: *What situations do you encounter more often in the workplace where you work, with praise or criticism?* (in %, N = 100)

Source: own elaboration.

The criticism that the respondents (65%) had possibly met, was most often experienced not in the presence of other people, however more than 30% respondents said that it was in the presence of other employees, what certainly negatively affects both the perception of the managerial staff and the feeling of community with other workers, weakens therefore the bonds with the company and its management. This view is enhanced by the answer to the question: *Have the respondents ever observed a situation in which a worker from an enterprise in which respondents work was criticized by the supervisor in the presence of other people?* Most of the respondents (60%) answered positively. This is an indicator explaining the lack of stronger relations with the company and its management board, justifying the attitude of employees to their duties in a pragmatic way.

It is indeed this criticism that constitutes a kind of dehumanization and the objective or instrumental treatment of employees. In the light of the results of the study this is an administrative problem of the investigated company, disturbing the sense of community between lower-level employees, occupying the positions of workers, and the management. Answers to questions concerning such negative phenomena as discrimination based on the sex of the employees, their age or religious or cultural affiliation, indicated that they did not occur in the investigated enterprise, and therefore did not constitute a problem. Certainly they were not factors triggering the sense of alienation of employees. Moreover, the respondents referred positively to the issue of ecological awareness of the company board and its involvement in charity actions. Therefore, in this context, the perception of employees of their workplace and its image, were positive.

3.4. Conclusions

The critical management theory proposes effective management concepts that differ from the traditional ones, an insight into the functioning of the company, and in particular the relationship between employees and management. The experienced exclusion, criticism, the instrumental treatment of employees by management, is emphasized here as the main problem indicating the deep crisis of relations between employees and the managerial staff in the company under examination. This crisis even points out the dehumanization of the employee, as well as of the environment in which he/she functions. The results of the research presented here indicate the reality of this crisis, showing that employees do not feel a special relationship with the company (only about money – pragmatism), and the management does not want to integrate them too much and use their potential. An instrumental treatment of employees is even seen. Pragmatic instrumentalism is revealed as an expression of dehumanization of employees by management staff, while voluntary alienation of employees as members of the team also takes place. Of course, the question arises here, what is the main functioning purpose of the organization (the company): is it economic efficiency, or rather creating conditions in which employees feeling their value become some real capital,

and are not treated solely instrumentally. In this first situation, their reaction is pragmatism, guided solely by their own interests. This is reflected in the desire to achieve greater (sometimes unjustified) income from work done, and when such expectations fail, an increasing sense of frustration and alienation from the community of workers appears. However, the authors believe that the current “ethical competences” of serial employees are a significant reason for this state of affairs, expressing the lack of willingness to engage in management processes, help team colleagues, or involve into the so-called civic activities in the enterprise. In such a situation, will any subjective, non-instrumental treatment of employees strengthen their sense of community with employees and the management of the company, and thus increase their effectiveness? Perhaps the goal of building engagement, being in the hierarchy of goals most probably below the efficiency goals, should be pursued regardless of the current ethical competences of the employees – so as to shape future generations, but with no illusions about the impact of these actions on the current situation? This seems particularly important in the era of processes observed on the labour market related to the transformation of demographic characteristics, but this is already the subject of research going beyond the subject area of this work. It should also be noted that in large, stronger controlled production companies, there are no flagrant manifestations of unethical activities toward employees. They may be treated instrumentally, but at the same time are strongly protected by regulations and due caution, giving no reasons for criticism that may destroy the reputation of a large employer, avoiding the risks associated with non-compliance with labour law.

We believe that in this respect large companies are far more secure than small employers. Similarly, in terms of environmental issues, it is easier to control large entities than a number of small ones. However, this is another issue, requiring a separate study. Additional aim of this work was to refer to the thesis on inculcation as a tool of modern post-bureaucratic control. The results indicate that no such action takes place. Employees are not too intensively indoctrinated, as the lower-rank management is too weakly associated with senior staff, too poorly paid, and too much similar to the regular employees to act in this way. Their approach to all these hardly “readable” and depersonalised, completely strange and distant to them corporate ideologies is simply keeping a distance. This leads to maintained pragmatism. The general conclusion could be, in our opinion, that the pragmatism of both sides prevails in a situation where the potential source of corporate ideology (owner, senior staff) is distant from a serial employee, who currently exhibits a low level of “ethical competences” and a low need for functioning in a humanized organizational environment. Rather, there is an ideology free and dehumanized context, alienation and instrumentality, the reason for which is the absolute domination of material needs over the higher order ones, in particular such as affiliation, recognition, or self-realization.

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