

# **A Comparative Analysis of the Psychological Concepts Created by Abraham Maslow & Fredrick Herzberg: In Context of the Organizational Study**

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## **Abstract**

To have an academic dialogue about the workplace motivation, has always been a magnetic topic for the scholars of human resource management. In order to have a holistic understanding about the motivation one should know the relationship between human body, brain and mind. Different philosophers have given their views about motivation. In this research we have tried to analyse the two theories, theory of hierarchy of needs and two-factor theory given by Abraham Maslow and Frederick Herzberg respectively. We have produced a detailed introduction of both the philosophers. This will help us to understand the influence of their life over their work. The comparison between two theories is based on the similarities and differences. Maslow's work is purely psychological and based on the clinical experiments. Herzberg work is about the mental health of the industrial workers. This research paper is conceptual in nature.

**Key words:** *Motivation, organization, hygiene, two-factor, psychology.*

## **1. INTRODUCTION**

The study of human motivation is very complex. The deep understanding can only arise by understanding the interdependence and interconnectivity between human body, human brain & human mind. The study of motivation basically comes under psychology but it renders material and concepts from other sciences as from – management sciences, sociology, political sciences, philosophy, anthropology etc. Maslow's work is based on the human needs. He has done the clinical research over the monkeys to study their behavioural patterns. The responses of the

monkeys were studied whenever their basic needs were fulfilled and unfulfilled. Herzberg's work is about understanding the mental – psychological health of the workers, by interviewing them he has also given various factors that should be the part of the organization. We will also try to read the short biography of our two psychologists, to understand their work deeply.

## **2. LITERATURE REVIEW**

The different theories of motivations are analysed, compared and re-researched many times by different researchers. Hooman & Abbas (2016), have tried to understand the

motivation system that prevails in the government organizations. The study itself is centered on the work of Frederick Herzberg. The scope of hygiene factors and motivating factors is discussed in context of public sector organizations. Ceicalia & Dedy (2012), have discussed in their research about the lifecycle of the organization. They have classified it as birth, growth, mature & decline. The study is about West Java SME's. Two factor theory is analysed by them to understand the workers motivation. The motivation theories are still relevant as Niraj Kishor & Ashima (2020), have written that the work motivation for the technological industrial workers. Authors have tried to compare the work of Fredrick Herzberg in relation of the motivation of the employees. Two factor theory of Herzberg has discussed the hygiene factors & motivating factors in context of the industrial workers. Elif Akdemir (2020), author has discussed about the motivation of the teachers in respect to the two-factor theory given by Frederick Herzberg. This research is conducted in the Zonguldak city of Turkey. Teachers were examined using the qualitative data, interviews and observation.

Maslow and Herzberg theories have their own different colours but they have some common essence in their research work. The comparison of the motivation theories is prime concern of the researcher to understand the micro and macro scope of these theories. Ronald Parade (1990) talks about the theories given by Abraham Maslow and Frederick Herzberg. Author has talked and compared about different factors discussed in the theories. The scope and importance of the concepts were put together in context of motivating the employees. Mirabela-Constata & Maria-Madela (2016), have tried to understand the importance of cultural factors along with the hygiene factors and motivating

factors. This theoretical study is based on Romania, authors have tried to analyse the work of Fredrick Herzberg in this paper. Author Joseph (1997) has done the study of Abraham Maslow's hierarchy of need theory and Frederick Herzberg's two-factor theory. The research is based in USA and talks about the motivating factors of the school teachers. On the other hand, Thevar Arthi & J Gomathi (2017), have based their study on the comparison of the theory of hierarchy of needs and two-factor theory. They have completely based their research on the published papers (Secondary Data). Survey method was adopted by them. There is another research work by Monday & Samuel (2017), in their research work they have also analysed and compared the methods to understand the theories of Maslow, Herzberg and McClelland. Authors have tried to discuss the role and scope of the theories in the relevance of the work place. The comparative result shows that McClelland's theory is better for the work place. Alex, Takyi, Elizabeth & Benjamin (2021), have based their study on various theories of motivation. Maslow, Herzberg, Alderfer & McClelland's work is compared and analysed. The similarities of various theories along with their difference are studied in detail.

## 2.1. Philosopher's introduction - Abraham Harold Maslow

Abraham Maslow was born to Samuel Maslow and Rose Maslow on first April 1908. His parents were Jewish and were migrated from Russia to the USA. Maslow was eldest of all the seven children. The family belongs to the lower strata of the society. Because of their religious identity Maslow was ridiculed in his childhood. Maslow's relationship with his mother was not regular, in-fact he developed a strong revolution against her. In his writings, Maslow has quoted about the relationship and views

with his mother. While growing up, Maslow's best friend was his cousin Will Maslow, who also happens to be his school batchmate in boys' high school, Brooklyn. Maslow grew up feeling neglected, unwanted & unloved. All kinds of biasness were faced by him from his mother when it comes between him and his siblings. Maslow mother was highly religious in nature and she made him frighten of the God's punishments. Maslow had a traumatic memory about her mother, of killing his pet cats. All these emotions have piled up as a bitter hatred towards her mother, he even didn't attend her funeral. Maslow father was a heavy drinker and was infamous for his Casanova image. Thus, because of these family situations he engaged himself into reading books and weight lifting. Maslow's childhood and teenage was supported by the library and gymnasium. In the year 1928 Abraham Maslow married Bertha Goodman who was also his first cousin. His parents were against this marriage. Maslow has met Bertha when he was at age of 14, that was in 1922. Bertha also migrated from Russia. Maslow offered her to teach English and that became the beginning of the romantic involvement between them. Maslow was also openly criticized for his unconventional looks. Even his parents were criticizing him openly for his physical appearance. Probably in order to suppress such disgust feeling Maslow has started doing body building. Maslow even had to deal with the anti-semitic sentiments from the society. Even in order to counter this religious bullying he decided to join a Jewish gang but later has dropped the idea.

After finishing his high school Maslow got enrolled himself into the course of legal studies at the city college of New York in 1926. It was the wish of Samuel Maslow, his father, that he should become a lawyer. But Maslow was not able connect himself with the law course. In 1927 he transferred to the University of

Cornell, but had to return because of his continuous bad grades & rising expenses. After graduating from the city college Maslow went to University of Wisconsin to study psychology. First formal introduction of Abraham Maslow was made by Edward B. Titchener who was his professor at Cornell university. But Later from University of Wisconsin Maslow received his bachelor in psychology in 1930, masters in psychology in 1931 and Ph.D. in psychology in 1934. Under the guidance of Prof. Holsey Cason, Maslow has written his master thesis. His thesis title was "learning retention & reproduction of verbal material". Maslow was heavily disappointed with his own writing and wanted to destroy it. But under the recommendation of Prof. Cason he later published his thesis as two articles in the year 1934. Further under the guidance of Prof. Harry Harlow, Maslow did his Ph.D. with the topic of "Study of sexual behaviour and the domination of primates".

Maslow started teaching psychology at the Brooklyn college, but he also continued his research on the identical topics at Columbia university. Alfred Adler who was one colleague of Sigmund Freud later became the mentor of Maslow. In the year 1941 when U.S. entered the world war-II, Maslow was at the age of 33 years, with a wife and two children Ann Maslow & Ellen Maslow. Thus, these factors made Maslow ineligible for military service. Under the supervision of Ruth Benedict and Max Werthimer, Maslow began his psychology study of self-actualizing. This new discipline of psychology was called humanistic psychology. Further Maslow has propagated many psychological concepts, that we will discuss in our paper. From 1951 to 1969 Maslow was a professor at University of Brandies. He became a fellow at Laughlin Institute in California.

After years of ill health Maslow passed away by heart attack on 8th June, 1970.

Important academic writings - Abraham Harold Maslow:

1. Principles of abnormal psychology – 1951
2. Motivation & personality – 1954
3. Towards a psychology of being – 1962
4. Religions values and peak experiences – 1964
5. Eupsychian management – 1965
6. The farther reaches of human nature – 1971
7. Dominance, self-esteem, self-actualization: Germinal papers of Abraham Maslow – 1973
8. The Journals of A.H. Maslow – 1982
9. Future visions: The unpublished papers of Abraham Maslow – 1996
10. The Maslow business Reader – 2000
11. Psychology of science: A reconnaissance – 2002
12. The highest state of consciousness – 2012
13. A theory of human motivation – 2022

Maslow's hierarchy of needs theory

Historical background: Abraham Maslow has propagated the concept of hierarchy of human needs in his paper, that was published in 1943. The same idea was redescribed and elaborated in his book *Motivation & Personality*: 1954. Maslow has studied and observed the behaviour of the monkeys. He has put them under different situations and have then studied

their response. There were no empirical evidences produced to support this concept, when it was first published in 1943. Maslow has spent time doing the fieldwork and research on Blackfeet tribe in 1938 which is a native American tribe. Influence of their culture & philosophy can also be felt on his theory. Maslow opted a methodology to study only healthy & intelligent minds. He excluded mentally ill and neurotic people from his study. Even in his book *motivation & personality*, he has written and we quote that “The study of crippled, stunted, immature and unhealthy specimens can only yield a cripple psychology & a cripple philosophy.

Theory: This theory is a classification system between the different set of human needs. At the standard level it talks about the universalization of the human bodily needs then grows towards the social requirements and finally transcends it to the higher realm of the psychology. This theory is chronologically structured into different stages. Every stage has its own set of requirements. These stages will be further discussed in this paper. This theory is famous for its pyramid structure that talks about the evolution of the needs. Though Abraham Maslow has never used the pyramid in his actual writing. But later on, for the academic explanation purposes the use of pyramid became common. The ultimate goal of this theory is to transcend to the self-actualization stage i.e., also the highest set of need. This theory also tells that every stage has an appropriate amount of internal sensation and that should be fully satisfied before one can move on to the higher set of need.

(a) First stage – Deficiency needs

There are 4 set of fundamental needs that could be studied in this set. This set carries needs belonging to the human physical body,

security, love & friendship and esteem. Only physiological needs will give a physical indication if they are observing any deficiencies, other than that all the other will show a psychological indication. Deprivation becomes the cause for deficiencies, so when someone's needs are unmet, this provides a motivation to fulfil what is being denied. Maslow believes that before someone can go on to the higher set of needs, one's fundamental needs should be fully satisfied.

1. Physiological needs: This set of needs resides at the very foundation level of the hierarchy. These are the biological needs, that are necessary for the survival of the human body. Psychological needs include:

Air, water, food, excretion sleep, hygiene, light, sex, heat, shelter

Fulfilment of these needs will provide a higher level of intrinsic satisfaction, thus, as per Maslow it is mandatory to meet the physiological needs first. This also projects that if these biological needs are not met, then a person will not focus upon safety, love and esteem needs.

2. Safety needs: These are the second set of needs. In this human want to experience the order, predictability and control in their lives. Safety needs include:

Health safety, personal safety, emotional safety, financial safety.

Safety needs are depending upon the social factors like- war, natural disaster, family violence, child abuse, economic recession etc. if a person is not insured with the feeling of security, he will seek safety before attempting to rise on the higher level of the need. Thus, if we have a closer look than we can see that both physiological needs & safety needs are

important and mandatory for the human body to remain in homeostasis.

3. Love & social belonging needs: Human possess a need of belonging and acceptance from the society. This need acts as a key factor for the creation of the society and the establishment of the civilizations. Humans have a continuous need of receiving and giving respect, love & acceptance from and to other humans. Family members, neighbours, friends, sexual partners, gurus, colleagues etc. can be some examples of this set of need. Social belonging needs include:

Family, trust, acceptance, friendship, intimacy.

Maslow has mentioned the scope of religion, formal & informal social groups, sexual behaviour, peer pressure in order to deeply understand the social needs. If this set of need is not properly taken care of then the subject may fall in the depression. Unlike the physiological needs and safety needs, the social needs are not giving any physical indications, their impression is carved on the human psychology.

4. Esteem needs: Esteem acts as a fuel for the human personality. It is about the administration and respect of a person. Maslow has given two different versions of esteem needs in his theory. First one is the "lower set" and it includes: fame, status, attention, recognition and prestige. Second one is the "higher set" and it includes: competence, freedom, strength, self-respect and mastery.

Maslow also underlines the importance of esteem need for children. The upbringing of the children should be towards the higher realm of the esteem. Maslow believes that both lower and higher esteems are important, but if we aim towards the higher set of needs the lower set

will be automatically achieved and will result in a very complementary situation.

(b) Second stage – Higher level needs

These are the extended hierarchy of needs. Maslow puts this in his theory that the basic level of needs must be met thoroughly before a person can even desire for the higher level of needs. The term meta-motivation was proposed by Maslow, that means the level of motivation that let people visit beyond the realm of the basic deficiency needs.

1. Cognitive needs: Cognitive needs comprise of curiosity, creativity, meaning and foresight. This set of need arises after the esteem needs. The individuals who feel demotivated, they also have a low demand of cognitive ability. As per Maslow, cognitive needs are directly related with the knowledge thus it craves for comprehension, meaning, curiosity & information. Thus, intrinsic motivation is necessary to create educated humans.

2. Aesthetic needs: Once the cognitive needs of the human are satisfied, then the next step is to prosper towards the aesthetic needs. This set of need is all about having an understanding and appreciation towards the nature. In this stage an individual starts harmonizing with the beauty of self and others. It consist of improving and beautification of one's physical appearance in order to establish a balance with the body & self. Maslow states that humans should pay attention to the nature, they should try to observe its beauty, because all these are the essential elements to practice before we grow towards the higher section of the need.

3. Self-actualization needs: "A musician must make music, an artist must paint, a poet must write, if he is to be ultimately happy. What a man can be, he must be. This need may call self-actualization."

This is how Maslow is trying to put his self-actualization need. Over the period of time many authors & psychologists have transformed and moulded the need of self-actualization. Basically, this need is about the discovery and exploitation of the inner traits. Some traits of self-actualization can include:

Acquisition of romantic /sexual partner, goal persuasion, development of talent and ability, parenting.

One of the basic functioning of this set of need highlighted by Maslow is that, it is based on the reward base system, thus it helps in boosting the intrinsic motivation.

4. Transcendence needs: When Maslow has realised that there can be a higher set of human need other than the self-actualization, he himself became very critical about the self-actualization need. Transcendence needs are all about knowing the self and establishing a connection with the higher realm. This set of need is directly related with the spirituality. It is a journey to travel beyond one's self. "Transcendence refers to the very highest and most inclusive or holistic levels of human consciousness, behaving & relating, as ends beings in general, to other species, to nature, and to cosmos".

Criticism:

1. Absence of cause-and-effect principle: As in the complete theory we can have 8 different types of needs and many components. It becomes difficult to establish a direct cause and effect relationship between all the included factors.

2. Vertical or horizontal hierarchy: Maslow has discussed the needs in a vertical form. But the components of different set of needs are presented in a horizontal form. The nature of

many needs and components is interdependent & overlapping.

3. Fail to account for cultural abnormalities: The study precedes with a homogeneous perspective to analyse the heterogeneous factors. Social & cultural aspects are not taken into consideration while establishing the hierarchy of needs. For instance, at the time of natural calamities or war there can be a change between physiological needs and safety needs.

4. Lack of empirical evidences: In this paper previously we have discussed that Abraham Maslow has experimented over the monkeys. But at the time of the publication of the actual theory no proper evidences were cited.

5. Application at the work place: This is one of the fundamental theory that is taught in the management schools in order to understand the motivation. To Apply this theory at the work place needs special expertise. It is advisable to have the HR-manager with a proper psychology background, otherwise this theory becomes difficult to practice on employees.

## 2.2. Philosopher's Introduction – Frederick Irving Herzberg

Fredrick Herzberg was born to Gertude Herzberg & Lewis Herzberg on 18th April 1923. His parents were Jewish and got migrated from Lithuania to the USA. Herzberg was born and brought up at Massachusetts. After finishing his school he got himself enrolled into the City College of New York, in 1939 to pursue a course in bachelor of specialized studies. He was not able to carry on with his studies as he has to enlist himself in the US army. Since childhood Herzberg was having the scholar instinct in him and first time, he has exhibited them, when he has successfully cracked the New York regent's examination at the age of 16 & because of this achievement he

was able to get admitted to the reputed city college of New York. But because of his military career, his studies came to a halt. Later after getting discharge from the army, he went back to academics. Herzberg got his bachelor in science in 1946 from City College of New York, master in science in 1949 and Ph.D in psychology in 1950, both from the University of Pittsburgh.

Even before the completion of his studies, in 1944 Frederick Herzberg married with Shirley Bedell. Shirley was born on 2nd August, 1923 in Holden Mass. She holds a medical degree from the Western Reserve University Medical College, Cleveland Ohio in 1964. She was the first female student to have a medical degree from there. Later she, became a noted paediatrician. She died in 1997. Frederick & Shirley had a son Mark Herzberg who currently resides in New York.

Frederick Herzberg worked as a full-time professor at the University of Utah. Before University of Utah, he also worked as a psychology professor in Case Western Reserve University, there he has successfully established a separate department to study the mental health of the industrial workers. Herzberg also provided his services as a consultant to many domestic and global organizations. He was even working with the US government and foreign governments. Even during the cold war he visited to countries like Israel, Japan & Soviet Union. Herzberg has also worked as the director of research for psychological services of Pittsburgh. From there onwards he has started propagating new psychological concepts for the management.

Herzberg pass away at Salt Lake City on 19th January, 2000.

Important academic writings - Frederick Herzberg:

1. Job attitudes: Review of research & opinion – 1957
2. The motivation of work – 1959
3. Work & the nature of man – 1966
4. One more time: How do you motivate employees – 1968
5. The managerial choice: To be efficient & to be human – 1976

Herzberg's Two - factor theory:

Historical background: Frederick Herzberg propagated the concept of two factor theory in his book that was published in 1957. He has started researching on the organizations in 1950. Barbara Bloch Synderman and Bernard Mausner were his research colleagues and co-author to his book 'The motivation to work'. Herzberg's interest area was towards the mental health of the industrial workers. This theory remained in a continuous comparison with the work of Abraham Maslow and was also appreciated because of the scientific and empirical nature of the research. He has used pioneering approach as the method of interviewing the subjects, this was the same technique that Herzberg has used for the Ph.D doctoral degree at the University of Pittsburgh.

Theory: This theory divides the factors of the organization into two segments and further it studies the relationship & effect over the industrial workers. To conduct this research successfully Frederick Herzberg, Barbara Bloch Synderman & Bernard Mausner have studied 203 subjects. These subjects include the engineers & accountants. Highly sophisticated data was collected by this research. Pioneering approach was used for the purpose of research. This allows the researcher to have an open questioning and to have very few assumptions. Herzberg has not included the close end

questions & multiple-choice questions, this has resulted in a deep and detailed conversation with the respondents. Through this, researchers tried to understand the different causes of dissatisfaction with the organization and management. The critical incident approach and the scientific temperament of the researchers has made the work so sophisticated & powerful that even Herzberg has expanded his work in the upcoming books:

Work and nature of man (1966), The managerial choice (1982), Herzberg on motivation (1983).

This theory proves that the feeling of satisfaction and dissatisfaction among the workers arises because of the presence and absence of the different types of factors at the workplace. Herzberg wrote in 1959 and we quote that "we can expand by stating that the job satisfiers deal with the factors involved in doing the job, whereas the job dissatisfiers deal with the factors which defines the job context". Now further in our paper we will be examining the two factors that are discussed in this theory of Frederick Herzberg. It will not be wrong to say that, this theory examines the reasons for job satisfaction and job dissatisfaction.

#### (a) First Factor - Hygiene factor

As per Frederick Herzberg hygiene factor or maintenance factors are those factors that are mandatory for every organization. The presence of these factors is compulsory for the proper functioning of the organizational work. The presence of the hygiene factors will not boost the morale of the employees but absence of these factors will surely demotivate them. Now further we will try to look into 5 major hygiene factors.

1. Organization's administration-management-system: Administration-management-system



acts as a mind of an organization. It's form is abstract and it is pervasive in nature. Its role can be compared with an engine of a vehicle or with a processor of a computer. The only difference is that it is intangible in its structure. Thus, its role scope becomes very influential in an organization. Thus, this theory believes that if any increment and decrement made in the efficiency will surely have an effect over the employees.

2. Remuneration: Salary & Wages: Herzberg has put remuneration under the hygiene factors. Salary and wages are the right of the employees. Paid labour of the workers is the remuneration. Thus, we can not put it as a motivation factor. Unpaid and the underpaid remuneration becomes the cause for dissatisfaction of the employees. Most of the workers protest have sparked because of the dissatisfaction towards the remunerations.

3. Job security: In the era of liberalization, privatization and globalization the public sector jobs are shrinking worldwide. Public sector or government jobs comes with a strong job security. But it is very different with the private sector jobs, where the job stays with an employee based on n number of reasons like traits, expertise, requirement etc. liberal hiring and firing of the employees have made the scope of job security very limited. Contemporary labour laws try to provide some kind of protection to the employees.

4. Working Conditions: While including the working conditions as one of the hygiene factors, Herzberg has tried to incorporate all the tangible & intangible, assets and infrastructure of the organization. He focuses towards some basic amenities such as pure and safe drinking water, clean toilets, recreational areas, canteen, ventilation, climate controller etc. he also speaks about some technical amenities such as

tools & equipment, plants & machinery, relationship between management and workers, supervision etc. If workers are spending 8 hours of their day in the organization than it is very obvious that the effect of working conditions will be visible on them. As we can observe the scope of working conditions are very wide and for this very reason this theory put it under the hygiene factor and also advices to provide a good working environment to the employees.

5. Personal life: It is always advisable to have a separation between the personal & professional life, but that is a very shallow belief system. Human minds are not programmed in this way to understand and execute this separation. Human brain that is the most important organ of our body stores all kind of information in hippocampus, neocortex, amygdala, ganglia, cerebellum and prefrontal cortex depending upon the nature of memory/information (explicit memories, implicit memories and working memories). To have a soothing personal life is always expected for the employees. The reflection of the personal life can be seen over the personal life and vice-versa. Thus, the human resource management department is continuously in a dialogue with the employees in order to understand their personal lives.

#### (b) Second Factor - Motivation factor

As per Frederick Herzberg motivation factors or motivators are those factors that are not mandatory but advisable to have for every organization. The presence of these factors along with the presence of the hygiene factors will be helpful in increasing the performance level of the employees. If these motivators are installed solely in the absence of the hygiene factors, they will not work. Thus, it could be understood in this way that, before motivating

the employees it is important to bring them at the level of the satisfaction. Now further we will try to look into 5 major motivating factors.

1. Achievement & recognition: The kind of feeling that the employees get after the accomplishment of a particular task, the feel that an individual possess after the fulfilment of an objective can be understood as the achievement drive. The continuous and regular taste of the success also gives the stimulus to get motivated, and to increase the bar of the performance. When the leaders and managers are giving the due recognition to the workers than also people feel motivated. The credit should be given to the deserving employees. Recognition is directly related with the esteem of the employees, and when the esteem is fed than it acts as a motivator.

2. Incentives: As we have discussed earlier that the remuneration is the right of the worker and thus it is a hygiene factor, incentives on the other hand are not mandatory, thus they are not the right of the worker. Incentives are based on the performances. Management evaluates the performance of the employees and it gives the incentives on the same basis. Workers have this keen desire to earn something extra on their salaries, thus incentives motivate them to handle their performances and to work towards the fulfilment of the organization goals. Incentives can be monetary and non-monetary. Thus, they hold a very strong position under the motivating factors.

3. Creative independence: Herzberg believes that the liberal approach of the management towards the workers can also boost their morale. If the employees of the organization are given a free space in which they could take their own decisions, then such an environment is positive for the mental health of the employees. The nature of the organization and the nature of

the job also plays an important role in the creative independence. Jobs of the armed forces, banking, income tax department etc. don't enjoy such freedom, reason being such jobs are bounded by the strict hierarchy and disciplined laws and regulations. On the other hand, job of a professor, artist, politician, scientist etc. have the leverage to enjoy the creative independence.

4. Human resource development: If the jobs are having the scope of increment and progress it will act as a motivator for the workers. If an organization is going through regular appraisals, increment in salary, promotions, transfers etc. than the human resource will feel a different kind of attachment with their jobs. The scope of growth and development in every job is important from the perspective of this theory. If there will be a kind of a saturation in the job than a feeling of detachment will grow in the workers. Thus, in order to convert the monotonous nature of the job and the boredom that the employees experience as its biproduct, could be handle with the proper human resource development programs.

5. Responsibility: Responsibility brings some baggage on the shoulders of the workers but simultaneously it also provides a certain authority that is needed to do the job. This sense of responsibility also acts as a motivating factor for the employees. When workers see themselves to be the part of some important event- program which need an exclusive responsibility to carry out, they get filled with a feeling of pride. The difference between common and exclusive creates a motivation for the employees.

Criticism:

1. Over simplification: Cause & effect of the presence and absence of the factors on the psychology of the workers is an over

simplification. All the factors- resources- infrastructures presents in the organization are somehow put under the hygiene factors and motivating factors.

2. Research methodology: The whole research is based on the primarily survey done on 203 industrial workers. These workers consisted of only accountants and engineers. This makes the research scope very limited. Thus, it lacks with the examination of diverse nature of employees and also has a small sample size.

3. Not conclusive: Creativity is missing in this theory. Whole study and its results are not concrete. The prediction about the results, in the absence and presence of factors also lacks the accuracy. At the time of the application of this theory it is difficult to give a strong conclusive statement.

4. Ignorance of individualism: In the research the individual characteristics like gender, age, religion, race, caste, social- economic- political- psychological status, culture etc. were completely ignored. Thus, this whole idea seems to be painted from one side, leaving the other sides completely untouched.

5. Overlapping of the factors: This theory talks about the two different factors and tries to place them separately. The hygiene factor for one individual can be the motivational factor for another and vice-versa. Thus, we can say that the factors cannot be kept in a water tight compartment in an organization and that becomes a reason for overlapping of the factors.

4. Comparison between the theories of Maslow and Herzberg

Maslow & Herzberg both have researched and written about the human psychology. The nature and process of Maslow was clinical psychological, & he has based his study on the

monkeys. Herzberg has taken industrial workers as subject and nature of research was based on the organization study. Both the theories are based on the understanding of human mind and in modern time these theories are the part of the curriculum of the universities. Scholars of management and organizational studies are reading these theories with an intension to apply them in the upcoming future. This segment of the paper will try to do a comparison between both the theories.

#### 1. Foundation of theory

Maslow's theory is based on the 8 types of the human needs.

Herzberg's theory is based on the 2 factors of the organization.

#### 2. Nature of theory

Maslow's theory is descriptive in nature. It is based on the long experiment about the human needs.

Herzberg's theory is perspective in nature. It is based on the study of job satisfaction and growth.

#### 3. Practicality of theory

Hierarchy of needs theory is practically applicable in the study of human psychology. In the third world countries where poverty is still prevalent, this theory can be used to study human needs.

Two factor theory is practically applicable in the study of the human psychology. In the rich countries where the money is not the sole motivating factor, this theory can be very useful.

#### 4. Research methodology of theory

Maslow have based his research on the study of the behavioural pattern of the monkeys. This was clinical descriptive research which has monkeys as the subject.

Herzberg has based his research on the study of the behavioural patterns of the industrial workers. This was perspective research that used the interview method to analyse 203 accountants and engineers as subjects.

#### 5. Cornerstone of theory

Maslow's theory relies upon human needs and their satisfaction.

Herzberg's theory relies upon job satisfaction/dissatisfaction and growth.

#### 6. Motivator for theory

Unsatisfied needs of the humans become the motivation tool, for the theory of hierarchy of needs.

Achievement of the higher order needs becomes the motivation tool, for the two-factor theory.

#### 7. Order of needs

Hierarchy structure is well visible in Maslow's work.

No sequence is there in the Herzberg's work.

#### 8. Organizational behaviour

As the nature of the hierarchy of theory is purely clinical psychological. Thus, there is no direct reference of organization can be seen in this theory. But it plays an important role in understanding the psychology of the workers.

Two-factor theory can be directly related with the organizational study the main purpose of

this theory is to study the mental health of the industrial workers.

#### 9. Scope of theory

The scope of the Maslow's theory is universal. It could be used to understand the behaviour pattern of all the human race.

The Scope of Herzberg's theory is limited to the organization. It could be used to understand the behavioural pattern of all the professional employees.

#### 10. Structure of theory

Maslow's hierarchy of needs is divided into 8 classes.

Physiological needs, safety needs, social needs, esteem needs, cognitive needs, aesthetic needs, self-actualization needs, transcendence needs.

Herzberg's two-factor theory is divided into 2 classes.

Hygiene factors, motivating factors.

### 3. CONCLUSION

Researchers have derived some major findings from this research in order to understand the true nature of the psychological theories we should thoroughly consider the life pattern of the authors. That is the reason, why this paper gives required amount of space for the comprehensive biographies of Abraham Maslow and Frederick Herzberg. The influence of Jewish religion, educational background of psychology, nature of parents, marriage and other life events are visible on their psychological ideas. The scope of theory of hierarchy of needs is kind of universal and thus have a wide scope. It could be used in the different levels and layers of the society including the organization. The two-factor theory targets the industrial workers and the organizations. It limits itself and precisely

focuses only on the organization. In the human resource management, Maslow's work is used under the intrinsic motivation, Herzberg's work is used under the extrinsic motivation. Ten comparative points are drawn by analysing the principles, similarities and differences of both the theories. An organization is a multidimensional unit thus even both the concepts can be applied simultaneously as per the time, place & situation.

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