
UNIT-12: SOCIO-PSYCHOLOGICAL APPROACH: VIEWS OF ABRAHAM MASLOW AND FREDERICK HERZBERG

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12.0 Learning Outcome

After studying this unit, you should be able to:

- Understand the views of Abraham Maslow and Frederick Herzberg on human motivation;

- Know Maslow's hierarchy of needs theory;
- Understand Herzberg's Motivation-Hygiene theory; and
- Discuss the impact of motivational theories of Abraham Maslow and Frederick Herzberg on Organisational Processes.

12.1 Introduction

Employees' motivation has occupied an important area of enquiry among many administrative thinkers. Scientific management believed that workers could be motivated by manipulation of rewards and sanctions, and to this end it devised the payment system based on piecework. As payment depended upon how much one produced, it was assumed that a worker would be induced to produce more. Specialisation was encouraged with the view that if a worker concentrated on a small piece of work he would produce more, thus increasing his income. The Hawthorne experiments conducted by Elton Mayo criticised this theory of motivation, but it did not develop a comprehensive theory of motivation. It was Abraham Maslow who, in 1943, made a breakthrough in human motivation with the appearance of his paper entitled of "A theory of Human Motivation" published in the Journal, Psychological Review. In this article Maslow postulated the idea of a hierarchy of human needs. Human beings are pleasure-seeking beings and are motivated towards satisfaction of their needs. Before Maslow, all administrative thinkers belonging to the human relation school routinely took the instrumental view of man, believing in manipulating him to be a more productive tool of the organisation. Maslow makes a departure from such thinking. He contends that the employee is not to be treated as an instrument as an autonomous hierarchy of needs motivates him. Man, in other words, is a self-actualising being. Maslow holds the view that the best managers are ones who improve

the health of the employees. In this unit an attempt is made to explain the views of Abraham Maslow and Frederick Herzberg on human motivation and also assess the impact of their motivational theories on organisational processes.

12.2 Views of Abraham Maslow

Abraham Maslow's interest and research in understanding human behaviour was the result of his early career as a psychologist. He tried to understand human behaviour through psychoanalysis. Maslow develops the concept of holistic psychology. This, he calls the 'third force' the other two being Behaviourism and Psychoanalysis. Maslow directs his main efforts in the field of personality. He argues that psychology had hitherto concentrated too much on human frailty and neglected human strengths. He contends that human nature is essentially good. As human personality develops through maturation, the creative capacity becomes more sharply defined. If human beings are miserable, the fault lies with the environment, which makes them so. Human beings are not basically destructive or violent: they become so only when they're inner nature is twisted.

Born in 1908 in New York, Maslow obtained his post-graduation degrees in Ph.D. in psychology from the University of Wisconsin. He served on the faculties of Brooklyn College in New York and Brandies University. He was elected President of the American Humanist Association for 1967-68. Maslow's major works are :

- Motivation and Personality (1954).
- Toward a Psychology of Being (1962).
- The Psychology of Science: A Reconnaissance (1966).

- New Knowledge in Human Values (1970).
- The Farther Reaches of Human Nature (1971).
- Dominance, Self-Esteem, Self-actualisation: Germinal Papers of A.H. Maslow (edited by Richard J. Lowry in 1973).

In addition, he published several research papers in journals and books. Initially, Maslow's writings generated interest among other clinical and personality psychologists, but hardly had any influence on organisation theories. Managers and administrators began to read Maslow's ideas only after McGregor popularised them. Abraham Maslow put forward three basic propositions based on the concept of need:

- Man is a wanting animal. He always has some need driving him to action.
- There is a hierarchy of needs. They are arranged in an order of priority with the most basic needs to be satisfied first.
- A need satisfied is no longer a motivator.

Man is driven only by unsatisfied needs. If the physiological and the safety needs are satisfied, there will emerge the love and affection and belongingness needs. These include desire for achievement, adequacy, reputation, recognition, importance, appreciation and the like. According to Abraham Maslow, self-actualisation "refers to man's desire for self-fulfilment, namely, to the tendency for him to become actualised in what he is potentially. This tendency might be phrased as the desire to become more and more what one is, to become everything that one is capable of becoming".

Human behaviour can be analysed from their actions and the motives behind them. These assumptions about human motivation have been familiar since the days of Sigmund Freud. Social Psychology has brought a new path in analysing human needs and motives through human behaviour. Maslow's theory of human motivation provides

the framework to study and analyse human motivation. As Maslow himself said, “Motivation theory is not synonymous with behaviour theory. The motivations are only one class of determinants of behaviour. While behaviour is almost always motivated, it is also almost always biologically, culturally and situationally determined as well”. Among the most widely referred motivation theories, Maslow’s hierarchy of needs theory is quite prominent.

12.2.1 The Hierarchy of needs theory

Maslow sees human needs in the form of a hierarchy, starting in an ascending order from the lowest to the highest needs and concludes that when one set of needs are satisfied then the need for other set arises. According to Maslow, human being is an organism, which drives into action to satisfy its needs. The hunger drive or any other physiological drive cannot become a cantering point in explaining the theory of motivation. A sound theory of motivation centres upon the basic goals of human beings. Human behaviour is a reflection of more than one need. Classification of needs into specific groups is a requisite in formulating a motivation theory. He says that classification of motivations must be based upon goals rather than upon instigating drives or motivated behaviour. He further says that a situation in which a human organism reacts is a valid point in motivation theory, but the emphasis should always be on the behaviour of the organism rather than on the situation.

Maslow arranges the human needs in order of hierarchy of prepotency. At the lowest end are the physiological and security needs. The self-actualisation need is at the highest end. In between there are social and self-esteem needs. Once the needs at the

lower order are satisfied, then the need for needs at the higher order arises. The basic human needs identified by Maslow in an ascending order of importance are as follows:

- **Physiological needs:** Physiological needs are the basic needs for sustaining human life itself. Food, water, clothing, shelter, sleep and sexual satisfaction are the physiological needs without which the people cannot survive. Maslow maintains that unless these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people.
- **Security or safety needs:** Security or safety needs follow the physiological needs. These are the needs that enable people to live free from physical danger and fear of loss of a job, property, food, clothing or shelter.
- **Affiliation or acceptance needs:** Since people are social beings, they need affiliation and to be accepted by others. They want to establish relationships with others and at the same time also want them to establish reciprocal relationships.
- **Esteem needs:** Maslow maintains that once people begin to satisfy their affiliation needs, they want to be held in esteem by others. This kind of need generates such satisfactions as power, self-confidence, social position, and prestige.
- **Need for self-actualisation:** Maslow regards the need for self-actualisation as the highest in the hierarchy of needs. It is the desire to become what one is capable of becoming. It is the desire to maximise one's potential and to accomplish something.

As Maslow maintains that self-actualisation is the highest need in his hierarchy, who then is a self-actualised person? Self-actualised persons have the following characteristics. They possess an unusual ability to detect the spurious, the fake, and the dishonest in the personality; they possess creativeness and originality; they lack overriding guilt and crippling shame and anxiety; they have a mission and purpose in life; they like privacy, dignity, autonomy and freedom to pursue their endeavours in life and work; they derive ecstasy, inspiration and strength from the basic experience of life; they have a deep feeling of identification, sympathy and affection for mankind; they maintain interpersonal relations with few people; and, they are democratic and they can differentiate between ends and means and right and wrong.

After identifying the basic human needs in an ascending order, Maslow discusses the characteristics of these basic needs. First, the hierarchy is neither rigid nor a watertight compartment. It means there is no fixity in the hierarchy of needs. For example, some people prefer physiological to esteem needs. Also the emergence of a particular need after fulfilment of a need at the lower end is not sudden. Secondly, the basic human needs are the same and common irrespective of the societies and cultures in which they live. Thirdly, human behaviour is a reflection of diverse needs and cannot be influenced by a single variable or need. Moreover all behaviours cannot be determined by the basic needs alone. And finally, a satisfied need is not necessarily a motivator.

Although hierarchical aspects of Maslow's theory are questionable and often not acceptable, his identification of basic human needs appears to be useful. In other words, it is necessary that perceptive managers must take a situational or contingency

approach to the application of Maslow's theory. What needs they must approach will depend on the personality, wants and needs of individuals employees. In any case, perceptive managers must not forget that most people especially in a developed society, have needs that spread over the whole spectrum of Maslow's hierarchy.

The thrust of Maslow's hierarchy of needs is that one must satisfy one's basic needs before moving to the satisfaction of higher needs. Maslow draws attention to the larger range of needs needing satisfaction. A manager must note that basic needs of workers must be satisfied, but there are other needs as well. A satisfied need ceases to be a need and another makes its appearance.

12.2.2 A Critical Evaluation

Maslow's contribution in the form of his need hierarchy is a landmark in social-psychological research. His theory has had tremendous impact on modern management approach to motivation.

Maslow's theory of need hierarchy was criticised mainly on grounds of sophistication and validity of his research data and the order of hierarchy of needs. Research on the realities of Maslow's theory does raise questions about the accuracy of the hierarchical aspects of these needs. However, his identification of basic needs has been quite useful. Research by Lawler and Suttle of 187 managers in two different organisations does not support Maslow's theory that human needs conform to a hierarchy. Researchers do note, however, that there are two levels of needs – biological and other needs – and that the other needs would arise only when biological needs are reasonably fulfilled. Their research, further, indicates that at the higher level, the

strength of the needs varies with individuals; in some individuals social needs predominate, and in others self-actualisation needs are strongest.

Porter, in his study, also finds that needs do not follow a hierarchy, especially after lower-level needs are satisfied. He finds that managers at all levels do have common security and social needs and that the three higher needs in Maslow's hierarchy vary greatly with managerial ranks, with lower-level managers being less satisfied than higher level managers. Yet, at all levels, satisfaction of these needs is definitely more or less deficient.

Hall and Nougaim likewise, in their study of Maslow's theory involving a group of managers over a period of five years, do not find strong evidence of a hierarchy. They discover that as managers progress in an organisation, they're physiological and safety needs tend to decrease in importance, and their needs for affiliation, esteem, and self-actualisation tend to increase. They observe that upward movement of needs results from career development and not from the satisfaction of lower-order needs.

The concept of self-actualisation and its characteristics as described by Maslow have been subjected to criticism also. He does not elaborate the methodology adopted by him to select the cases for study. Further, Maslow's list of characteristics of a self-actualised person also contains several contradictory and overlapping features. Cofer and Apply observe that the emphasis on self-actualisation suffers from the vagueness of its concept, the looseness of its languages and the inadequacy of the evidence related to its major contentions.

Recent research studies by Wabha and Birdwell reveal that Maslow's theory is not valid. They say that there are two primary clusters of needs instead of five. They note "there is no clear evidence that human needs are classified in five distinct categories, or that these categories are structured in a special hierarchy. There is some evidence for the existence of possibly two types of needs, deficiency, and growth needs, although this categorisation is not always operative.

Similarly, Nash says that Maslow's theory is interesting but not valid. "Maslow had a good idea". But "the problem with Maslow's need hierarchy is that it cannot be turned into a practical guideline for managers who are trying to make people productive.

Thus the criticisms against Maslow's theory mostly rest on its lack of research support, on the dispute over the hierarchy of needs, and on the imprecise nature of the term self-actualisation. Although Maslow's theory has been subjected to questioning and often not accepted, his identification of basic needs has been fairly popular. He has made an important contribution to our understanding of the nature of motivation. His distinct approach to motivation has greatly influenced the practice of modern management.

12.3 Views of Frederick Herzberg

Frederick Herzberg is another distinguished American psychologist who has questioned the conventional wisdom of managerial dogma and practices. He has studied the problem of human motivation at the work place. "The central core of Herzberg's work stems from his Second World War experiences where he realised that

a society goes insane when the sane are driven insane. As a psychologist Herzberg felt that sanity requires as much professional attention to nourishing the humanistic content of character and ethics as to showing compassion for differences in personality. In this context, Herzberg of serves: “The insane also require care and compassion but their insane actions should never be reinforced by ethically neutral strategies. My theories have tended to emphasise strategies for keeping the sane”.

Frederick Herzberg’s major works are:

- Work and the Nature of Man (1966).
- The Motivation to Work (1959); (Co-author).
- The Managerial Choice: To be Efficient and to be Human (1976).

In developing his motivation theory, Herzberg was influenced by the writings of Abraham Maslow, Douglas McGregor and Chris Argyris. He analysed the relationship between meaningful experience at work and mental health. He believed that all individuals have two sets of needs: (i) to avoid pain, and (ii) to grow psychologically.

12.3.1 Motivation – Hygiene Theory

Herzberg’s theory of motivation is based on the work experience of some two hundred engineers and accountants from nine companies in the Pittsburgh area of USA. These men were asked to think of times when they felt exceptionally good or

exceptionally bad about their jobs. The responses were then classified by topic in order to determine what type of events led to 'job satisfaction' and 'job dissatisfaction'.

The research employed a combination of the critical incident technique, retrospective pattern interview and content analysis. The major objective of the research was to identify the factors that lead to positive and negative attitudes towards the job and to study the effects of these attitudes on job performance, turnover, mental health, etc. The focus of the study was whether different kinds of factors were responsible for bringing about job satisfaction. The study confirmed this hypothesis. In other words, his research purports to explain the factors behind motivation: determinants for job satisfaction and job dissatisfaction. His theory identifies five strong determinants for both job satisfaction and job dissatisfaction.

- **Determinants of job satisfaction:** Five factors that are strong determinants of job satisfaction are: achievement; recognition; the attraction of the work itself; responsibility; and advancement.
- **Determinants of job dissatisfaction:** Five factors that are strong determinants of job dissatisfaction are: company policy and administration; supervision; salary; interpersonal relations; and working conditions.

According to Herzberg the first group of factors, are 'Motivators'. They have the potential of yielding a sense of satisfaction. The second group of factors, are 'Maintenance' or 'Hygiene' factors. Their presence will not motivate people in an organisation, yet they must be present; otherwise dissatisfaction will arise. Thus there emerged two sets of job attitudes and factors, intrinsic and extrinsic. The latter set of

factors contributes towards job satisfaction, but does not directly lead to motivation. The absence of these factors results in dissatisfaction. The intrinsic (job-content) factors, on the other hand, do not cause dissatisfaction when missing but lead to satisfaction when present. Herzberg makes a distinction between positive and negative dissatisfiers and traces to them the lack of success that American industry has had in its attempts to motivate employees via human relations training for supervisors and wage incentive systems. Herzberg also suggests ways in which motivation to work may be strengthened. The hygiene factors, according to Herzberg, operated to remove health hazards....not a curative factor; it is rather, a preventive factor. Similarly, when there are deleterious factors in the context of job, they serve to bring about poor job attitudes. Improvements in the hygiene factors serve to remove the impediments to positive job attitudes. The following table reveals the characteristics of hygiene and motivation seekers:

Characteristics of Hygiene and Motivation

Sl.No.	Hygiene Seekers	Motivation seeker
1.	Motivated by nature of environment	Motivated by nature of the task
2.	Chronic and heightened dissatisfaction with various aspects of his job context, e.g. Salary, supervision, working conditions, status, job security, company policy and administration, fellow employees.	Higher tolerance for poor hygiene factors.
3.	Overreaction of satisfaction to improvement in hygiene factors	Less reaction to improvement in hygiene factors.
4.	Short duration of satisfaction when the hygiene factors are improved.	
5.	Overreaction of dissatisfaction when the hygiene factors are not improved.	Milder discontent when hygiene factors need improvement.
6.	Realises little satisfaction from accomplishments	Realises great satisfaction from achievements

7.	Shows little interest in the kind and quality of work that he does	Shows capacity to enjoy the kind of work that he does.
8.	Cynical view of positive virtues of work and life in general	Have positive feelings toward work and life in general.
9.	Does not profit professionally from experience	Profits professionally from experience
10.	Prone to making 'cultural' noises: (a) may be ultra-liberal or ultra conservative (b) supports management philosophy (c) acts more like top management than top management itself	Belief systems sincere and considered.
11.	May be successful on the job because of talent	May be an overachiever

Herzberg makes a distinction between hygiene factors and motivators. Improved hygiene factors in an organisation lead to less dissatisfaction: an improved job context is not a satisfier and hence, not a motivator. Similarly, an absence of a motivator does not lead to dissatisfaction; it leads to an absence of satisfaction. One must note here that satisfaction and dissatisfaction are different in the sense that they operate differently. In other words, hygiene factors should be attended to when dissatisfaction is to be reduced. If, however, satisfaction is to be increased, attention needs to be given to motivators. Herzberg thus provides the two-factor theory of motivation. The hygiene factors are essential for obtaining minimum performance by gratifying the lower level needs. But motivators are necessary for securing outstanding levels of performance in an organisation.

12.3.2 Propositions in the Theory

Three propositions are at the heart of motivator-hygiene theory:

- (i) First, it is basic to Herzberg's approach that job satisfaction and job dissatisfaction are not the opposite of one another, rather they are concerned with two different sets of man's needs. Therefore, the opposite of job satisfaction, is not job dissatisfaction, but simply "no job satisfaction". Likewise, the opposite of job dissatisfaction is lack of job dissatisfaction.
- (ii) Second, the factors that led to job satisfaction are of a different kind from those that led to job dissatisfaction.
- (iii) The motivators concerned with sustaining job satisfaction have a much long-lasting effect than the hygiene factors concerned with removing dissatisfaction.

The major findings of the study, that factors associated with job satisfaction and job dissatisfaction were distinctly separate from each other, have been applied in several subsequent investigations. In a study involving over 1600 employees belonging to a variety of jobs in business and industry and in a number of countries, Herzberg's findings show that as much as 81 percent of the factors contributing to job satisfaction are motivators concerned with growth and development. On the other hand, 69 percent of the factors contributing to job dissatisfaction are factors concerned with hygiene or environmental maintenance.

To an organisation, it is easy to motivate employees through fear of hygiene deprivation than to motivate them in terms of achievement and actualising the goals. Such a policy would be injurious to the long-term interests of the organisation. Therefore, it is desirable to place emphasis on motivating the people. He advocates an

industrial engineering approach based on the design of jobs. Herzberg suggests job enrichment, vertical job loading as the important means to motivate employees.

12.3.3 Job enrichment

Unlike Taylor's method of rationalising the work to increase efficiency, Herzberg suggests that including the motivating factors, which provide the opportunity for the employee's psychological growth, enrich jobs. In attempting to enrich an employee's job, Herzberg suggests that management should give him an opportunity for growth in his existing job.

The term job enrichment designates a technique used by managers to maximise in individual workers the internal motivation to work, which is the true source of job satisfaction. The job-enrichment concept designates a production and profit-oriented way of managing as well as a means of making work experience meaningful for people. It is based on the premise that people are not motivated by what is externally done to them by management with rewards, privileges or punishment, or by the environment or context in which they perform their work. People develop lasting motivation only through their experience with the content of their jobs i.e., the work itself. Job enrichment calls for vertical job loading where opportunities for achievement, responsibility, advancement and learning are designed into the job.

12.3.4 Vertical job loading

Herzberg contends that management often merely succeeds in reducing the man's personal contribution, rather than giving him an opportunity for growth in his existing job. He calls this "horizontal job loading", as opposed to "vertical loading",

which provides motivator factors. Since job enrichment calls for vertical job loading, it is necessary to look for a subtle approach. Herzberg's approach is to look for ways of removing some controls while retaining or increasing an individual's responsibility for his own work. Some of ways put forward by Herzberg are:

- (i) making the individual accountable for his own work;
- (ii) assigning a person a complete natural module of work;
- (iii) granting freedom and authority to an employee in his job;
- (iv) making reports directly available to the man himself rather than to the supervisor;
- (v) introducing new and more difficult tasks; etc.

Herzberg observes that where these changes have been introduced, the results in both performance and job satisfaction are considerable. For example, resulting increase in job performance was found in the study of laboratory technicians who were asked to write personal project reports in addition to those of the supervising scientists and were authorised to purchase materials direct.

For job enrichment, it is equally important to provide for an effective feedback process. An effective feedback has the following characteristics: (i) it is related to job performance; (ii) it is given on an individual rather than group basis; (iii) it occurs at short intervals; (iv) it is provided directly to the employee rather than through his supervisor. Herzberg's theory thus places on the management the task of calling out the motivators to provide adequate hygiene through company policy, interpersonal relations, working conditions, etc., for causing satisfaction in man's work.

12.3.5 A Critical Evaluation

In spite of the wide ranging application and the popularity of two-factor theory, there are criticisms about Herzberg's propositions. Some studies by Shepard and Herrick, confirm Herzberg's conclusions. The main criticism of the motivation-hygiene concept is that initially it interpreted job and company employment factors to be totally distinct and separate sets of entities. Today it is recognised that these factors at times can be both motivators and hygienic in nature.

Herzberg's hygiene approach to motivation has raised questions about the accuracy, of motivation-hygiene theory. Hinton questions Herzberg's methodology. It is charged that his questionnaire methods tended to prejudice his results. For instance, the tendency of people to blame others for poor performance is thought to have prejudiced Herzberg's results of investigations. Some critics find that the hygiene factors as postulated by Herzberg had the potential of yielding a sense of satisfaction or dissatisfaction.

Mayers who applied Herzberg's theory in his research at Texas Instruments observes that his findings only partially support Herzberg's theory. He discovers that those persons who seek opportunities for advancement and responsibility, whom he characterises as "growth seekers", do indeed fit into Herzberg's approach in that they were concerned with satisfiers and relatively little concerned with environment factors. On the contrary, other people, whom he calls 'maintenance seekers', are greatly concerned with environmental factors. In other words, Mayers observes that what motivates people is largely a matter of personality.

Moreover, factors that are normally environmental may become motivational factors or vice versa. In other words, if opportunities for advancement and achievement

are not given to growth seekers, they may become maintenance seekers. It is now widely recognised that these factors at times can be both motivators and hygienic in nature. Herzberg calls money and fringe benefits ‘negative motivators’ since people feel sad if they have no money but money does not “necessarily make them happier or more productive”.

One criticism against Herzberg’s theory is about the methodology adopted. Schwab and others have adopted the same methodology as that of Herzberg, but they have obtained results different from what the two-factor theory would predict.

Notwithstanding this criticisms, Herzberg’s contribution to human motivation theory is substantial. The concept of job enrichment developed by him is certainly a better-known contribution. He focuses attention on the significance of job content in motivation, which was hitherto unknown. Modern managers have recognised the significance of upgrading job content of their subordinates to motivate them with the influence of Herzberg’s two-factor theory.

12.4. Comparison of Herzberg and Maslow Models

The models of both Maslow and Herzberg focus attention on the same relationship, that is what motivates an individual. Maslow has suggested the theory of hierarchy of needs and as to how people try to satisfy each higher level need successively. Thus, any unsatisfied need becomes a motivating factor for the individual. In the economically advanced countries most of the lower-order needs of workers are fulfilled and hence, only higher-level needs remain motivating factors. This is what Herzberg has suggested. Maslow’s physiological, security and social needs come under

Herzberg's maintenance factors while self-actualisation under motivating factors. There are some divisions of esteem need: some parts coming under maintenance factors, e.g., status, and others, advancement and recognition, going under motivational factors.

There is a particular difference between two models. Maslow emphasises that any unsatisfied need, whether of lower order or higher order, will motivate individuals. Thus, it has universality in its applicability. It can be applied to lower-level workers as well as higher-level managers. In the underdeveloped countries, even lower-order needs are not reasonably satisfied. Hence, needs continue to be motivators. However, according to Herzberg, these are hygiene factors and do not help to motivate workers.

12.5 Conclusion

Employee motivation has occupied an important area of enquiry among many administrative thinkers. Abraham Maslow and Frederick Herzberg have developed comprehensive theories of motivation. Both were psychologists, who questioned the conventional wisdom of managerial dogma and practices and have studied the problem of human motivation in a systematic way.

According to Abraham Maslow, man is driven only by unsatisfied needs. He identifies human needs in the form of a hierarchy. At the lowest end are the physiological and security needs. The self-actualisation need is at the highest one. In between there are social and self-esteem needs, once the needs at the lower order are satisfied, they cease to be motivators' only the higher order needs can motivate the workers then. Maslow's contribution in the form of his need hierarchy is significant in organisation theory.

Herzberg develops motivation-hygiene theory of motivation through an empirical study. His research purports to find two-factor explanation of motivation-determinants for job satisfaction and job dissatisfaction. According to him hygiene factors are essential for obtaining minimum performance by gratifying the lower level needs. But motivators are necessary for securing outstanding levels of performance in an organisation.

The theories of Maslow and Herzberg focus their attention on the same relationship, that is what motivates an individual. But there is a particular difference between their theories. Maslow emphasises that any unsatisfied need, whether of lower order or higher order, will motivate individuals. According to Herzberg lower order needs are hygiene factors and fail to motivate workers. Both these theories certainly help the managers to understand the attitudes of employees towards work, and to take appropriate steps to motivate them.

12.6 Key Concepts

Case Study: A research design that focuses upon the in-depth analysis of a single subject.

Morale: The collective attitude of the workforce toward their work environment and a crude measure of the organisational climate.

Self-actualisation: The apex of Abraham Maslow's needs hierarchy, where an individual theoretically reaches self-fulfilment and becomes all that he or she is capable of becoming. The importance of the concept of self-actualisation was established long before Maslow gave it voice. The nineteenth-century poet Robert Browning described

its essence when he said, “A man’s reach should exceed his grasp, or what’s a heaven for?”

Two Factor Theory: Model of motivation involving two variables: Job satisfaction and Job dissatisfaction.

12.7 References and Further Reading

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12.8 Activities

Q.1 According to Maslow Human being is an organism, which drives into action to satisfy its needs. Discuss.

Q.2 Discuss the characteristics of hygiene and motivation seekers of Frederick Herzberg.

Q.3 Analyse the impact of motivational theories of Abraham Maslow and Frederick Herzberg on organisational processes.