

Question

Discuss the difference between theories of Herzberg and Maslow. Elaborate with reasons which of these theories do you prefer in Pakistani context?

Answer

* Introduction

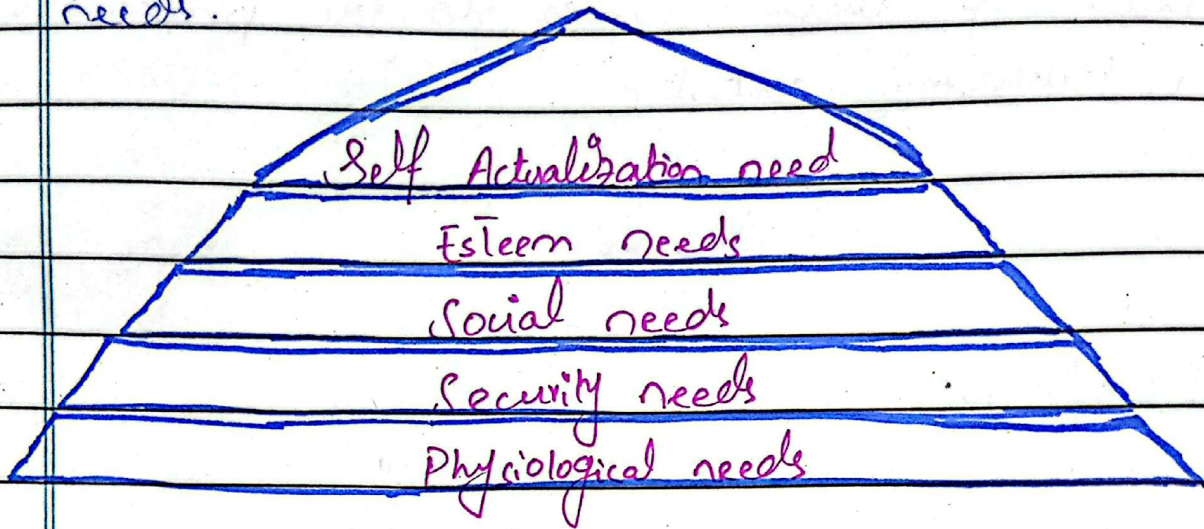
Motivating employees is one key pillar of retaining employees and ensuring that work to their capacity. Different theorists have given different theories based on their analysis and research work; while some theorists focus on monetary benefits and others focus on human relations and the working environment. Maslow and Herzberg are two theorists that relate to the human relations group of thought. Despite being similar in different aspects, the two have considerable differences.

* Maslow and Herzberg theories and their differences

(a) Maslow Hierarchy of needs model:

Abraham Maslow suggested that people are motivated by multiple needs and these needs are in a certain hierarchical model.

Maslow categorized different needs into five groups as lower and higher-level needs.



*Types of Needs

• Physiological needs

The most basic of human needs are physical needs such as food, shelter, and water. In an organizational setting, basic requirements are office ambience, facilities and basic salary.

• Security needs

A need for secure physical and emotional environment is next in the hierarchy of needs. Job security and the safer nature of job are two basic requirements for employees.

• Social needs

Employees' need for affection, belongingness and acceptance are the last lower-order needs in Maslow's hierarchy model.

• Esteem needs

These needs relate to a person's need for self-respect and recognition. In an organizational environment, factors such as status, recognition, and sense of responsibility can work to fulfill these needs.

• Self-Actualization needs

This known as the drive to become what one is capable of becoming. It involves the need for growth, creativity and advancement.

* Analysis of Maslow's model

- All factors are interdependent
- Each higher level need emerges before the lower level need is satisfied; hence they are overlapping.
- Need does not disappear, in fact its gravity or desire is reduced with the emergence of new needs.

(b) Herzberg's two factor theory

Fredrick Herzberg proposed another popular motivation theory in the late 1950s.

After studying many cases, Herzberg suggested that employees satisfaction or dissatisfaction depends on two main factors: hygiene factors and the motivation factors.

Motivational Factors } • Satisfaction
 } • No satisfaction
 Hygiene Factors } • Not Dissatisfied
 } • Dissatisfied

• Hygiene Factors

The extrinsic factors that create job dissatisfaction are known as hygiene or maintenance factors. When these factors are adequate they won't dissatisfy people, but on the other hand, they have no contribution to satisfying the employees.

• Motivational Factors

The second group of factors is intrinsic in nature that results in job satisfaction. They focus on higher level needs such as recognition, achievement, growth opportunities and responsibility. Although absence of these factors does not lead to dissatisfaction but they play a crucial role in satisfying employees.

* Analysis of Herzberg's Two-factor theory

- Hygiene factors do not contribute in satisfaction in fact their reduction below a certain level will lead to dissatisfaction.
- This model is not unanimously applicable as the level of personal needs and strength varies across individuals.
- Job satisfaction and dissatisfaction are

two opposite ends of a single continuum that moves through a few phases.

* Difference between Maslow's and Herzberg's theory

1. Maslow has achieved universality in his strides, while Herzberg could not.
2. Maslow propagated that each could be a motivator, irrespective of being a lower or higher-order need. Meanwhile, Herzberg contested that hygiene factors do not contribute as motivators.
3. For employees in the later part of their career, pay, job security and perks matter more; however, Herzberg's theory does not recognize it at any stage.
4. Herzberg, in his theory, illustrated a continuum of satisfaction, while Maslow only proposes two options: satisfied and dissatisfied.

* Which theory is more relevant in Pakistani context?

Interestingly, Pakistani society is strikingly different from the western world. All the various macro-environmental factors such as economic conditions and socio-cultural elements, have played a significant role.

In Pakistan context, Maslow's model is a lot more relevant than Herzberg's model due to following reasons:

- **Economic Factors**

Considering Pakistan's economic conditions, pay and economic benefits play a huge role in motivating employees. Therefore, Maslow is more relevant as it pays considerable importance to this factor, while Herzberg does not.

- **Job Security**

With a huge population growth rate and poor economic conditions, job security is a vital motivator for most of the employees. Herzberg does not consider hygiene factors to be motivators; on the other hand, Maslow gives considerable importance to this factor.

All needs are overlapping: Although respect, affection and relationship are pillars of Pakistani society, the need for perks, allowances and pay always is a considerable factor. These needs overlap as propagated by Maslow.

- * **Conclusion**

Motivation is a crucial factor in employee performance and retention. Different theorists

have proposed distinct theories on employee motivation; however, the two most famous theories were given by Maslow and Herzberg. Despite quite a few similarities, there are number of differences between the two theories. Maslow gives equal importance to all the need categories while Herzberg considers the motivator group to be of more importance. After analyzing Pakistani society, it can be safely concluded that Maslow's theory is more relevant in Pakistani context as compared to the Herzberg's theory.



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