

QUESTION NO: 7

Discuss the difference between theories of Herzberg and Maslow. Elaborate with reasons which of these do you prefer in Pakistani context? (20 mark)

Introduction

Herzberg and Maslow are two different motivation theories to motivate employees to work effectively so that company's desired outcome level is achieved. Herzberg's theory is based on hygiene factors whereas, Maslow's concept is hinges on satisfaction level. The answer will shed some light on which theory is preferable in the context of Pakistan.

Herzberg's Hygiene And Motivator Theory

Herzberg's hygiene and motivator theory is also called two factor theory. As it is based on two factors. One is hygiene factors. This factors cause dissatisfaction at the working environment. Due to which employees show unwillingness to perform their assigned task effectively. For example, inadequate and uncomfortable working desk and broken chair may create unwillingness in employee to do work thus caused dissatisfaction in the staff.

Whereas, another aspect of Herzberg's theory states that employer should provide motivator factors that cause eagerness within employees to perform the work effectively and this will

increase productivity of the employees. That may increase productivity levels of the company at a higher level. Organisation needs to ensure that hygiene factors are given proper attention and satisfying only the hygiene factors will prevent dissatisfaction but still employer need to provide motivator factors that can satisfy the employee.

1. Examples of Hygiene factors by Herzberg's

1. Job security
2. Working Conditions
3. Interpersonal Relations
4. Work-life Balance.

2. Examples of Motivator factors by Herzberg's

1. Recognition
2. Achievement
3. Responsibility
4. Advancement
5. Personal growth

Maslow Theory

Maslow theory mentions about how human behavior is influenced by hierarchy of needs, starting from basic survival needs to self-fulfillment. Maslow said that people are motivated by unsatisfied needs, when once a lower level needs are fulfilled, employees show willingness to reach next level. He gave his five level of needs. That are mentioned below:

1. Physiological Needs

This level targets basic survival needs, and those basic needs include food, shelter and salary for living. This can be fulfilled by providing minimum wage and job stability.

2. Safety Needs

This is second level of hierarchy, it includes job security and protection. Providing a safe workplace and protection without any threats.

3. Social Needs

These needs are also called belongingness. As this type of need is focused on love and belonging. By creating an environment of friendship, teamwork, and social interaction.

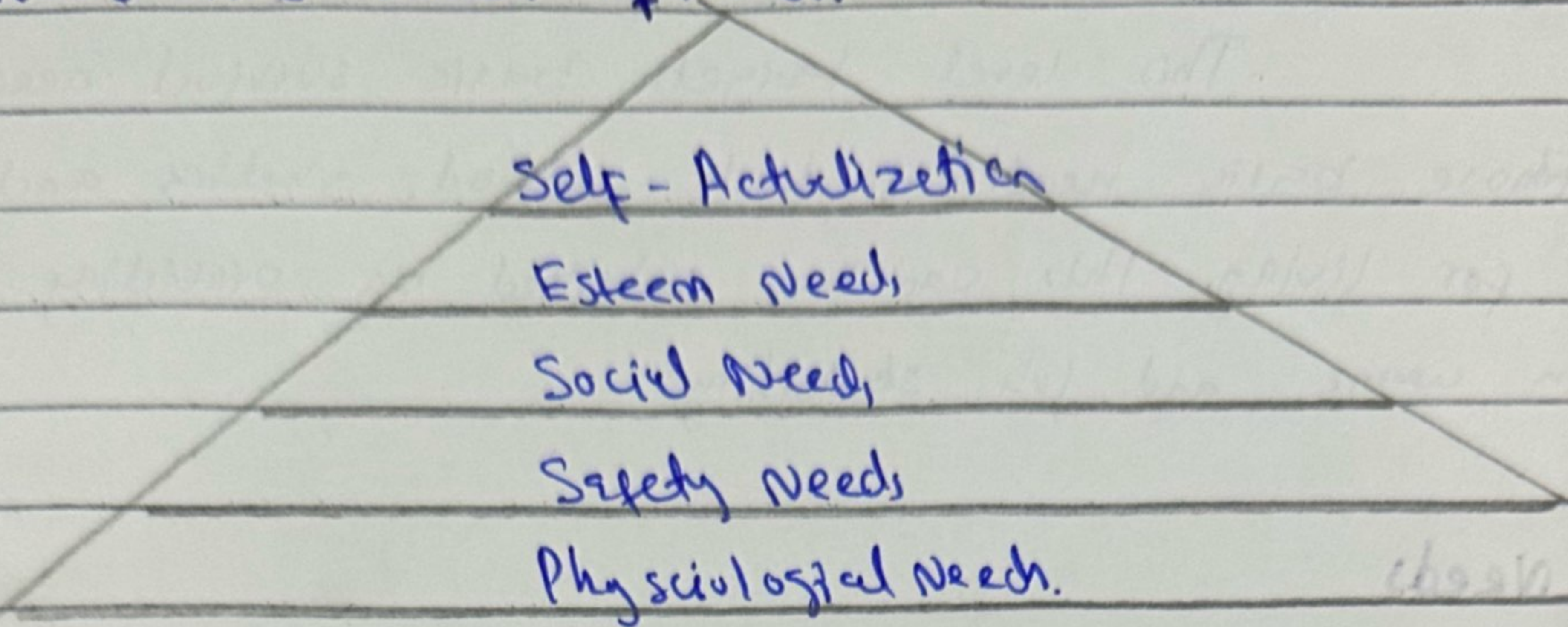
4. Esteem Needs

In this level, recognition is given to the employees, and respect is also provided. By increasing employee status in the organisation, giving performance awards and promotion.

5. Self-Actualization

This is the last stage of hierarchy, that is focus on personal growth and potential. Under this level, leadership roles are given to an employee, an employee becomes creative and brings purpose in the workplace.

Marlow's five levels of Needs.



Herzberg's Theory: A more realistic and actionable framework for Pakistani Context.

In Pakistan's current context, Herzberg's theory provides a more realistic and actionable framework for motivating workers in both public and private organisations.

1. Encourages non-monetary motivation

Pakistan being a developing country, where organisation can not always increase salaries. Therefore, Herzberg's theory allows motivation of employee through recognition, responsibility, delegation and appreciation that are low in cost but high in impact.

2. Explains dissatisfaction in secure jobs

Public servants in Pakistan enjoy job security and salaries that is hygiene factor but servants still remain demotivated due to lack of recognition and growth. Thus, Herzberg's is able to distinguish between not dissatisfied and 'truly motivated' public servants.

Emerging and Rising Corporate Culture

Developing and emerging culture sectors like IT, banking and startups, in Pakistan. There is widely use of performance bonuses, skill training and leadership roles. The Hence, Herzberg's theory helps to retain talent in the organization.

Conclusion

Herzberg's Two factor theory addresses Pakistan's central problem that employees are not dissatisfied, but ~~unmotivated~~ unmotivated. Herzberg's theory in Pakistan does not only explain the problem but also offers a clear, actionable path toward motivating employees.