

The Contemporary Perspective of Motivation: The Work of Maslow and Herzberg

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The main purpose of this article was to mention about the work of two dominant psychologist (Maslow AH and Herzberg F) in motivation. We have presented two new models for it. In Maslow AH, we have added a new factor such as Spiritual factor. And in work of Herzberg F, we have created a new model for Hygiene and motivator factors.

Introduction

Now doubt thousand of scholars have written and yet have been writing on the term of motivation and its significance for organizations. From motivation hierarchy to contemporary theories of motivation, there is a lot of works we can see and study. It is very important for managers to have a sound and complete understanding about motivation and its different theories in different time periods. Motivation is definitely a psychological process which influence the individual to do certain act in a desire way. With out proper motivation no person even employee of the organization can move to his or her task. Strong leaders need a strong motivational knowledge. The grip of leader can only be maintained when he or she knows about what, how, when, whom can be motivated. These 4W's play imperative role in motivation understanding. From field of marketing to field of every human involvement it plays a key part. No one can understand the human psyche and there is no soft and hard rules for it. But with great extent human psyche can be controlled and move towards some directed goals. The famous logician John Clark once said "the human mind is blank slate and most of the knowledge comes to humans mind through the application of senses". This statement basically states that mind can only be moved when it uses in proper way means when humans apply all senses that is touch, taste, smell etc, but all these senses can only be accurately utilized when humans exactly know where they want to move. The foremost task of leader is to understand human psyche and human behavior, whenever he/she does not understand so they can not get work done through the help of others.

In past, different definitions have given on term defining motivation. But few of them have gotten strong position and value. So far most of the definition and thinking of scholars have been playing a dominant role in this way like the works of Abraham Maslow, Alderfer, McGregor, Frederick Herzberg and McClelland etc. we shall give a short summary of all the scholars and experts here but in last we will come up with a new model of motivation. (For both Maslow and Herzberg)

Historical Backdrop of Meaning of the Word Motivation by Two Dominant Psychologists

Abraham Harold Maslow (April 1, 1908 – June 8, 1970)

Maslow's hierarchy of needs

The great contribution in the field of psychology by the eminent American psychologist was the contribution of Abraham Maslow. He did work in this field. He contributed a lot and gave much broader view in this way to the rest of psychologist. He has given a detail explanation in his book "towards a psychology of being" about the needs of hierarchy. He has also mentioned a lot about motivation in his other good book "motivation and personality". His work got a dominant position in the

history of motivation debates. He divided his needs of hierarchy in the following categories.

- 1) Biological needs/ physiological needs of the human
- 2) Safety needs/ security etc of the jobs in organization
- 3) Belongings/friendship/relatedness
- 4) Esteem//status
- 5) Self Actualization

Biological needs/physiological needs of the human

Basic needs like

- a) food
- b) shelter
- c) drinking
- d) sleeping

Safety needs/ security etc of the jobs in organization

Protection needs like

- a) security in job
- b) insurance in job
- c) health security of job

Friendship/ relatedness

Social needs like

- a) group in organization
- b) formal or informal
- c) social interaction

Esteem//status

Value and admiration needs like

- a) Recognition of work.
- b) promotion
- c) growth
- d) status

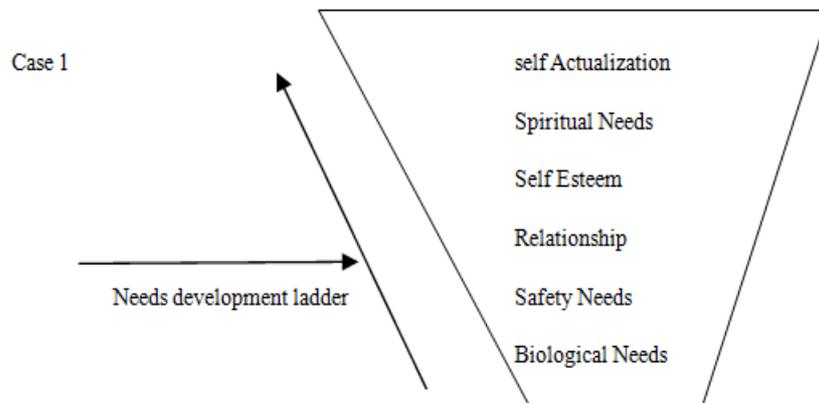
Self Actualization

Personal satisfaction that is complete satisfaction of person. Like when singer has sung, poet has written poetry etc.

The above is the summary of Maslow hierarchy of needs. This theory is terrific contribution in the field of motivation of the human being. But the hierarchy has missed one dominant factor. As we can see from the above explanation Maslow had presented his motivation hierarchy of needs in five major factors. He explained that man can move or motivate from his first need that is biological need. No doubt it is true that the need of every human being is biological need. The second is also true man move then towards safety and the third is relationship. The analysis of Maslow till here seems outstanding but when one goes up to his hierarchy of needs one can find some confusion here. In practically or in social life we can see often that people feels satisfaction when they get first three things, esteem and self actualization come in very rare cases. No every one can get

these two positions. For example if a person has fulfilled up to third needs and he got married, and made a relationship then his need can not be esteem his need may be different. Most of the people in this stage have inclination towards some religious activities. They after completion the third need move to next spiritual need.

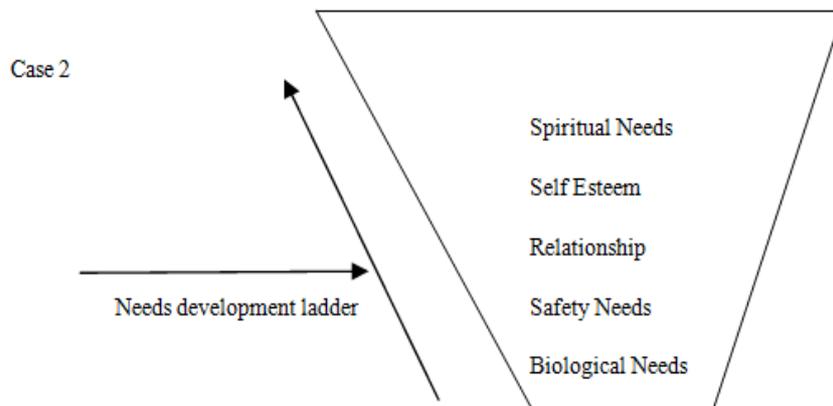
The hierarchy then will looks like as under



We can see from the above diagram, a new need that is spiritual need is added to the hierarchy of needs

Not in Most of the cases people can reach to the self actualization as we can see in the hierarchy of needs.

Here a new need is indispensable and that is spiritual need, people often, after completion of relation need they move to religious activities For example in case of wife and husband relationship, after this need they both move to self esteem but after getting self esteem, they want to have a religious Activities and thus move to spiritual needs. In rare cases self actualization can be reached. And the number of such people in the world are few in numbers who can reach to self actualization.



This new model for needs depict people usually move after self esteem to spiritual need, in rare cases spiritual need can be overcome by self actualization.

Figure 1. Showing a new model of Hierarchy of needs

Two Factors Theory of Motivation by Frederick Herzberg

Frederick Irving Herzberg (April 18, 1923 – January 19, 2000)

The great American psychologist who worked after Abraham Maslow hierarchy of needs. Herzberg mentioned two factors theory which is also known as motivator-Hygiene theory of motivation. He explained about how you can motivate employees. He wrote a book in 1968 “how do you motivate employees”, is still a good book in motivation side.

He talks about in his theory regarding job satisfaction and job dissatisfaction. He presented a model for his theory. He stated that employees could be motivated by keeping in mind two main factors that are motivator factors and hygiene factors.

The motivator factors he divided as the following

- a) acknowledgement

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