

Abraham Maslow's Hierarchy of Needs and Frederick Herzberg's Two-Factor Motivation Theories: Implications for Organizational Performance

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Abstract

Motivation is an essential component in the enhancement of organizational performance. Motivation theories have emerged over time toward providing insight into the importance of motivation in achieving organizational success. The paper embarks on a comparative study of Abraham Maslow's hierarchy of needs and Herzberg's two-factor motivation theories to ascertain any relationship and implications for organizational performance. The study relied on qualitative data collected from scholarly articles whereby they were analyzed using the case study approach and expounded thematically. The study bares a correlation between Maslow's hierarchy of needs and Herzberg's two-factor motivation theories, in which they provided overlapping models on the structure of needs that represents both intrinsic and extrinsic motivation. The implication of the theories has shown that individual needs differ and that the blend of both the intrinsic and extrinsic motivation factors, as shown by both theories, cannot be isolated, as the regular application of both factors would produce robust employees energized for higher performance. It is concluded that the success of any organization is pivot not only on the capacity of a manager to organize and coordinate material resources, but also to recognize the divergence of the needs of individuals and develop approaches to satisfy them.

Keywords: motivation theories, Abraham Maslow, Fredrick Herzberg, organizational performance

JEL Classifications: M54, M10

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1. Introduction

Motivation is a pivotal element in the improvement of organizational productivity. It determines the overall performance of an organization. Motivation is also the driving force that enhances the achievement of both personal and organizational goals. Chand (1998) assumed that motivation as a key driver of performance is

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multidimensional, as it intersects an array of scholarly disciplines such as psychology, sociology, public administration, education, political sciences, and management sciences. He noted that since the inception of human organizations, there has been rummaging for possible strategies to impel people to plunk in their best in organizations. Different waylays applied by researchers have culminated into several theories geared towards providing explanations on the concept of motivation. These theories explain human behavior and their work capacity while taking into consideration their psychological, physical, economic, and physiological attributes. (Tonwe, 2009). There are three main categories of motivation theories, namely, content, process, and contemporary theories. Specifically, the content theory, which is the core prominence of this study, places emphasis on what motivates an individual and how it influences human behavior. Among these theories are Maslow's hierarchy of needs, Alderfer's ERG theory, McClelland's achievement motivation, and Frederick Herzberg's two-factor theory (Saif, Nawaz, Jan, and Khan, 2012).

The content theory as professed by Hunter, Schmidt, & Judiesh (1990) converges on the content of motivation in the structure of needs. Its footing is on the credence that discontented needs in an organization create tautness and a state of disequilibrium. To restore the balance, a manager comes up with a strategy on how to satisfy the need, and a behavior trail is designated that will precede the achievement of the goal and the satisfaction of the need. It is imperative to note that the employee's exhibition of a particular type of behavior is motivated by disgruntled needs. The content theory further focuses on an aspect within the person that galvanizes, maintains, and halts a particular behavior. They attempt to determine the specific needs for job satisfaction, behavior, and reward system and are also aware of the differences between people (Gupta, 2022). This is indicative that employees in organizations have a multiplicity of needs which is contingent on themselves and the state they are in. Second, they can choose from arrays of goals and actions to satisfy those needs. Third, while their behavior is being observed, there is no certainty of the needs and goals that motivate it. It is therefore injudicious to assume that any one approach to motivation will allure all employees in an organization. Divergent techniques and context motivate diverse people, and the attainment of organizational goals and objectives is hinged on the aptitude of a manager to recognize the divergence of the needs of the people in an organization and the approaches adopted in motivating them (Smith, 2013). Therefore, the motivation of employees is the upshot of exertion on the manager's part, which is based on his ability to become aware of motivation theories. The theories of motivation may be catalogued according to their definitions and intent, but significant research shows that they may be correlated, preceding fulfilling satisfaction in employees.

Based on the foregoing, this paper embarks on a comparative review of two motivation theories: Abraham Maslow's hierarchy of needs and Fredrick Herzberg's two-factor with an emphasis on determining relationships between them and the implications on organizational performance. Apart from the introduction, the paper presents an explication of the extant literature on motivation and its types. Second, it provides a further conceptual analysis of the concept of organizational performance and the link between motivation and organizational performance. The last section presents a comparative analysis of the two theories and their implications on organizational performance.

2. Methodology

This study is comparative, whereby Abraham Maslow's hierarchy of needs and Fredrick Herzberg two-factor motivation theories are utilized for comparison. The study relied on qualitative data sourced from scholarly articles. The data was analyzed using the case study approach and expounded thematically.

Defining Motivation

Motivation is the driving force that induces an individual to do something. When an individual does not feel the impetus or stimulation to perform a task, is thus typified as unmotivated, whereas someone who is invigorated and actuated towards the achievement of a goal is regarded as motivated. In this vein, the term motivation is derived from the word "motive", which is what prods a person to behave in a precise manner or at least fosters an inclination for specific behavior. (Ayman, 2018). Ahammad & Gomes (2019) added that a motive is a pretext for doing something. Motivation is alarmed by the potency and direction of behavior and the dynamics that encourage people to act in certain ways. Maddukuri (2022) also assessed motivation as those intensities inherent in an individual that impels him to address fundamental needs or wants. This denotes that motivation is an internal drive that is also driven by environmental factors. In that strength, Mullins (2005) defines motivation as the internal and external forces that arouse enthusiasm, desire, purpose, and persistence to pursue a certain course of action.

In the opinion of Luthans (2010), motivation is the process that is initiated with a physiological or psychological deficiency or need that activates behavior that is aimed at a goal or incentive. Bach (2017) added that motivation is the set of psychological processes that trigger the instigation, pathway, force, and persistence of behavior. Motivation has been described as not the same as satisfaction. According to Denhardt, & Aristigueta (2008) satisfaction is past-oriented, whereas motivation is future-oriented. When employees in an organization may be satisfied by the compensation of their job, there are a myriad of occasions where these workers are not wholly motivated to persist in achieving what they are required to

do (Igalene & Roussel, 1999). This indicates that identifying what motivation works best in a certain condition is crucial to ensure how best employees can be motivated in an organization.

Employees in organizations can be motivated in two ways, first, they can motivate themselves by striving to embark on a task that brings satisfaction and gears them in the achievement of their goals. Second, individuals in organizations can be motivated through environmental factors, such as increased pay, career advancement, commendation, and recognition. It is in this light that Herzberg in Mausner & Synderman (1957) recognizes intrinsic and extrinsic as the two types of motivation.

Intrinsic Motivation

Intrinsic motivation is a fundamental type of motivation. It can arise from the self-engendered factors that influence people's behavior. It is not created by external incentives. It can take the form of motivation by the work itself when individuals have the sensation that their work is significant, interesting, and inspiring and provides them with a satisfactory notch of autonomy, opportunity to achieve and advance, and scope to use and develop their skills and abilities for career advancement (Armstrong, 2006). Intrinsic motivation is the most self-regulated or independent mode of motivation. It triggers actions that are accomplished merely for the satisfaction achieved from the activities themselves. However, individuals who are internally motivated decide to engage in undertakings for the sake of the pleasure and interest derived from the performance of the activities (Levesque, Copeland & Pattie, 2010).

Experimental studies have shown that the prodigy of intrinsic motivation was first recognized in animal behavior. The studies revealed the engagement of organisms in groping, frisky, and prying-driven behaviors even in the absence of any form of incentives. For the fact that these impulsive activities bequeath amenable rewards to the animals, they seem not to be carried out for any such contributory goal, but instead they are engaged for the pleasant experiences connected with expressing and maximizing their capabilities (White in Ryan & Deci 2010).

Intrinsic motivation experiences in humans are not only a discretionary engagement, but it is discovered to be an inherent factor. It is noted that from infancy to adulthood, humans share the tendency to be active, intrusive, and frisky, thereby exercising the desire to learn and discover without the expectation of superfluous rewards to do so. Thus, this natural tendency is overly connected to their cognitive, social, and physical makeup. Acting in one's internal driven passion enables one to advance in knowledge and skills acquisition. Hence, it is that inherent tendency that

becomes a significant feature of human nature that affects performances (Ryan & Deci, 2010).

According to Ryan (1982), intrinsic motivation has been affirmed to be extant in individuals and, at the same time, has a link between individuals and undertakings. This denotes that individuals are internally driven based on their engagement in some tasks which is hinged on interest, and for some persons, they are not internally motivated for any precise task. Consequently, scholars have delineated intrinsic motivation with regard to the task being appealing, while others have labeled it in terms of the pleasure and fulfillment they get from engaging in the internally motivated task.

Extrinsic Motivation

Extrinsic motivation has been viewed by Osterloh and Frey (2007) as the influence of an external source. These include rewards, such as incentives, increased pay, praise, or promotions, and punishments, such as disciplinary action, withholding pay, or criticism. Legault (2016) posits that extrinsic motivation refers to a behavioral pattern that is depending on the achievement of an outcome that is not associated with the outcome itself. It is regarded as instrumental. As a case in point, having a set of students deciding to be studious to attain excellent results, similarly, a teenager may decide to engage in house chores that he detests to get an allowance. This reveals that extrinsic motivation simply means doing something because it leads to separable outcomes (London, 2009). This implies that whatever task is embarked upon is a result of a future value rather than the pleasure derived from the task. Legault (2016) averred that from the foregoing, extrinsic motivation is multidimensional and diverges from completely external to internal. Locke (2018) perceived extrinsic motivation as the involvement of a means-ends relationship, portending an engagement of a task with an expectation of a tangible reward. Rheinberg & Engeser (2018) maintained that extrinsic motivation emphasizes much outside the task rather than outside the individual, this is because it takes the nucleus off performing the task itself and to perform what is essential to secure a reward. Some of these are elevation in the workplace, and commendation which can lead to intrinsic motivation, but the initial motivation themselves are extrinsic (Cooper & Jayatilak, 2006).

Singh (2016) further expounded that extrinsic motivation is usually financial. These are the tangible rewards that organizations provide employees, such as salaries, bonuses, promotions, and benefits. They are called extrinsic because they are external to the work itself and relevant authorities can exercise influence on the size and determine who and how they are granted. London (2006) opined that financial rewards are not the only motivator that is considered extrinsic. Factors such as

organizational culture, kind of work, security of a job, and career advancements are also considered extrinsic motivation. Although intrinsic motivation is deemed to be the most ideal motivation and beneficial in enhancing psychological well-being, extrinsic motivation is sometimes assumed to be valuable in the promotion of a task that is regarded not to be pleasurable and interesting (Kohn, 1999).

3. Motivation and Organizational Performance

Organizational performance is a cardinal variable that serves as a measurement tool to assess the level of organizational success. Hence, the imperativeness of organizations to ascertain which factors contribute immensely to influencing organizational performance. It is the understanding of these factors that enables management to be decisive on the right steps to implement them. According to Miles (2022), organizational performance is the cumulative efforts and strategies engaged by organizations to actualize their goals and objectives and the optimization of results. It is the measures plunk in place by organizations for the achievement of their goals in a competitive business environment. There are many factors that corroborate the ideal attainment of organizational performance. These factors are subjective because they depend on what is foremost to the organization and what is in alignment with the organization's core values, such as organizational culture, social systems, and market share. Farlex (2012) averred that organizational performance is the composition of the organization's actual results as measured against its intended goals and objectives.

The link between motivation and organizational performance is depicted to be pivotal in the achievement of organizational success. According to Emeka, Amaka & Ejim (2015), the concepts of organizational performance and motivation have dominated scholarly works in recent times. The performance of employees in an organization is contingent on the diversity of measures adopted to propel them to improve their performance for the actualization of the goals of the organization. Motivation as a propeller can be designated as the inherent drive or environmental inducement which influences one to behave in an exact way for a future outcome. Therefore, there is an increasing cognizance that an enhanced performance level of employees does not occur in a vacuum, it is due to the instrumentality of motivational factors. Abiro (2013) pointed out that empirical evidence has shown that employee performance is an individual concerted effort coupled with both inherent and environmental factors influencing their actions. Similarly, organizational performance does not only vary on employees' skill and competence but also on their response to the fastidious motivational factors provided by the organization. Qualitative studies carried out by Chukwunye and Amgbare (2010) revealed a link between motivation and organizational performance in one of the local councils in Delta state, Nigeria. The study revealed the presence of low morale

and inefficiency in employee performance in the local government secretariat. However, during the investigation, the respondents through an in-depth interview attributed the abysmal performances to the poor working environment, such as inadequate working tools, deficient remuneration, staff welfare, and the dearth of training and development for the employees.

Similarly, quantitative research was conducted by Bonsu & Kusi (2014) on the role of motivation in enhancing high organizational performance in Atwina Nwabiagya District Assembly in the Ashanti Region of Ghana. The investigation divulged that 40% of the employees were not propelled to put in their best due to poor working conditions. As a measure to satisfy their disgruntled needs, the employees asserted the need for a wage increase as a major incentive for better job performance. The outcome of these studies indicates a significant relationship between the extrinsic motivational factor and employee performance. To further validate the relationship between intrinsic motivation and organizational performance, Arimie (2020) conducted a research aimed at exploring the connection between employer-employee relations and employee engagement in a tertiary institution in Edo State. The study which utilized a semi-structured interview decides to offer perceptiveness into the emotional aspect of an organization. The study found that employee engagement is a derivative of effective management of employer-employee relations and that the quality of the relations is one of the prime components that hurls engagement and enhanced employee performance in an organization. Abiro (2013) reinforces the study by asserting that existing employer-employee relations must be mutual, with opportunities affording the employees to maximize their potential. The absence of this inherent motivation to some extent affects the employee's performance.

4. Comparative Analysis

This section evaluates the Abraham Maslow and Frederick Herzberg motivation theories concerning their peculiarities and approaches to motivation in modern organizations.

Memoire of Abraham Maslow and Frederick Herzberg

Abraham Maslow (1908-1970) is significant for his motivation theory of the Hierarchy of Needs. He progressively investigated the influence of the coterie of needs on employees' behavior. (Sapru, 2013). Maslow was a stout proponent of the notion that man is endowed with innate potential, and possesses the ability to be self-directed, ambitious, and adept in influencing his providence and actions (Scott, 1975).

Maslow, who was an American, was born in Brooklyn, New York in April 1908, and obtained his postgraduate degree in psychology from the University of Wisconsin. His doctoral dissertation was on the sexual and aggressive behavior of primates housed at the Madison Zoo. It was during the study that he developed a motivation theory that gave him recognition in management theory. Before his death in 1970, he was elected President of the American Humanist Association between 1967 and 1968 (Sapru, 2013).

Frederick Herzberg (1923-2000) is another respected American psychologist and behavioral scientist who has contributed immensely to the study of motivation theory. He was born in 1923 and obtained his doctorate in 1950 from the University of Pittsburg, USA. As an academic at the same university, he carved a specialty for himself in psychology and became the Director of Psychological Science at Pittsburgh from 1951-1957. Herzberg rose to the position of a Professor at the Case Western Reserve University, Cleveland, Ohio, and in the acknowledgment of his input over time to knowledge, he was allotted the Douglas McGregor Distinguished Industrial Psychology (Scott, 1975). He developed what is known as Motivation-Hygiene Theory (Two-Factor Theory). Herzberg's major works were *Work and Nature of Man* (1966), *The Motivation to Work* (1959), and *The Managerial Choice: To be Efficient and to be Human* (1976, revised edition, 1982) (Sapru, 2013: 242).

Maslow's Hierarchy of Needs theoretical Structure

Maslow's investigation of the needs theory was to account for the root cause of human motivation in terms of needs fulfillment. The study reflects that man is a craving being and his needs are voracious, thus the existence of needs that he wants to satisfy all the time. At the moment the individual successfully satisfies a particular need, that identifiable need no longer motivates the individual, and so such a person jaunts to another need with the hope of accomplishing gratification in that need. It is only a need an individual strives to satisfy that motivates a behavioral pattern (Offiong, 2009). According to Badubi (2007:45), Maslow identified five staged structures that ranked the needs of individuals in divergent categories. These needs are:

- Physiological needs (food, shelter, clothing)
- Safety and security needs (physical protection)
- Social needs (association with others)
- Esteem needs (receiving acknowledgement from others)
- Self-actualization needs (the desire for accomplishment or to leave behind a legacy)

It is worth noting that Maslow in his strenuous exertion to present a model of man's needs framework, never perceived that man's needs must be gratified unequivocally before he craves the next level of need (Offiong, 2009). For further explanation, Maslow clarified as follows:

“Most members of our society who are normal are partially satisfied with all their basic needs, and partially unsatisfied with all their basic needs at the same time. A more realistic description of the hierarchy would be in terms of decreasing percentages of satisfaction as we go up the hierarchy or prepotency. For instance, if I may assign an arbitrary figure....it is as if the average citizen is satisfied with perhaps 85 percent of his psychological needs. 70 percent in his safety needs, 50 percent in his love needs, 40 percent in his self-esteem needs, and 10 percent in his self-actualization needs” (Maslow, 1943:388-389).

Table 1. Structure of Maslow's Hierarchy of Needs

Levels in the Need Hierarchy	General Factors associated with each level of Need	Organizational Factors Associated with Each level of Needs
5. Self-Actualization	Growth: Achievement Advancement	Challenging Job; Creative Opportunities; Advancement in the Organization
4. Ego, Status Esteem	Recognition, Status, Self-Esteem, Self-respect	Job Title, Merit Pay Increases Peer/supervisory, Recognition, Work itself, Responsibility, Interactions with Supervisors and Peers.
3. Social	Companionship, Affection, and Friendship	Quality of Supervision; Compatible Work Group: Professional Friendship.
2. Safety and Security	Safety Security, Competence and Stability	General Salary Increase; Job Security, Fringe Benefits: Safe Working Conditions
1. Physiological	Air, Food, Shelter, Clothing, and Sex	Base Salary, Heat and Cold, Canteen Facilities, Working Conditions

Source: Culled from Peter Blunt in Offiong O. J. (2009) Abraham Maslow, Eminent Administrative and Management Thinkers (eds) Amfitop Books (pg.177) Benin.

Maslow's hierarchy of needs is often depicted in the silhouette of a pyramid with the largest, most essential level of needs at the bottom and the need for self-actualization and self-loftiness at the top (Steere, 1988). Table 1 narrates the structure of human needs, the physiological needs which are fundamental to existence, such as air, food, shelter, and clothing are at the base of the structure. According to Maslow (1943), the flow in the hierarchy indicates that the inability of

an individual to satisfy those baseline needs may not progress to the satisfaction of the self-actualization need. Thus, self-actualization can occur only when all other needs have been gratified (Offiong, 2013). The most fundamental four layers of the pyramid contain what Maslow called the “deficiency needs”, such as friendship and love, security, and physical needs. If these “deficiency needs” are not met except the most fundamental (physiological) need, there may not be a physical indication, but the individual will feel anxious and tense. Maslow’s theory suggests that the most basic level of needs to be met before the individual strongly desires the secondary or higher level.

According to Baridam (2002), Maslow based his theory of human motivation on the following assumptions:

- Individuals have specific needs that influence their behavior, only discontented needs can influence one behavior, and mollified needs do not act as motivators.
- Needs are prescribed in an order of importance or hierarchy from the basic physiological to the complex self-actualization needs,
- An individual’s needs at any level on the hierarchy transpire only when the lower needs are reasonably satisfied.

Maslow’s needs hierarchy has an intuitive allure and has drawn much attention among scholars. But it has been criticized for its apparent rigidity (different people may have different priorities, and it is difficult to accept that needs to progress steadily up the hierarchy) and for the misleading simplicity of Maslow’s conceptual language, Maslow himself expresses doubts about the validity of a strictly ordered hierarchy. Besides, Offiong (2009) opines that generally, human beings cannot possibly go through the regimented process to be completely gratified at any level of the needs structure. Although he agreed with the notion that the satisfaction in the achievement of each level may persistently decline at diverse altitudes, differing from one person to the other.

Herzberg’s Two-Factor Theory

The two-factor theory or hygiene factors as propounded by Herzberg was to investigate the question: “What do people want from their jobs”? In the development of his motivation theory, Herzberg was influenced by the writings of Abraham Maslow, Douglas McGregor, and Chris Argyris. Herzberg and his colleagues surveyed 200 engineers and accountants in the Pittsburgh industry. (Sapru, 2013). The objectives of the study were to ascertain the necessity of attitudes towards work and the experiences, both good and bad that employees in the organization reported during the investigation. Herzberg and his associates strive to discover from the workers at what time they experienced incomparable good or bad times during performing their work, either presently or in the past. His research was

to isolate those elements that made people both happy, satisfied, unhappy, and dissatisfied.

However, the response of the workers allowed Herzberg to isolate two distinct kinds of needs that showed independence. According to Bates (2014), when workers reported feelings of unhappiness or job dissatisfaction, they adduced those feelings to their job environment or the job context. When the workers reported happiness or satisfaction, the feelings were attributed to the work itself or the job content. The result of the research embarked upon by Herzberg and associates revealed that employees categorized distinctive situations that propelled good and bad emotional states during the performance of their jobs. It was on that basis that Herzberg postulated that motivation is made up of hygiene factors which are concomitant with negative feelings about the job, and the motivators, which are factors connected with positive ambiances, and which contribute to propelling enhanced employee performance (Offiong, 2009).

Table 2. Herzberg Two-Factor Theory Structure

Hygiene Factor (External or Job Context)	Motivator (Inherent in work or Job Content)
Salary Supervision Status Security Working conditions Organization policies Interpersonal relations	Work itself Recognition Career Advancement Job enlargement Self-actualization

Source: Adapted from Hersey P. & Blanchard, K. H. in Nnamdi H. S., O.J. Offiong & Tonwe D.A. (eds). *Eminent Administrative and Management Thinkers*. (pg. 183). Amfitop Books. Lagos

Illumination of the Hygiene-Motivation Factors

In table 2, Herzberg identified the job context “hygiene” factors. They also act synonymously with the principle of medical hygiene. Hygiene in medical terminology operates to exterminate health hazards from the environment of man (World Health Organization, 2021). The hygiene factors as branded by Herzberg include supervision, interpersonal relations, physical working conditions, salaries, company policies, and administrative, practices, benefits, and job security. According to Herzberg, hygiene, which he also refers to as the maintenance factor, does not yield an increase in the work capacity of the employees, but can preclude a drop in their efficiency and does little to motivate an employee to go the extra mile in the discharge of their duties. According to Scott (1975), this is not farfetched because the maintenance needs are incessant and advancing and can never be

satisfied perpetually. The hygiene needs of the employee can be said not to be halting, as he must long for them no matter how well he has been gratified previously. This is where the management of the organization must regularly ensure that these needs are met.

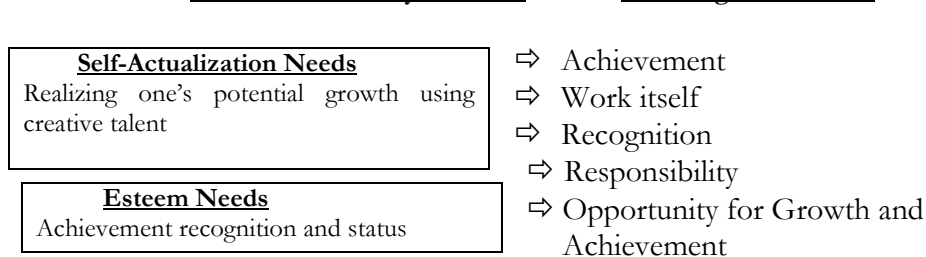
The factors that led to positive attitudes, satisfaction, and motivation were called the “motivators” or things in the job content. The motivators were factors of achievement, recognition for accomplishment, challenging work, increased job responsibility, and opportunity for growth and development. If present, these factors led to higher motivation for superior performance on the job. They removed dissatisfaction and acted to prevent problems, but once these traditional motivators were optimal they did not lead to positive motivation (Bates, 2014).

Herzberg’s two-factor theory has been criticized, as noted by Opsahl and Dunnette (1966), based on the research method, no endeavor was made to determine the link between satisfaction and performance. It alludes that the two-factor sort of the theory is an inexorable outcome of the probe method used by the investigators. It has been suggested that wide and unwarranted inferences have been drawn from small and specialized samples and that there is no evidence that the satisfiers do improve productivity.

Discussion Evaluation

Having examined raptly the two motivation theories, it is remarkable to determine the relationship between them. The diagram 3 underneath divulges the linkages between Maslow’s needs and Herzberg’s two-factor theories:

Diagram 3: Linking Maslow’s Hierarchy of Needs to Herzberg’s Two Factor Theories



Herzberg's Hygiene Factors
(Maintenance Needs)

<u>Social Needs</u>	⇨ Interpersonal Relations ⇨ Company Policies and Administrative Practices ⇨ Working Conditions ⇨ Supervision, Status ⇨ Job Security ⇨ Pay, Benefits
Love, belonging, affiliation, acceptance	
<u>Safety Needs</u>	
Protection against danger, freedom from fear, security	
<u>Physiological Needs</u>	
Survival needs, air, water, food, clothing, shelter, and sex	

Source: Adapted from Mondy, Holmes, and Flippo (1940:275)

It is apparent that from the above diagram, there is a correlation between the two theories. Mondy et al (1940) noted that Hertzberg's motivators are more intently correlated to the esteem and self-actualization needs on Maslow's needs hierarchy and the hygiene factors are closely parallel to the physiological, safety, and social needs. Maslow's theory is compatible with the Herzberg's needs hierarchy as depicted in the above diagram. A look at the two theories indicates that the theories were propounded to explain how employees at work can be motivated and the role of managers in motivating their employees for higher performances in an organization.

Both theories are categorized as content theories since their prominence is on the needs of individual employees and how managers can identify these needs and seeks ways to satisfy them in the workplace in other to achieve organizational goals and objectives. However, both theories also stress that if these needs are not identified and met, it will result in the demotivation of employees (Daft, 1997). In addition, Burke (1987) also posits that Herzberg's motivational factors that are associated with Maslow's ego status and self-actualization needs propel motivation or satisfaction on the job. Meeting the lower-order needs of the individual in the organization simply reduces dissatisfaction as it does not provide satisfaction. Maslow's theory helps identify needs or motives, and Herzberg provides insights into the goals and incentives that tend to satisfy the needs (Hersey and Blanchard, 1993).

Both theories also portend that the needs present in a person will influence human behavior. According to Daft and Marcic (2001), the need for food, achievement, or monetary reward drives people to specific behaviors in an attempt to fulfill those needs. Another aspect of both theories is that they suggest specific issues that management can do to help and support their employees to become self-actualized.

Finally, both theories also suggest the difference in needs among human beings, which implies that different things motivate different people.

Implications

The purposeful application of the Maslow and Herzberg motivation theories would require managers in organizations to institute the essential motivational variables that will enhance organizational performance (Gupte, 2017). In the first place, the needs of individuals in an organization differ and may not follow the sequence as prescribed by Maslow. Therefore, it behooves on managers to understand the different needs of the employees and put in place necessary policies that would facilitate meeting these needs. For instance, in developing countries where there are conditions of acute deficiency in the provision of basic needs of life, the allusion is that the needs at the baseline of Maslow's structure would be the uppermost in mind. This varies in developed countries such as the United Kingdom and the United States of America, where citizens are assured of their fundamental needs (Offiong, 2009). Along this line, many individuals in organizations would desire to satisfy a higher need, since the basic needs are without doubt satiated. Managers in developing countries, such as Nigeria, would encounter intricacies in the usage of both intrinsic and extrinsic motivation for superior organizational performance, especially when it is understood that a need satisfied by an individual would no longer be motivated, until he yearns for the satisfaction of the next need.

Both theories indicate that managers in the workplace must provide enabling work environment for employees to thrive and maximize their potential while in the achievement of organizational goals and objectives. They are expected to integrate the needs of the employees with the goals of the organization. This implies that the blend of both the intrinsic and extrinsic motivational factors cannot be isolated, as the regular application of both variables, as explained by both theories, would produce robust employees energized for higher productivity. For instance, the hygiene or maintenance factors as postulated by Herzberg, which is also at the baseline of Maslow's hierarchy of needs, have their limitations as they can only inhibit discontentment, but has minimal effect in motivating employees for enhanced performances. Conversely, the motivational factors of Herzberg's postulation, evenly at the upper echelon of Maslow's needs structure, provide opportunities for employees to grow and develop satisfied aptitudes (Hersey et al., 1993). According to Offiong (2009), Herzberg and other motivation proponents have asserted that relying only on hygiene or maintenance factors may not provide the requisite results, as all categories of employees can be said to be satisfied and produce an increasing level of performance only when they perceive their work to be significant, challenging, and having prospect for career advancement.

Most importantly, managers in an organization should realize that intrinsic motivation is pivotal in impelling notable performances. The emotional components of the organization should be given much recognition as prominence should be set on creating a culture of positive work employer-employee relationships based on respect, value, recognition, and a sense of belonging in the organization. According to Arimie & Oronsaye (2020), the institution of the aforementioned culture will enhance the pursuit of satisfying the psychological needs of the employees.

Conclusion

The comparative study has revealed the link between Maslow's Hierarchy of Needs and Herzberg's two-factor motivation theories. This structure of this relationship shows the diversity of needs of individuals and the role of managers in motivating their employees for higher performance in an organization. This study illustrates that motivation is a bundle, and its application should be a composite of the theories behind intrinsic and extrinsic motivation, isolating any of them, might hamper the quest of an employee to satisfy a particular need. It is worthy of note that the success of organizations is pivot not only on the capacity of a manager to organize and coordinate material resources but to recognize the divergence of the needs of individuals and develop approaches to satisfy them.

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