AN EXAMINATION OF ABRAHAM MASLOW AND FREDERICK HERZBERG'S PSYCHOLOGICAL THEORIES: WITHIN THE FRAMEWORK OF THE ORGANIZATIONAL RESEARCH

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ABSTRACT:

Academic discussions about workplace motivation have long been popular among human resource management researchers. An understanding of motivation that is comprehensive would include knowledge of the connections between the human body, brain, and cognition. Various philosophers have shared their perspectives on motivation. In this study, we attempted to examine the two theories put out by Frederick Herzberg and Abraham Maslow, respectively: the two-factor theory and the theory of hierarchy of needs. We have created a thorough overview of each philosopher. This will enable us to comprehend how their lives influenced their work. The similarities and contrasts between two theories are used to compare them. Maslow's research is solely psychological in nature and is derived from clinical trials. The primary objective of Herzberg's research is industrial workers' mental health. The primary goal of this research writing is conceptual.
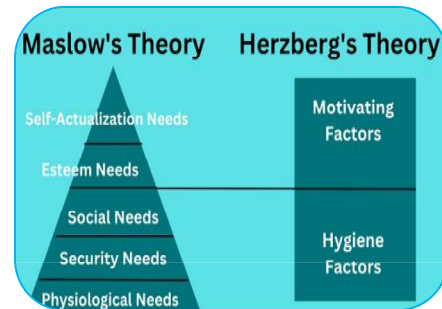
KEYWORDS: *Motivation, organization, hygiene, two-factor, psychology.*

1. INTRODUCTION

Human motivation is a very complicated subject to study. Only by comprehending the interdependence and interconnectivity between the human body, brain, and mind can a deep understanding emerge. Although psychology is primarily responsible for the study of motivation, it also draws on concepts and materials from other sciences, including the management, sociological, political, philosophical, and anthropological domains. Maslow's theory is predicated on human needs. He has studied the behavioural patterns of the monkeys through clinical research. When the primates' basic needs were met or not, researchers observed how they reacted. Understanding the mental and psychological well-being of employees is the focus of Herzberg's work. Through employee interviews, he has also provided the organisation with a number of important components. In order to fully comprehend the work of our two psychologists, we will also attempt to read their brief biographies.

2. LITERATURE REVIEW

Numerous researchers have analysed, contrasted, and repeated the various theories of motivation. Hooman & Abbas (2016) have made an effort to comprehend the dominant motivational

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system within government agencies. Frederick Herzberg's contributions are the main focus of the study itself. In the context of public sector organisations, the extent of hygiene factors and motivating factors is discussed. Ceicalia & Dedy (2012) talked about the organization's lifecycle in their research. It is divided into four categories: birth, growth, maturity, and decline. The study focuses on SMEs in West Java. They analyse the two-factor theory in order to comprehend the motivation of the workers. Niraj Kishor & Ashima (2020) have written about the work motivation of technological industrial workers, demonstrating the continued relevance of motivation theories. Authors have attempted to draw comparisons between Fredrick Herzberg's work and employee motivation. In the context of industrial workers, Herzberg's two factor theory has explored the factors related to motivation and hygiene. Elif Akdemir (2020), the author, talked about teachers' motivation in relation to Frederick Herzberg's two-factor theory. The Turkish city of Zonguldak is the site of this study. Observation, interviews, and qualitative dat' were used to examine teachers.

Although the Maslow and Herzberg theories are very different from one another, their research has certain similarities. The researcher's main focus is on comparing the theories of motivation in order to comprehend the macro and micro scope of each theory. Ronald Parade (1990) discusses the theories put forth by Frederick Herzberg and Abraham Maslow. The author has discussed and contrasted the various elements covered in the theories. The concepts were assembled with an emphasis on employee motivation, taking into account their breadth and significance. Mirabela- Constata and Maria-Madela (2016) have endeavoured to comprehend the significance of cultural elements in conjunction with hygienic and motivational factors. The authors of this theoretical study, which has Romania as its base, attempted to analyse Fredrick Herzberg's contributions. Author Joseph (1997) studied Frederick Herzberg's two-factor theory and Abraham Maslow's hierarchy of needs theory. The study discusses the driving forces behind school teachers and is based in the United States. Conversely, Thevar Arthi & J Gomathi (2017) built their research on a comparison between the two-factor theory and the theory of hierarchy of needs. Their study is entirely based on the articles that have been published (Secondary Data). They used the survey method. Monday and Samuel (2017) conducted additional research in which they analysed and contrasted the approaches used to comprehend the theories of Maslow, Herzberg, and McClelland. Writers have attempted to explore the function and extent of theories in relation to the relevance of the workplace. The comparative analysis demonstrates the superiority of McClelland's theory in the workplace. The study conducted by Alex, Takyi, Elizabeth, and Benjamin (2021) was grounded in a range of motivation theories. The works of Maslow, Herzberg, Alderfer, and McClelland are contrasted and examined. A detailed analysis is conducted on the similarities and differences between different theories.

3. PHILOSOPHER'S INTRODUCTION – ABRAHAM HAROLD MASLOW

On April 1st, 1908, Abraham Maslow was born to Samuel and Rose Maslow. His parents immigrated to the United States from Russia as Jews. Out of all the seven children, Maslow was the oldest. The family is a member of society's lower classes. Maslow's family's religious identity led to ridicule during his early years. Maslow didn't have a normal relationship with his mother; in fact, he became strongly opposed to her. Maslow has quoted about his relationship and opinions with his mother in his writings. Will Maslow, Maslow's cousin and fellow student at Brooklyn's boys' high school, was his closest friend when he was a child. Maslow experienced rejection, neglect, and unlove as a child. He had to deal with his mother's prejudice in all forms when it came to him and his siblings. Maslow's mother instilled fear in him about God's wrath due to her strong religious beliefs. Maslow's mother had killed his pet cats, a horrific memory. He even skipped her mother's funeral because his feelings for her mother had grown to such a bitter point. Maslow's father was notorious for his Casanova persona and was a heavy drinker. As a result of these familial circumstances, he started reading books and lifting weights. The gym and library provided support for Maslow during his early and teenage years. Abraham Maslow wed Bertha Goodman in 1928; she was also his first cousin. His parents were opposed to the union. Maslow first saw Bertha in 1922, when he was fourteen years old. Bertha left Russia as well. Maslow asked her to teach English, and that's how their romantic relationship

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started. Maslow received a lot of public criticism for his unusual appearance. His parents were publicly criticizing him for the way he looked. Maslow began body building, most likely to stifle his feelings of disgust. Maslow even had to contend with societal attitudes that were anti-sematic. He even made the decision to join a Jewish gang to combat this religious bullying, but he later decided against it.

In 1926, Maslow enrolled in the City College of New York's legal studies programmed following his high school graduation. His father, Samuel Maslow, had always wanted him to become a lawyer. However, Maslow was unable to relate to the legal course. He moved to the University of Cornell in 1927, but he was forced to come back due to his persistently poor grades and mounting debt. Following his graduation from the city college, Maslow pursued his studies in psychology at the University of Wisconsin. Edward B. Titchener, Abraham Maslow's Cornell University professor, gave him his first official introduction. However, later from Wisconsin University Maslow earned his psychology bachelor's degree in 1930, psychology master's degree in 1931, and psychology doctorate in 1934. Prof. Holsey Cason has assisted Maslow in writing his master's thesis. "Learning retention & reproduction of verbal material" was the title of his thesis. Maslow wanted to destroy his own writing because he was so disappointed in it. However, he later published his thesis as two articles in 1934 at the suggestion of Professor Cason. Malow completed his doctoral work on the subject of "Study of sexual behaviour and the domination of primates" under the direction of Prof. Harry Harlow.

Maslow began his psychology teaching career at Brooklyn College, but he also carried out research on the same subjects at Columbia University. Alfred Adler, Sigmund Freud's former colleague, subsequently served as Maslow's mentor. At the age of 33, Maslow had two children, Ann and Ellen, and a wife when the United States entered World War II in 1941. Because of these things, Maslow was not qualified to serve in the military. Under the guidance of Ruth Benedict and Max Werthimer, Maslow initiated his research on self-actualization psychology. Humanistic psychology was the name given to this new branch of psychology. In addition, Maslow promoted a number of psychological theories, which we will go over in our paper. Maslow taught at University of Brandies from 1951 to 1969. At the Laughlin Institute in California, he was made a fellow.

Following years of poor health, Maslow died on June 8, 1970, from a heart attack.

Table.1 Important academic writings - Abraham Harold Maslow

Academic Writings	Year
Principles of abnormal psychology	1951
Motivation & personality	1954
Towards a psychology of being	1962
Religions values and peak experiences	1964
Eupsychian management	1965
The farther reaches of human nature	1971
Dominance, self-esteem, self- actualization: Germinal papers of Abraham Maslow	1973
The Journals of A.H. Maslow	1982
Future visions: The unpublished papers of Abraham Maslow	1996
The Maslow business Reader	2000
Psychology of science: A reconnaissance	2002
The highest state of consciousness	2012
A theory of human motivation	2022

3.1 Maslow's Hierarchy of Needs Theory

Historical background: In his 1943 paper, Abraham Maslow popularised the theory of the hierarchy of human needs. He rewrote and expanded on the same concept in Motivation & Personality: 1954. Maslow has researched and examined monkey behaviour. He has exposed them to various scenarios and then observed how they react. When this idea was first published in 1943, there was no empirical data to back it up. In 1938, Maslow spent time conducting fieldwork and research on the

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Blackfeet tribe, a group of Native Americans. Their philosophy and culture have a noticeable influence on his theory as well. Maslow chose a methodology that limited his research to healthy, intelligent minds. He did not include neurotic or mentally ill individuals in his research. He even states, and we quote, that "the study of crippled, stunted, immature and unhealthy specimens can only yield a cripple psychology & a cripple philosophy" in his book Motivation & Personality.

Theory: This theory provides a classification scheme for the various categories of human needs. It discusses the universalization of human physiological needs at the standard level, progresses to social needs, and then crosses over to the higher domain of psychology. This theory is divided into several stages based on chronological order. Each step has specific prerequisites. In this paper, these stages will be covered in more detail. This theory is well-known for its pyramidal structure, which explains how needs change over time. Despite this, Abraham Maslow never makes reference to the pyramid in his written works. However, later on, using a pyramid to explain things academically became commonplace. This theory's ultimate objective is to reach the self-actualization stage, or the highest level of need. According to this theory, each stage has a certain amount of internal sensation that must be completely met in order to advance to the next higher set of needs.

(a) First stage – Deficiency needs

This set includes four sets of basic needs that could be examined. This set includes needs related to the physical body of a human, such as security, love, friendship, and self-worth. If there are any deficiencies, only physiological needs will show a physical indication; all other needs will show a psychological indication. When someone's needs go unmet, it motivates them to fulfil the things they are being denied because deprivation is the root cause of deficiencies. Maslow thinks that one's basic needs have to be met in full before moving on to the next set of needs.

1. Physiological needs: This group of needs is located at the base of the hierarchy. These are the biological requirements that the human body needs to survive. Psychological needs include:

    Air, water, food, excretion sleep, hygiene, light, sex, heat, shelter

    Fulfilment of these needs will provide a higher level of intrinsic satisfaction, thus, as per Maslow it is mandatory to meet the physiological needs first. This also projects that if these biological needs are not met, then a person will not focus upon safety, love and esteem needs.

2. Safety needs: The second set of needs are these. Humans desire to live lives that are predictable, orderly, and under control. Safety needs include:

    Health safety, personal safety, emotional safety, financial safety.

    Social factors like family violence, child abuse, natural disasters, war, and economic downturn, among others, influence people's needs for safety. Before attempting to rise to a higher level of need, a person who lacks a sense of security will look for safety. Therefore, a closer examination reveals that the maintenance of safety as well as physiological needs is essential for the human body to maintain homeostasis.

3. Love & social belonging needs: People have a need to fit in and be accepted by society. This necessity plays a crucial role in the development of civilizations and societies. Respect, love, and acceptance from other humans, as well as from themselves, are constant needs for humans. These needs can include those of friends, family, gurus, coworkers, neighbours, and sexual partners. Social belonging needs include:

    Family, trust, acceptance, friendship, intimacy.

    In order to fully comprehend social needs, Maslow has discussed the range of religion, official and informal social groups, sexual behaviour, and peer pressure. The subject may experience depression if this set of needs is not adequately met. In contrast to physiological and safety needs, social needs do not manifest physically; instead, they are deeply ingrained in human psychology.

4. Esteem needs: A person's personality is fueled by their self-esteem. It has to do with treating people with dignity and respect. In his theory, Maslow has provided two distinct interpretations of esteem needs. The first group is known as the "lower set," and it consists of things like prestige, attention,

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fame, and status. The second is the "higher set," which consists of the following: mastery, competence, independence, strength, and self-respect.

Maslow emphasises the significance of children's esteem needs as well. Children should be raised with an   eye towards greater self-esteem. Both lower and higher esteems are significant, according to Maslow, but if we work towards the higher set of needs, the lower set will inevitably be met as well, creating a highly complementary environment.

(b) Second stage – Higher level needs

The extended hierarchy of needs looks like this. This is explained by Maslow's theory, which holds that before a person can even begin to desire for higher level needs, the basic level needs must be fully satisfied. Maslow introduced the term "meta-motivation," which refers to the degree of motivation that permits individuals to go beyond the domain of their fundamental needs.

1. Cognitive needs: The four components of cognitive needs are meaning, creativity, curiosity, and foresight. Following the esteem needs is this set of needs. People with low cognitive demands are also those who feel demotivated. According to Maslow, cognitive needs are directly tied to knowledge; as such, they are driven by a need for understanding, significance, curiosity, and knowledge. Thus, in order to produce intelligent humans, intrinsic motivation is required.

2. Aesthetic needs: The next stage is to advance towards the aesthetic needs of humans once their cognitive needs have been met. Understanding and appreciating nature is the foundation of this set of needs. At this point, a person begins to appreciate both their own and other people's beauty. It entails enhancing and beautifying one's physical appearance in order to create harmony between the body and the self. According to Maslow, before moving on to the next level of need, humans should practice paying attention to and trying to observe the beauty of nature because these are all necessary activities.

3. Self-actualization needs: If one is to be happy in the end, a musician must compose music, an artist must paint, and a poet must write. A man has to be what he can be. It could be referred to as self-actualization.

   Maslow is attempting to express his need for self-actualization in this way. Numerous writers and psychologists have shaped and altered the need for self-actualization over time. This need essentially relates to identifying and utilising one's inner qualities. Some traits of self-actualization can include:

   Acquisition of romantic /sexual partner, goal persuasion, development of talent and ability, parenting.

   One of the fundamental ways that this set of needs identified by Maslow functions is that it is reward-based, which increases intrinsic motivation.

4. Transcendence needs: Maslow became highly critical of the self-actualization need after realising that there may be higher needs among humans than just self-actualization. Understanding oneself and building a relationship with the higher world are the cornerstones of transcendence needs. This particular set of needs has a direct bearing on spirituality. It's an adventure to explore the world beyond oneself. "The term transcendence describes the ultimate, all-encompassing, or holistic states of human awareness, including how they behave and relate to other species, the natural world, and the universe as end beings in general."

3.2 Criticism:

1. Lack of the cause-and-effect principle: The theory as a whole allows for the existence of eight distinct needs and numerous components. It becomes challenging to determine a clear cause and effect relationship between each of the components involved.

2. Horizontal or vertical hierarchy: Maslow has talked about the needs in a vertical hierarchy. However, the elements of various sets of needs are displayed horizontally. Many needs and components have an overlapping and interdependent nature.

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3. Ignore cultural anomalies: The study begins by analysing the heterogeneous components from a homogeneous point of view. Cultural and social factors are not taken into account when creating the hierarchy of needs. For example, physiological needs and safety needs may diverge during natural disasters or times of war.

4. Absence of empirical support: As we previously discussed in this paper, Abraham Maslow conducted experiments on monkeys. However, no relevant evidence was cited at the time the actual theory was published.

5. Set up in the workplace: To comprehend motivation, management schools teach this basic theory as part of their curriculum. Applying this theory in the workplace requires specialised knowledge. It is best if the HR manager has a formal background in psychology; otherwise, it will be challenging to apply this theory to workers.

4. PHILOSOPHER'S INTRODUCTION – FREDERICK IRVING HERZBERG

On April 18, 1923, Fredrick Herzberg was born to Gertude and Lewis Herzberg. His parents immigrated to the United States from Lithuania as Jews. Herzberg was raised in Massachusetts, where he was born. He registered in the City College of New York in 1939 to pursue a bachelor of specialised studies programme after graduating from high school. Due to his need to enlist in the US army, he was unable to continue his education. Since he was a young child, Herzberg had a natural aptitude for academics. At the age of sixteen, he demonstrated this aptitude by passing the New York Regents examination, which allowed him to be accepted into the esteemed City College of New York. But his academic pursuits were put on hold due to his military career. He returned to his studies after being released from the army. Herzberg graduated from City College of New York in 1946 with a bachelor's degree in science. The University of Pittsburgh awarded him a master's degree in science in 1949 and a doctorate in psychology in 1950.

Frederick Herzberg married Shirley Bedell in 1944, even before he had finished his education. Shirley was born in Holden, Massachusetts, on August 2, 1923. In 1964, she graduated from Western Reserve University Medical College in Cleveland, Ohio, with a medical degree. She graduated from that school as the first female student with a medical degree. She later rose to prominence as a pediatrician. The year was 1997. Mark Herzberg, the son of Frederick and Shirley, is presently a resident of New York.

Frederick Herzberg was employed by the University of Utah as a full-time professor. Prior to joining the University of Utah, he was employed as a psychology professor at Case Western Reserve University, where he was successful in starting a distinct department to research industrial workers' mental health. Additionally, Herzberg served as a consultant for numerous national and international organisations. He was even collaborating with foreign and US governments. Even during the Cold War, he travelled to the Soviet Union, Japan, and Israel. Herzberg has also served as Pittsburgh Psychological Services' director of research. He began promoting novel psychological ideas for the management after that.

Herzberg passed away on January 19, 2000, in Salt Lake City.

Table.2 Important academic writings - Frederick Herzberg:

Academic Writings	Year
Job attitudes: Review of research & opinion	1957
The motivation of work	1959
Work & the nature of man	1966
One more time: How do you motivate employees	1968
The managerial choice: To be efficient & to be human	1976

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4.1. Herzberg's Two - Factor Theory:

Historical background : In his 1957 book, Frederick Herzberg popularised the idea of the two-factor theory. In 1950, he began studying the organisations. Bernard Mausner and Barbara Bloch Synderman were his research associates and co-authors of "The Motivation to Work." Herzberg was particularly interested in the mental health of industrial workers. This theory was valued due to the scientific and empirical character of the research, and it was also continuously compared to Abraham Maslow's work. He interviewed his subjects using a groundbreaking approach; Herzberg employed a similar strategy when pursuing a Ph.D. at the University of Pittsburgh.

Theory : This theory splits the organisational components into two categories and then examines the relationship and impact on industrial workers. Frederick Herzberg, Barbara Bloch Synderman, and Bernard Mausner have examined 203 subjects in order to properly carry out this research. The engineers and accountants are among these subjects. This research collected very sophisticated data. Research was conducted using a novel approach. This makes it possible for the researcher to ask open-ended questions and make few assumptions. Herzberg has had a thorough and in-depth discussion with the respondents as a result of excluding the multiple-choice and close-ended questions. By doing this, researchers attempted to comprehend the various reasons why people might be unhappy with the management and organisation. Because of the critical incident approach and the researchers' scientific temperament, the work has become so powerful and sophisticated that even Herzberg has expanded on it in the upcoming books:

Work and nature of man (1966), The managerial choice (1982), Herzberg on motivation (1983).

This theory demonstrates how the existence or absence of various types of factors at work affects employees' feelings of satisfaction and discontent. According to Herzberg's 1959 writing, "we can expand by stating that the job dissatisfiers deal with the factors which defines the job context, whereas the job satisfiers deal with the factors involved in doing the job." We will now look at the two factors that Frederick Herzberg discusses in this theory later in our paper. Saying that this theory looks at the causes of both job satisfaction and dissatisfaction would not be incorrect.

(a) First Factor - Hygiene factor

According to Frederick Herzberg, hygiene factors and maintenance factors are essential components of any organisation. These elements must exist in order for organisational work to function properly. While the absence of these factors will undoubtedly demotivate employees, the presence of hygiene factors will not raise employee morale. We will now attempt to investigate five key hygienic factors.

1. Organization's administration-management- system: An organization's administration-management-systems operate as its brain. It is omnipresent in nature and has an abstract form. Its function is comparable to that of a computer's processor or an automobile's engine. Its structure is intangible, which is the only distinction. Its role scope therefore gains significant influence within an organisation. According to this theory, any increase or decrease in efficiency will undoubtedly have an impact on the workforce.

2. Remuneration: Salary & Wages: Herzberg has classified compensation as a hygiene factor. Employees have a right to their salary and wages. The workers' paid labour serves as their compensation. It cannot, therefore, be considered a motivating factor. An underpayment or nonpayment of compensation leads to employee dissatisfaction. The majority of worker protests have been sparked by discontent with compensation.

3. Job security: Globally, the number of public sector jobs is declining in the age of globalisation, privatisation, and liberalisation. Jobs in the public sector or with the government offer good job security. However, employment in the private sector is substantially different, as positions are retained for a variety of reasons, such as qualifications, experience, and other factors. Due to lax hiring and firing policies, job security is now extremely limited. Modern labour laws attempt to offer workers some level of protection.

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4. **Working Conditions:** Herzberg has attempted to take into account all of the organization's infrastructure, assets, both tangible and intangible, while listing working conditions as one of the hygiene factors. He concentrates on a few essential facilities: clean, safe drinking water; well-maintained restrooms; leisure spaces; canteen; ventilation; climate control, etc. He also discusses various technical amenities like machinery and plants, supervision, management-employee relationships, and tools and equipment. It goes without saying that employees will feel the effects of their working conditions if they spend eight hours a day in the workplace. Since there is a great deal of variation in working conditions, as we can see, this theory places it under the category of hygiene and suggests giving employees a comfortable place to work.

5. **Personal life:** Keeping your personal and professional lives apart is always a good idea, but that is a very limited set of beliefs. It is not within the programming of human minds to comprehend and apply this division. Depending on the type of memory or information, the human brain—the most significant organ in the body—stores all types of information in the hippocampus, neocortex, amygdala, ganglia, cerebellum, and prefrontal cortex (explicit memories, implicit memories, and working memories). Employees are always expected to lead peaceful personal lives. One can observe the personal life as a reflection of the other and vice versa. As such, the HRM division keeps up a constant communication line with staff members to gain insight into their personal lives.

(b) Second Factor - Motivation factor

According to Frederick Herzberg, motivators or motivation factors are those that are helpful but not necessary for any organisation to have. The coexistence of these variables and the hygienic variables will help raise employee performance levels. These motivators won't function if they are only installed in the absence of the hygiene factors. It is therefore possible to interpret this to mean that raising employee satisfaction levels is crucial before trying to motivate them. We will now attempt to investigate five main motivating factors.

1. **Achievement & recognition:** Achievement & Recognition: The sense of satisfaction that workers experience upon completing a task, or the sense that a person has upon reaching a goal, is known as the achievement drive. The constant and consistent taste of success also serves as a catalyst for motivation and raising the bar for performance. People feel more motivated when managers and leaders give their employees the credit they deserve. The worthy staff members ought to receive the recognition. Employee self-esteem is closely linked to recognition, and when self-esteem is high, it serves as a motivator.

2. **Incentives:** As we've already covered, compensation is a worker's right and therefore a hygienic consideration. Incentives, on the other hand, are optional, so a worker's right to them does not apply. Rewards are determined by performance. Employee performance is assessed by management, which also uses that information to determine which incentives to offer. Because employees have a strong desire to supplement their pay, incentives encourage them to manage their performance and contribute to the achievement of the company's objectives. Both monetary and non-monetary rewards are possible. As a result, they are in a very strong position in relation to the driving forces.

3. **Creative independence:** According to Herzberg, a management style that is liberal towards its employees can also improve morale. A workplace where individuals are allowed autonomy and freedom to make their own decisions is beneficial to the mental well-being of staff members. The creative independence is also significantly influenced by the nature of the job and the organisation. Occupations in the banking industry, income tax department, armed forces, and other similar fields do not enjoy this kind of freedom because their work is governed by rigid laws and regulations and a rigid hierarchy. However, those who work as professors, artists, politicians, scientists, etc. have more clout when it comes to enjoying creative independence.

4. **Human resource development:** Employee motivation will be increased if their jobs offer opportunities for advancement. Employees in an organisation that experiences frequent

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performance reviews, pay raises, promotions, transfers, and other changes in their role will have a different sense of job satisfaction. This theory emphasizes the significance of every job's potential for growth and development. Employees will begin to feel more detached if their work becomes somewhat monotonous. Therefore, with the right human resource development programmes, it would be possible to handle the monotonous nature of the work and the boredom that results for the employees.

5. Responsibility: While responsibility places some burdens on employees, it also grants them some authority that is necessary to complete their work. The employees are also motivated by this sense of accountability. Employees get a sense of pride when they believe they are a part of a significant event or programme that requires them to fulfil specific responsibilities. The employees get motivated by the distinction between common and exclusive.

4.2 Criticism:

1. Over simplification: It would be oversimplified to say that the factors' presence or absence affects the workers' psychology. All of the infrastructure, resources, and factors that are present in the organisation can be categorised as either motivating or hygienic factors.

2. Research methodology: The main source of data for the entire study is a survey completed by 203 industrial workers. There were only engineers and accountants among these workers. This severely restricts the scope of the research. As such, it is deficient in examining the diverse nature of its workforce and has a small sample size.

3. Not conclusive: This theory is devoid of creativity. The entire study and its findings lack specificity. Both when factors are present and absent, the prediction of the outcome is inaccurate. It is challenging to make a compelling case for the theory at this point in its application.

4. Ignorance of individualism: Individual characteristics such as gender, age, caste, religion, race, social-economic status, political status, psychological status, and culture were all disregarded in the research. As a result, it appears as though this concept is only seen from one angle, with no consideration given to the other.

5. Overlapping of the factors: This theory discusses the two distinct factors and attempts to categorise them independently. One person's motivational factor may be another's hygiene factor, and vice versa. Therefore, we can conclude that the inability of an organisation to maintain the factors in a watertight compartment leads to the factors' overlap.

5. COMPARISON BETWEEN THE THEORIES OF MASLOW AND HERZBERG

Both Maslow and Herzberg have written and conducted research on human psychology. Maslow's methodology and character were clinical psychological, and his research was based on monkeys. Industrial workers were the focus of Herzberg's research, which was based on an organisation study. Both theories are grounded in our knowledge of the human mind, and universities now teach these concepts as part of their curricula. These theories are being read by management and organisational studies scholars with the intention of putting them to use in the near future. This section of the work will attempt to compare the two theories.

Table.3 Comparison Between the Theories of Maslow and Herzberg

S.No.	Factor	Maslow's Theory	Herzberg's Theory
1.	Foundation of theory	The eight categories of human needs form the basis of Maslow's theory.	The two organisational factors form the foundation of Herzberg's theory.
2.	Nature of theory	Maslow's theory is primarily descriptive. It is predicated on an extensive study of human needs.	The essence of Herzberg's theory is perspective. It is founded on research on career advancement and job satisfaction.

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3.	Practicality of theory	The theory of the hierarchy of needs has practical applications in the field of human psychology. This theory can be applied to the study of human needs in third-world countries where poverty is still pervasive.	Practical application of two factor theory can be found in the study of human psychology. This theory can be very helpful in wealthy nations where money is not the only motivator.
4.	Research methodology of theory	Maslow's research has been grounded in an analysis of monkey behaviour patterns. The subject of this clinical descriptive study was monkeys.	Herzberg's research has been grounded in an analysis of industrial workers' behavioural patterns. 203 accountants and engineers served as the subjects of this prospective study, which analysed the data using the interview method.
5.	Cornerstone of theory	Maslow's theory is predicated on meeting human needs.	Herzberg's theory depends on growth and job satisfaction or dissatisfaction.
6.	Motivator for theory	Humans' unmet needs serve as a source of motivation for the hierarchy of needs theory.	According to the two-factor theory, satisfying the higher order needs serves as a motivating factor.
7.	Order of needs	A clear hierarchy can be seen in Maslow's writings.	In Herzberg's work, there is no sequence.
8.	Organizational behaviour	Given that the hierarchy of theories is exclusively clinical psychological in nature. As a result, this theory does not directly mention organisation. However, it is crucial to comprehending the workers' psychology.	The two-factor theory, whose primary goal is to investigate the mental health of industrial workers, has a direct relationship to organisational research.
9.	Scope of theory	The Maslow theory's application is cross-cultural. It might be applied to comprehend the universal patterns of human behaviour.	Herzberg's theory is only applicable to organisations. It could be applied to comprehend each professional employee's behavioural pattern.
10.	Structure of theory	Maslow split his hierarchy of needs up into eight classes. Needs related to safety, physiology, social interaction, esteem, cognition, aesthetics, self-actualization, and transcendence.	There are two categories in Herzberg's factors related to motivation and hygiene

6. CONCLUSION

        Researchers have drawn some important conclusions from this study, including the need to carefully analyse the writers' life patterns in order to comprehend the true nature of psychological theories. This is the reason this essay allots the necessary space for the in-depth biographies of Frederick Herzberg and Abraham Maslow. Their psychological concepts are clearly influenced by the Jewish religion, psychology education, the characteristics of parents, marriage, and other life events. The theory of the hierarchy of needs has a broad application because it is somewhat universal. It could be applied to the various societal strata, including the workplace. The organisations and industrial workers are the focus of the two-factor theory. It restricts itself and narrowly concentrates on the

organisation alone. Maslow's theory is applied to intrinsic motivation in human resource management, while Herzberg's theory is applied to extrinsic motivation. After examining the fundamental ideas, parallels, and divergences between the two theories, ten comparison points are determined. Since an organisation is a multifaceted entity, both ideas may be used concurrently depending on the occasion, location, and circumstances.

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