

## **A Managerial Point of View on the Relationship between of Maslow's Hierarchy of Needs and Herzberg's Dual Factor Theory**

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### **Abstract**

*This paper aims to investigate the relationship between Maslow's hierarchy of needs, and Herzberg's dual factor theory. Thus, the details that will contribute to management is intended to achieve. The literature research was conducted for this paper. There is a fairly close relationship between Maslow's hierarchy of needs theory and Herzberg's motivation hygiene theory. According to this study, if two theories of motivation are applied together to organization, it will be more effective. These theories of motivation are a good idea to implement this. Theories of motivation in order to avoid a sense of harmony within the organization, increasing burnout, and should be known. This article aims to provide insight for both theories of motivation.*

**Keywords:** Maslow's Hierarchy of Needs, Herzberg's Dual Factor Theory, Motivation-Hygiene, Management

### **Introduction**

The concept of motivation, according to management science literature, known as encouragement or motivation of personnel management is a key. If we think of it as a process, motivation is potential pre-determined targets, directing the work of staff in order to provide a process to be put in personal and managerial expectations. Motivation is the way managers act to promote a variety of motives in order for the employees to realize the objectives of the organizations. Administrators must deal with the issue of motivation. Because the success of the manager depends on how well he directs the knowledge and skills of employees to work for the purposes of the organizations. The objectives of the organizations and expectations and aspirations of the employees should be combined at a common point. Administrators should being an agreement and cooperation with staff. The purpose is to increase the efficiency of the employee's capabilities so that the importance of motivation to take advantage of the maximum level should not be forgotten. An administrator should refer employees to behave so as to realize the objectives of the organization. It is very important to take advantage of theories of motivation in order to increase the efficiency within the organization and employees' adaptation by analyzing the psychology of employees. In other words, the performance is very closely related to motivation. Unmotivated staff shouldn't be expected to perform well. Because it's hard work to understand human behavior. People who want to reach fulfillment in personal life and business life are difficult to understand. They do not know their own needs. Even if they knew, they would not express them. Even so when the need is not met, people get unhappy. Because for most of human life, he/she wants to be motivated. He/she waits to be motivated. The prior need is to meet physiological needs. If you ask what is heaven for a man who is hungry, he would say it is a place full of food. Everyone is motivated by the need. If you have problems related to marriage, for example, to achieve the sales target will not satisfy you.

### **Conceptual Basis of the Study**

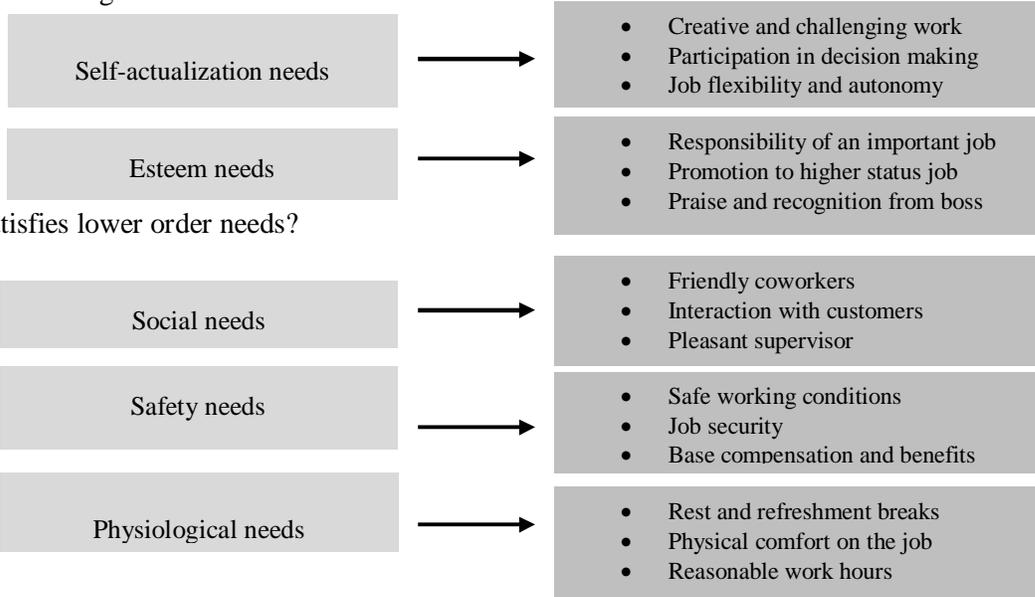
Employees' job dissatisfaction common problem. That is the issue of staff motivation! Not only in terms of employees, but also for ordinary people satisfaction is one of the prior issues discussed in the literature of management science topics. For this reason, quite a lot of research on the various theories were developed and made.

## 1. Maslow's Hierarchy of Human Needs

The scientific motivation theory was addressed by Abraham Maslow for the first time. Maslow argued that people have some needs because they are social and psychological entities and that people have to satisfy these needs. They are analytically classified as, physiological, security, of belonging to a group, as the need for love and creativity. Maslow model is aimed to explain human motivation and employees' personal development needs. This theory is explained by Maslow pyramid.

**Figure 1: Opportunities for Satisfaction in Maslow's Hierarchy of Human Needs (Schermerhorn, 2001: 286)**

What satisfies higher order needs?



Maslow's ideas are very helpful for understanding the needs of people at work and for determining what can be done to satisfy them. His theory advises managers to recognize that deprived needs may negatively influence attitudes and behaviors. By the same token, providing opportunities for need satisfaction may have positive motivational consequences. Figure 1 gives some examples of how managers can use Maslow's ideas to better meet the need of their subordinates. Notice that the higher order self-actualization needs are served entirely by intrinsic rewards. The esteem needs are served by both intrinsic and extrinsic rewards. Lower order needs are served solely by extrinsic rewards (Schermerhorn, 2001: 285-286). Though there obviously are individual differences, many psychologists believe that there are certain patterns or configurations of human needs (Mondy, Holmes, and Flippo, 1940: 270). A common approach to establishing this need pattern is that of developing a universal need hierarchy. Abraham Maslow has proposed one widely accepted pattern which is illustrated in Figure 1. Maslow states that individuals are motivated to satisfy certain unsatisfied needs.

According to Maslow's hierarchy of needs theory, an individual's needs are arranged in a hierarchy from the lower-level physiological needs to the higher-level needs for self-actualization. The physiological needs are the highest priority because until they are reasonably satisfied other higher level needs will not emerge to motivate behavior. **Physiological needs**, it is generally agreed that the basic needs such as food, clothing, and shelter are our first concern. The organization helps individuals satisfy their basic needs by providing good salaries, benefits, and working conditions. Once these basic needs are satisfied to a reasonable degree, the individual then becomes aware of higher-level needs. **Safety needs**, once the physiological needs are reasonably well satisfied, the next higher level of needs becomes important as motivator. According to Maslow, these are the needs for safety or security. These needs cause the individual to become concerned about security, protection from danger, and freedom from fear. In an organization, these needs may be satisfied by job security, benefit programs including insurance and retirement plans, and safe and healthy working conditions. **Social needs**, these needs reflect an individual's desire for love, affiliation, and acceptance in relationship with other people. In a work environment, social needs are concerned with relating to friendly associates, identification with a good company, and through participation in organized activities such as bowling or softball leagues, picnics, or parties.

**Esteem needs**, these needs represent the individual's concern for feeling important and respected by others. The esteem or ego needs relate to the need for achievement, recognition, and status. Individuals seek approval and recognition from others. Job title and responsibilities, praise, and competent management are all important factors in satisfying the esteem needs.

**Self-actualization**, once esteem needs are reasonably well satisfied, the highest level of need, self-actualization, becomes important. Self-actualization or self-fulfillment is the need to realize one's capacities and potentialities by achieving specific goals. A person attempting to satisfy this need seeks challenging work assignments that allow for creativity and opportunities for personal growth and advancement. A person is never completely satisfied on any need level, but a sufficient amount of gratification of lower priority needs must be met if the individual is to seek to satisfy upper-level needs. Maslow suggest a hypothetical example for an average citizen who is 85 percent satisfied in physiological needs, 70 percent in safety needs, 50 percent in love needs, 40 percent in the self-esteem category, and 10 percent in self-actualization needs (Mondy, Holmes, and Flippo, 1940: 271-272).

Perhaps the most successful attempt to date was Beer's study, which showed four independent factors reflecting four needs, while a fifth need overlapped with an unrelated factor. Beer surveyed 129 clerical workers in an insurance company, using a preference ranking inventory with six sets of five job items. But while Beer's study seems encouraging, scores of other studies have been far less supportive. Some studies have found two needs, some studies have found one need, while others have found no needs at all as independent factors (Marsh, 1978: 115).

According to Mondy, Holmes, and Flippo (1940: 271), "Maslow's hierarchy of needs theory, an individual's needs are arranged in a hierarchy from the lower-level physiological needs to the higher-level needs for self-actualization". Albers (1982: 218) states that "at the bottom of Maslow's hierarchy are the basic physiological needs, which are the starting point for most motivational theories". As Mondy, Holmes, and Flippo (1940: 271) states, "the physiological needs are the highest priority because until they are reasonably satisfied other higher level needs will not emerge to motivate behavior". These needs include body needs, clothing, shelter, food and other bodily requirements. These are the most basic human physical needs. On the other hands, Daft state that (1997: 538), "in the organizational setting, these are reflected in the needs for adequate heat, air, and base salary to ensure survival". As Maslow put it (Hodges's, 1986: 473), "a person who is lacking food, safety, love, and esteem would most probably hunger for food more strongly than for anything else". According to Mondy, Holmes, and Flippo (1940: 271), "once these basic needs are satisfied to a reasonable degree, the individual then becomes aware of higher-level needs".

As Hodgetts put it (1986: 473), "when physiological needs are basically fulfilled, safety needs begin to manifest themselves". These needs are for safety or security so according to Daft (1997: 538), "these are the needs for a safe and secure physical and emotional environment and freedom from threats - that is, for freedom from violence and for an orderly society". Safety needs are concerned with protection against danger, threat, or deprivation. Rue and Byars state that (1986: 357), "since all employees have (to some degree) a dependent relationship with the organization, safety needs can be critically important". According to Mondy, Holmes, and Flippo, (1940: 272) "in an organization, these needs may be satisfied by job security, benefit programs including insurance and retirement plans, and safe and healthy working conditions".

Rue and Byars state that (1986:357), "the third level of needs is composed of the social needs". Another name to this need: belongingness needs. The third level is taken up by what Maslow calls (Albers, 1982: 218) "the love and affection and belongingness needs", which may be generally categorized as social needs. People need to feel they belong and that they are an accepted and important part of the group. Also, according to Scanlan, and Keys (1987: 225) "they want to be able to have an influence on and within the group". Daft state that (1997: 538), "in an organizational workplace, safety needs reflect the needs for safe jobs, fringe benefits, and job security". People need each other because of this reason. Hodgetts state that (1986: 473), "people need to feel needed. Medical research has proved that a child who is not held, cuddled, and stroked can actually die". Of course, this is a certain event but social needs something like this. According to Rue and Byars (1986: 357), "the fourth level of needs is composed of the esteem needs". Scanlan, and Keys state that (1987: 225), "human egos normally want such things as status, recognition, and prestige". People need to feel that they are important, that what they are doing means something, and that they are making a contribution.

According to Daft (1997: 538), “within organizations, esteem needs reflect a motivation for recognition, an increase in responsibility, high status, and credit for contributions to the organization. According to Hodgetts, (1986: 475) he said: “according to a study in the United States, “some teachers who hold doctoral degrees like to be called “doctor”, feeling that it conveys more of a sense of advancement and importance than “professor”, which is, in fact, the academically superior of two titles”. For this reason, this need is important for many people.

As Rue and Byars states (1986:357), “the highest-order need is concerned with the need for self-actualization or self-fulfillment-that is, the need of people to reach their full potential in applying their abilities and interests to functioning in their environment”. According to Daft (1997: 538), “self-actualization needs can be met in the organization by providing people with opportunities to grow, be creative, and acquire training for challenging assignments and advancement”. Albers state that (1982: 218), “self-actualization may take many forms: to be an ideal mother, to be an outstanding golfer, to be the top student, or to be the highest paid university professor or business executive”. As Scanlan, and Keys states (1987: 225), “self-actualization seems more appropriate because the greatest fulfillment for persons operating high on the need hierarchy appears to come from the striving for instead of the attainment of goals”. For this reason, Schermerhorn state that (2001: 285), “Maslow’s ideas are very helpful for understanding the needs of people at work and for determining what can be done to satisfy them. His theory advises managers to recognize that deprived needs may negatively influence attitudes and behaviors”.

## 2. Herzberg’s Dual Factor Theory

The other theory developed about motivation is Frederick Herzberg's dual factor theory of motivation. Herzberg mentions two factors that determine the motivation, motivational factors and hygiene factors. Frederick Herzberg, Bernard Mausner, and Barbara Snyderman developed a theory of work motivation which has had wide acceptance in management circles. The theory is referred to by several names: **motivation-maintenance theory, dual-factor theory, or motivation- hygiene theory** (Rue and Byars, 1986:361). It is not uncommon for prominent events in one’s lifetime to transform one’s perception and view of the world, as the horrors of concentration camps in Germany during World War II did for Frederick Herzberg. In line with Maslow’s diversion of psychology studies from animals to humans, Herzberg advocated the diversion of psychology studies from the insane to the sane, and his work would later influence some work concepts we know today, such as, “job context” and “job content”. Unlike Maslow’s theory, Herzberg’s motivation-hygiene theory argues that job satisfaction and job dissatisfaction result from different causes. According to Herzberg, satisfaction depends on motivators, while dissatisfaction is the result of hygiene factors. He defined motivators as intrinsic to the job, and he defined hygiene factors as extrinsic to the job. He also succinctly created a distinction between satisfaction and dissatisfaction (Udechukwu, 2009: 78). As Mondy, Holmes, and Flippo states (1940: 273), “Herzberg’s motivation-hygiene theory grew out of research directed toward determining what factor lead to satisfaction on the job”. According to Rue and Byars (1986:361), “the theory is referred to by several names: motivation-maintenance theory, dual-factor theory, or motivation- hygiene theory”. Schermerhorn state that (2001: 286), “Frederick Herzberg’s two factor theory offers another framework for understanding the motivational implications of work environments”. Robbins and De Cenzo believing that (1998: 364), “an individual’s relation to his or her work is a basic one and that his or her attitude toward work can very determine success or failure, Herzberg investigated the question *What do people want from their job?*”. This research was performed on engineers and accountants. Previous studies of the job satisfaction of accountants were conducted utilizing Maslow’s theory of job satisfaction.

According to Brenner, Carmack, and Weinstein (1971: 366), “it has been suggested that Herzberg’s Motivation-Hygiene Theory may provide more meaningful results in determining job satisfaction and the causes thereof”. And then he asked people to describe in detail situation and the effect of the experience over time. He wanted people to felt exceptionally good or bad about their jobs. Finally, the findings fell into two major categories. According to Scanlan, and Keys (1987: 236-237), Herzberg summarizes this situation as follows: Because the factors on the left serve primarily as preventives, that is to prevent job dissatisfaction, and because they also deal with the environment, he has named these factors the *hygiene* factors in a poor analogy with the way the term is used in preventive medicine. The factors on the right he called the *motivators* because other results indicate that they are necessary for improvement which in substance amounts to coming up to a fair day’s work.

**Figure 1: Dissatisfiers and Satisfiers on the Job (Scanlan, and Keys, 1987: 236)**

Dissatisfiers (Hygiene)	Satisfiers (Motivators)
Company policy and administration	Achievement
Supervision-Technical	Recognition
Salary	Work itself
Interpersonal relations-supervision	Responsibility
Working conditions	Advancement

According to Albers (1982: 219), “the context factors were categorized as dissatisfies or hygiene factors; the content factors were called satisfiers or motivators”. As Brenner, Carmack, and Weinstein states (1971: 366), “Herzberg’s theory states that motivating factors relate to job satisfaction and hygiene factors relate to job dissatisfaction”. “Herzberg believed that two entirely separate dimensions contribute to an employee’s behavior at work” (Daft, 1997: 540). According to Herzberg (Udechukwu, 2009: 78), “satisfaction depends on motivators, while dissatisfaction is the result of hygiene factors”. He defined motivators as intrinsic to the job, and he defined hygiene factors as extrinsic to the job”. Aldag and Stearns state that (1987: 442), “the important point here was that Herzberg did not see satisfaction and dissatisfaction as being at opposite ends of the same continuum”.

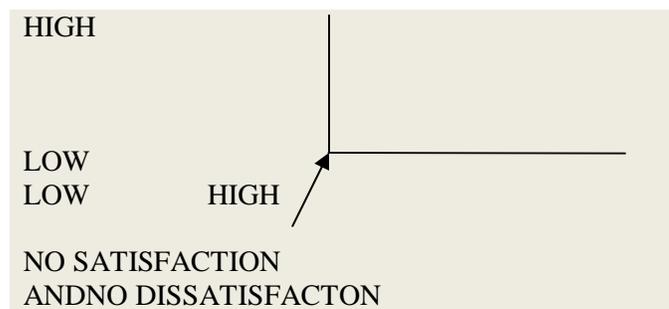
**Figure 2: The Relationship of Hygiene and Motivational Factors (Scanlan, and Keys, 1987: 237)**

The Relationship of Hygiene and Motivational Factors		
	Hygiene	Motivational
If not present	JOB DISSASTIFICATION	NO JOB SATISFACTION
If present	NO JOB SATISFACTION	JOB SATISFACTION

Herzberg summarizes the situation: Because the factors on the left serve primarily as preventives, that is to prevent job dissatisfaction, and because they also deal with the environment, I have named these factors the hygiene” factors in a poor analogy with the way the term is used in preventive medicine. The factors on the right I call the “motivators” because other results indicate that they are necessary for improvement which in substance amounts to coming up to a fair day’s work (Scanlan, and Keys, 1987: 236-237)

The important point here was that Herzberg did not see satisfaction and dissatisfaction as being at opposite ends of the same continuum. Instead, as shown in Figure 3, they seen as two separate continua. The opposite of satisfaction is not dissatisfaction but no satisfaction. The opposite of dissatisfaction is not satisfaction but no dissatisfaction (Aldag and Stearns, 1987: 442).

**Figure 4: The Two-Factor Theory (Aldag and Stearns, 1987: 443)**

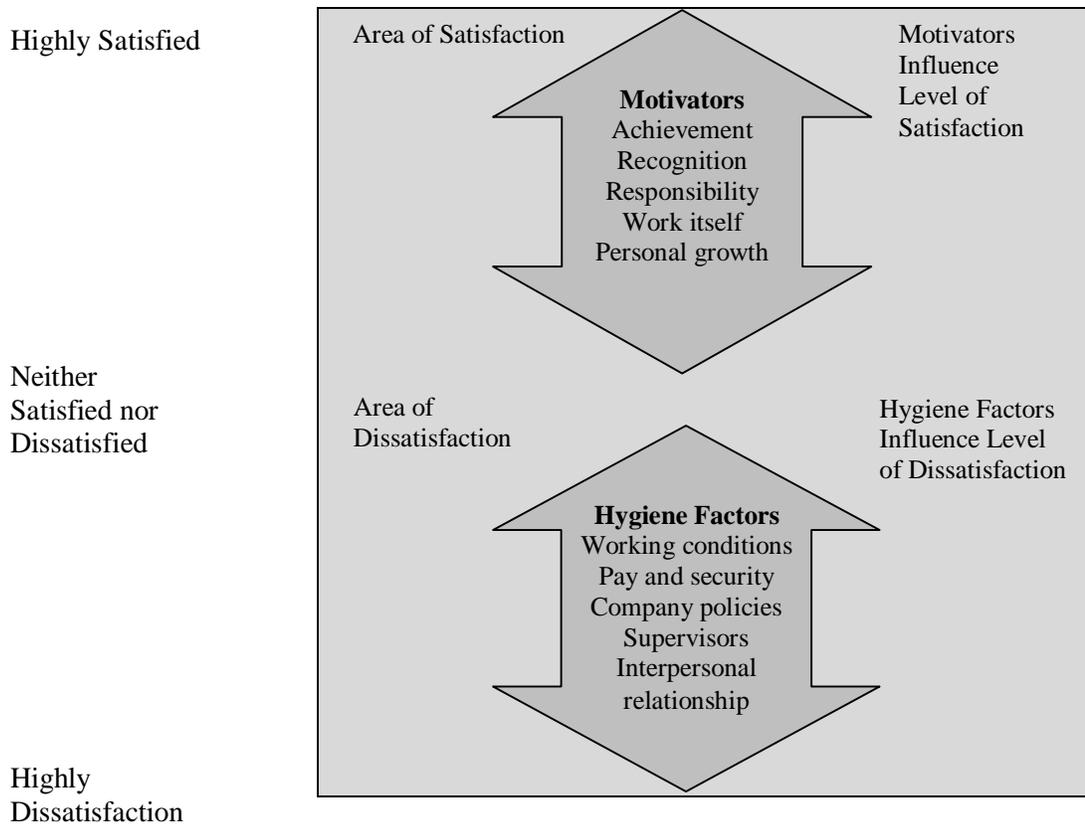


If valid, Herzberg’s theory has profound implications for organizations. It says that things such as pay, fringe benefits, and working conditions don’t cause worker satisfaction and motivation. Below a certain level, they may cause dissatisfaction, but once improved to that level, they will have little positive impact. As a result, it would make sense to direct attention away from dissatisfiers and toward such satisfiers as opportunities for achievement, challenge, growth, and recognition. For many firms, this would demand a major reorientation of reward systems (Aldag and Stearns, 1987: 443).

Herzberg used a semistructured interview with a sample of accountants and engineers to arrive at his findings (Brenner, Carmack, and Weinstein, 1971: 360). Herzberg’s theory states that motivating factors relate to job satisfaction and hygiene factors relate to job dissatisfaction.

Previous studies of the job satisfaction of accountants were conducted utilizing Maslow's theory of job satisfaction. It has been suggested that Herzberg's Motivation-Hygiene Theory may provide more meaningful results in determining job satisfaction and the causes thereof. (Brenner, Carmack, and Weinstein, 1971: 366).

**Figure 5: Herzberg's Two-Factor Theory (Daft, 1997: 541)**



The motivation-hygiene theory developed by Frederick Herzberg is based on a large number of interviews that sought to determine the attitudes that people have toward their jobs. The participants were asked to describe when they felt *good* about their jobs and when they had *bad* feelings were generally related to the content of the job, such as personal satisfaction with the job, the accomplishment involved in the job, and the potential for growth. The bad feelings about the job were for the most part related to context factors, such as company policies, administration and supervision, working conditions, salary, the status situation, and job security. The context factors were categorized as dissatisfiers or *hygiene* factors; the content factors were called satisfiers or *motivators*. Herzberg believes that industry has been too concerned with hygiene factors, which have the effect of reducing dissatisfaction but which do not motivate. The road to better motivation, according to Herzberg's theory, is to make the job more meaningful and satisfying. Whenever possible, jobs should be made to offer a greater sense of responsibility, achievement, recognition, and growth potential.

### **Results**

Herzberg's theory is closely related to Maslow's hierarchy of needs. The hygiene factors correspond to Maslow's lower levels of need and must be dealt with if dissatisfaction is not to cause difficulties. Once these needs are fulfilled, as in Maslow's theory, the job content factors become the motivators or the self-actuating factors. Management cannot ignore such context factors as salary and fringe benefits because a failure to do so would be to invite disruptive dissatisfactions. But, salary and fringe benefits do not motivate in the positive sense. Only the job itself can do that (Albers, 1982: 219).

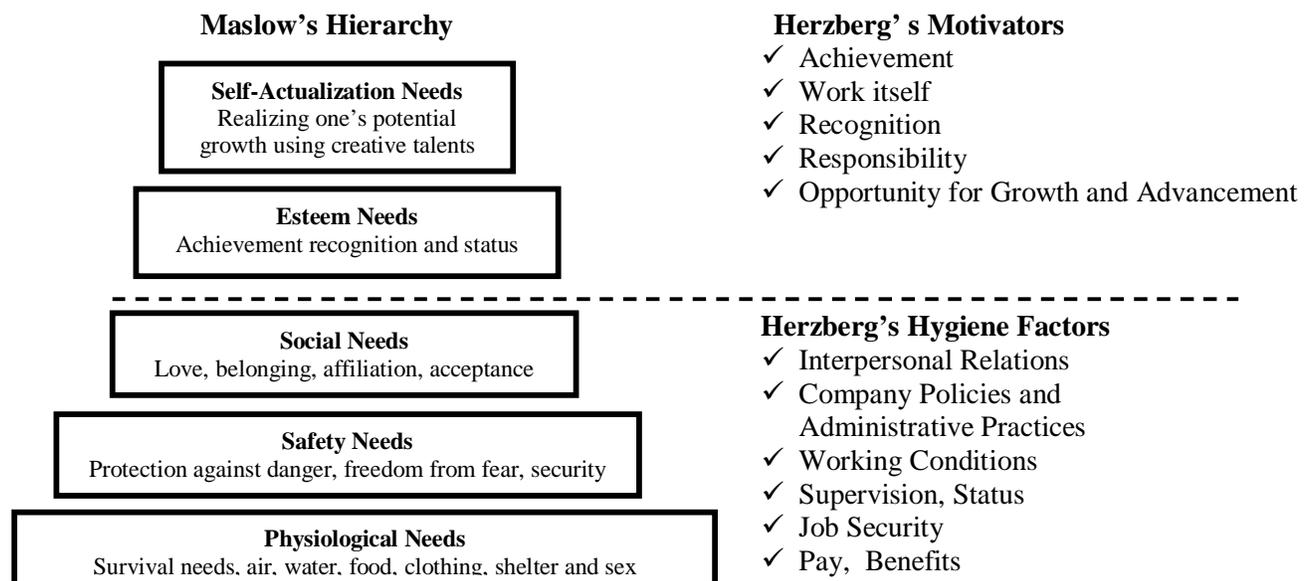
According to Marsh (1978: 115), "Maslow pointed out "It can not possibly be denied that such things are true, but their generality can be denied, emergency conditions are, almost by definition, rare in the normally functioning peaceful society".

Herzberg's theory is closely related to Maslow's hierarchy of needs. Albers state that (1982: 219), "the hygiene factors correspond to Maslow's lower levels of need and must be dealt with if dissatisfaction is not to cause difficulties". Udechukwu state that(2009: 79), according to a study, application of two motivation theories resulted as follows: "finally, and based on the author's own experiences, it is advisable to include in the Correctional Officers' exit interviews questions that capture components of organizational commitment and any other relevant work attitudes associated with turnover".

Based on this result, these theories of motivation applied to the two together. But this situation can be discussed. According to other study, Brenner, Carmack, and Weinstein state that (1971: 366), "the findings indicated that the respondents received job satisfaction and job dissatisfaction from both the motivating and the hygiene factors". These results of this study indicate that Herzberg's theory may be controversial.

The implication of the two-factor theory for managers is clear. Providing hygiene factors will eliminate employee dissatisfaction but will not motivate workers to high achievement levels. On the other hand, recognition, challenge, and opportunities for personal growth are powerful motivators and will promote high satisfaction and performance. The manager's role is to remove dissatisfiers-that is, to provide hygiene factors sufficient to meet basic needs- and then use motivators to meet higher-level needs and propel employees toward greater achievement and satisfaction (Daft, 1997: 541).

**Figure 6: Maslow and Herzberg Related (Mondy, Holmes, and Flippo, 1940: 275)**



There is a fairly close relationship between Maslow's hierarchy of needs theory and Herzberg's motivation hygiene theory (see Figure 6). According to Mondy, Holmes, and Flippo (1940: 275-276), "Herzberg's motivators are most closely related to the esteem and self-actualization needs on Maslow's hierarchy and the hygiene factors closely correspond to the the physiological, safety, and social needs". As may be seen, Herzberg's motivators are most closely related to the esteem and self-actualization needs on Maslow's hierarchy. The hygiene factors closely correspond to the physiological, safety, and social needs. Herzberg's basic contention is that most organizations give inadequate attention to the motivation factors in the work environment. Most of the efforts of managers are concentrated on meeting the lower-level needs which are satisfied by the hygiene factors. But, just because the hygiene or maintenance needs are satisfied-by good pay, benefits, or working conditions-this does not mean that the individual's performance will be positively influenced. To achieve effectiveness, the organization must satisfy both the hygiene and motivation needs of its employees. Most organizations have given considerable attention to the hygiene needs, but inadequate attention to the motivation needs of its personal. This is understandable; hygiene needs can be met in a more tangible or specific manner than can the motivational needs. It may be easier to provide employees with improved pay, fringe benefits, or working conditions than a job that is more responsible or challenging (Mondy, Holmes, and Flippo, 1940: 275-276).

Maslow's concept is useful for indicating that individuals have needs. However, in order to motivate workers, the manager must know which needs require satisfaction at which times. Whatever approach the manager takes, it will be based on assumptions about individual workers and their need satisfaction (Hodgetts, 1986: 478).

Herzberg's framework is compatible with Maslow's need hierarchy. Maslow's lower-level needs are analogous to Herzberg's hygiene factors, and his upper-level needs correspond to Herzberg's motivators. The reason for placing status in the hygiene category and advancement and recognition in the motivator group is that status is not always a reflection of personal achievement or earned recognition. For example, an individual could achieve status through family ties such as inheritance or marriage. Conversely, advancement and recognition are more often reflections of personal achievement. However, it must be realized that Maslow and Herzberg both tend to oversimplify the motivational process.

Although Herzberg makes an interesting extension of Maslow's theory, neither of their models provides an adequate link between individual need satisfaction and the achievement of organizational objectives. Nor does either of their theories really handle the problem of individual differences in motivation. For this one must turn to process or mechanical theories (Hodgetts, 1986: 488-489).

The meaning of the theory of two factors for managers. Dissatisfaction of employees to eliminate the hygiene factors, the motivational factors required for a high level of success. The role of the manager to ensure adequate hygiene factors and motivational factors in order to meet the needs of high-level, then to meet the needs of high-level motivational factors should be used. Hodgetts state that (1986: 478), "Maslow's concept is useful for indicating that individuals have needs. However, in order to motivate workers, the manager must know which needs require satisfaction at which times".

Most managers, institutions with insufficient attention to the business environment does not provide motivations. More concentrated the efforts of managers to meet the hygiene factors. But in this case, hygiene factors, satisfaction, better pay, better working conditions, a positive impact on people's performance does not mean that literally. Hygiene and meet the needs of the employees is required to ensure the effectiveness of motivation. This is understandable; hygiene needs can be met in a more tangible or specific manner than can the motivational needs. According to Mondy, Holmes, and Flippo (1940: 275-276), "it may be easier to provide employees with improved pay, fringe benefits, or working conditions than a job that is more responsible or challenging".

The two theories of between the similarities as well as there are also differences in the theory of motivation. These differences are as follows; Maslow's theory is based on the concept of people needs and their individual satisfaction but Herzberg's theory is based on the use of motivators which include achievement, recognition and opportunity. Basic of theory, it includes five sets of people needs (on priority basic) and their satisfaction in motivating employees. On the other hand, Herzberg refers to hygiene factors and motivating factors in his theory. Maslow's theory is descriptive in nature but Herzberg's theory is perspective in nature and so on.

### ***Conclusion and Discussion***

As a result, they are among the important factors in understanding the motivation of today's management. It is known that with the increase in employees' personal development, they look for social aspects of job satisfaction and tend to jobs that would satisfy them. In addition, the organization is important to meet the expectations of employees. These points are met productivity increase. In most of the research conducted in the field of management, the drives that motivate people were tried to be found, and determination of the employees' demands has gained importance. In this way, the needs of employees as individuals were substantially met the organization's objectives were achieved. The aim of the study of motivation theory in the light of this information is to acquire additional data to evaluate Maslow's and Herzberg's theories and to present the relationship between of Maslow's hierarchy of needs and Herzberg's two factor theory. This study indicates that the Maslow's and Herzberg's theories may not always be valid. Thus, this study gives support to the use of Maslow's and Herzberg's theories in previous studies of job satisfaction. In addition to helping interpret research findings, generally accepted ideas about human needs and job satisfaction are presented in the study.

The primary focus of this paper is to investigate the relationship between of Maslow's hierarchy of needs and Herzberg's two factor theory. There are differences as well as similarities between these two motivation theories. The main purpose for businesses, providing the motivation of employees is to improve their performance. To regard only hygiene factors will be a wrong attitude. In addition to this, you must pay attention to the motivational factors. In an arrangement of an organization, to take advantage of the two factors will be an appropriate decision.

In Maslow's hierarchy of needs at which level of the hierarchy the employee is. Herzberg's hygiene factors and motivation can be achieved by applying full satisfaction. For instance, in Maslow's needs pyramid, to give a satisfactory salary to a person who is at the first level provides him to apply. Then increasing the motivation factors and the performance can be achieved for the upper level. This study may contribute to other works. This issue is left for future study.

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