

REVIEWER'S REPORT

Manuscript No.: IJAR-54426

Date: 22/10/2025

Title: Comparative Studies: The Maslow theory Hierarchy of Needs & Almekrad theory of Model C Mechanism in management at work Environment.

Recommendation:

Accept after minor revision.

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality		✓		
Clarity			✓	
Significance		✓		

Reviewer Name: Dr. Bishwajit Rout

Date: 22/10/2025

Reviewer's Comment for Publication.

(To be published with the manuscript in the journal)

The reviewer is requested to provide a brief comment (3-4 lines) highlighting the significance, strengths, or key insights of the manuscript. This comment will be Displayed in the journal publication alongside with the reviewers name.

- Significance:** The study is significant as it bridges classical psychological motivation theory (Maslow's hierarchy) with Dr. Almekrad's Model C, offering a modern managerial framework for empowering human resources. It highlights how theoretical and practical mechanisms can combine to enhance leadership, productivity, and employee satisfaction. This comparative approach contributes to management science by aligning motivation with organizational behavior and performance improvement.
- Strength:** A key strength of this paper lies in its integrative methodology that combines conceptual analysis, field interviews, and ISO 9001–Harvard HRM model benchmarks. The author develops a novel seven-step Model C that operationalizes abstract motivational principles into measurable organizational tools. The research demonstrates empirical applicability in both public and private sectors, validating the model's adaptability and universal management relevance.
- Key Insight:** The paper reveals that effective organizational management emerges from harmonizing theoretical motivation and practical mechanisms. Model C's seven steps Conception, Conduct, Communication, Coordination, Cooperation, Concentration, and Consideration transform human motivation into structured managerial action. It underscores that successful leadership and sustainable performance depend on clear communication, coordinated teamwork, and moral consideration integrating Maslow's human needs with systemic organizational design.

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

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Reviewer's Comment / Report

The paper titled “*Comparative Studies: The Maslow theory Hierarchy of Needs & Almekrad theory of Model C Mechanism in management at work Environment*” compares Maslow’s Hierarchy of Needs with Almekrad’s Model C Mechanism, examining their contributions to workplace management. It explores how Model C’s seven steps and Maslow’s levels address human resource empowerment, aiming to evaluate their applicability in modern management. Using exploratory inquiry and interviews with Kuwaiti leaders, it seeks to establish a framework for professional tools, offering a complementary approach to organizational behavior and opening avenues for future research.

Suggestions for Improvement:

1. Include a clear problem statement why comparing these two models is important to modern management.
2. Improve structure by presenting background, rationale, and objectives sequentially.
3. Replace dictionary definitions with scholarly interpretations from peer-reviewed journals.
4. Integrate empirical studies comparing motivation theories and management models.
5. Structure the review into themes, e.g., motivation theories, HRM frameworks, and theoretical gaps.
6. Specify number of participants, sampling method (purposive, random, etc.), and demographic profile.
7. Clarify how ISO 9001 and Harvard HRM models were integrated into the analytical framework.
8. Present Model C in a structured academic format: concept, function, and managerial implication for each step.
9. Add a comparative table showing how each step aligns or differs from Maslow’s hierarchy.
10. Include data tables, charts, or coded themes to present findings.
11. Discuss how results align or conflict with Maslow’s hierarchy or HRM models.
12. Elaborate on implications for theory, practice, and management education.

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The paper presents an innovative attempt to compare Maslow's Hierarchy of Needs with Almekrad's Model C, offering valuable conceptual insights into workplace management. However, it suffers from weak methodological detailing, poor academic structure, and inconsistent referencing. With substantial revisions in theoretical grounding, data analysis, and presentation, the study could evolve into a credible contribution to contemporary management theory and organizational behavior research. Addressing the identified weaknesses will make it suitable for publication in IJAR.

I recommend this paper for publication after minor revision.