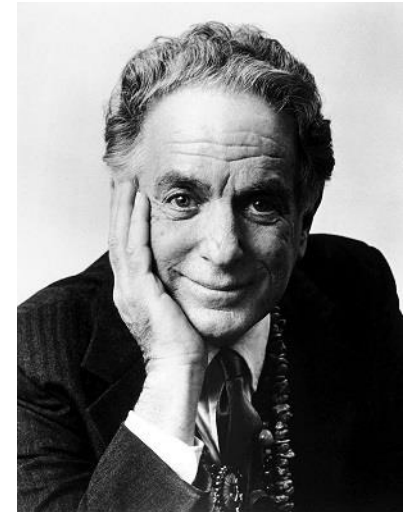


Herzberg's Motivation theory

By Anuj sharma

FREDERICK HERZBERG

- **Frederick Irving Herzberg** (April 18, 1923 – January 19, 2000)
- He was an American psychologist who became one of the most influential names in business management.
- He is most famous for introducing
 - i. Job enrichment
 - ii. The Motivator-hygiene theory



EVOLUTION OF HERZBERG THEORY

- Any new theory is generally made because of the limitations of the previous theory
- In the case of Herzberg's theory, it is the outcome of the limitations in the Taylor's motivation theory
- Now before knowing about the Herzberg's theory lets discuss the limitations of Taylor's theory because of which the Herzberg's theory was made.

LIMITATIONS OF TAYLOR'S THEORY

Exploitation of workers

- Importance to productivity and profitability
- Mistrust between employees and management

Problem of unity of command

- The workers had to report to several bosses
- Which created confusion and chaos

Mechanical approach

- He considered them as robots which would speed up the work at any cost

Problem of separation of planning from doing

- He separated planning from doing which cannot be done in reality

Wrong assumption

- He assumed workers are only motivated by financial gains

HISTORY REGARDING THE THEORY

- To help managers better understand how to motivate their workers. Fredrick herzberg decided to research on this particular subject.
- In 1959, he interviewed a large number of engineers and accountants in the Pittsburgh area and asked people to describe instances when people were unhappy in their jobs and also when they were happy.
- Herzberg found an interesting set of results: He identified that those people that felt good about their jobs gave totally different responses to those who were unhappy.
- These results formed a significant paradigm shift in understanding, which allowed him to adopt a model called Herzberg motivation theory; also referred to as Herzberg Hygiene Theory or Two Factor Theory.

TRADITIONAL APPROACH

MOTIVATION << ----- >> DISATISFACTION

HERTZBERG'S APPROACH

MOTIVATION << ----- >> NO MOTIVATION

DISATISFACTION << ----- >> NO DISATISFACTION

HERZBERG 'S TWO FACTOR

MOTIVATORS

- Factors that directly motivate people to work harder
- Motivation factors:
 - i. Achievement
 - ii. Recognition
 - iii. Possibility for growth
 - iv. Interesting jobs
 - v. responsibility

HYGIENE

- Factors that can demotivate if not present, but do not actually motivate employees to work harder
- Hygiene factors:
 - i. Policies
 - ii. Supervision
 - iii. Relationship
 - iv. Security
 - v. Salary
 - vi. Working conditions

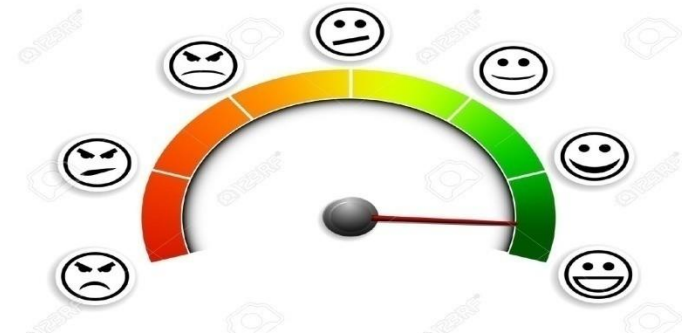
Overview of the theory

- The theory states that there are specific factors in the work environment that result in job satisfaction. Apart from these there are different sets of factors that cause dissatisfaction.
- In this theory he has considered motivator as the factors which will cause job satisfaction and hygiene factors as the one which will cause job dissatisfaction if not present
- The main conclusion of Herzberg motivation theory is that there is no real correlation between job satisfaction and job dissatisfaction.

TWO FACTOR THEORY



Motivators can motivate but
lack of motivation will not
result into dissatisfaction



Hygiene factors can cause no
dissatisfaction but will never
motivate the employees

EXAMPLES SUPPORTING THE THEORY

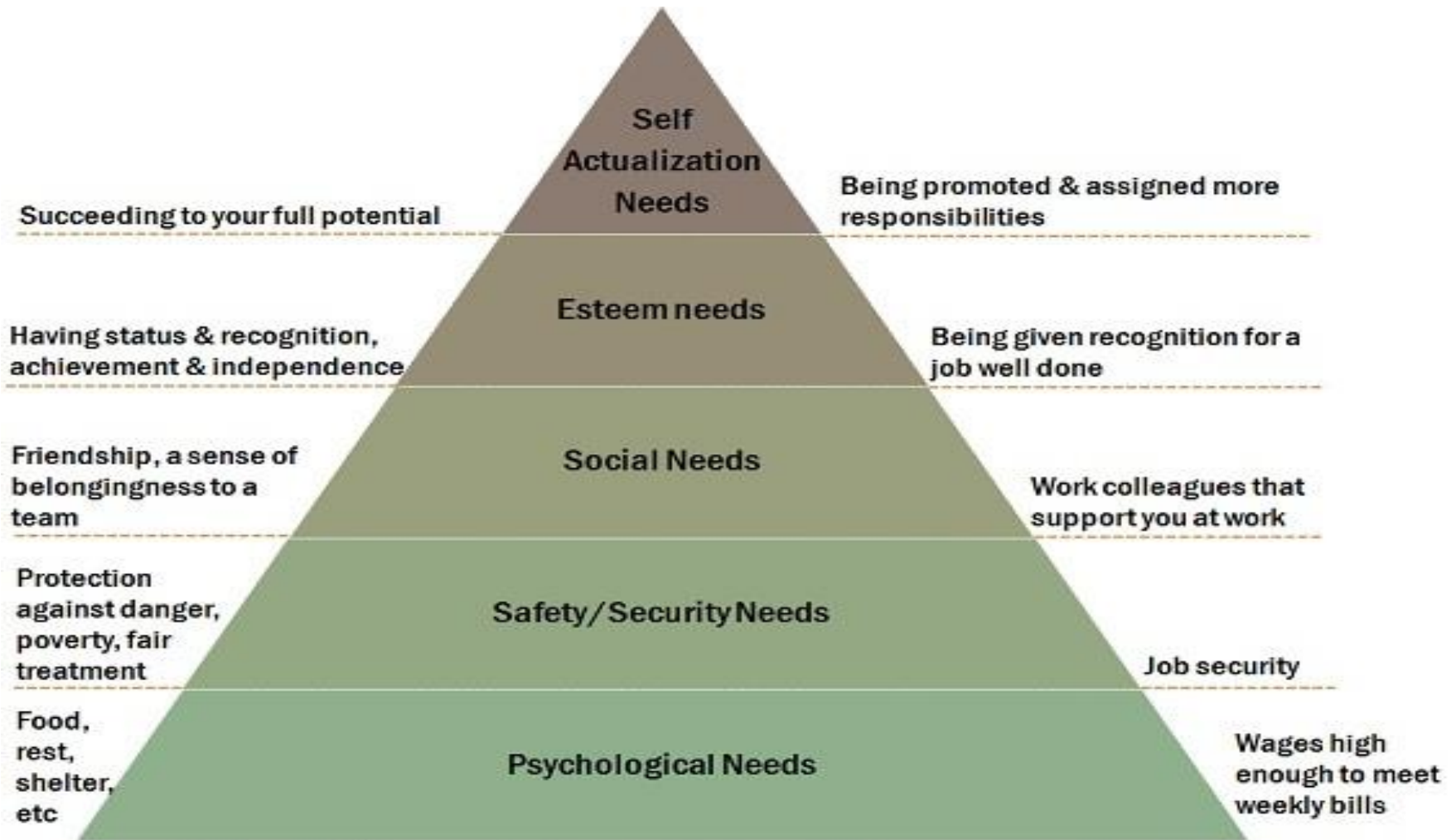
If an individual is working hard but his work is never recognised and achievement are taken by the superior then simply a pay rise will not suddenly motivate him

- Because motivating factor is not present

If someone is working under a poor supervisor and he has relationship issues with that person, simply extra money will not motivate him to stay

- Because dissatisfying factors are still present

HERZBERG'S SECOND DIMENSION TO MASLOW'S THEORY



HOW TO USE HERZBERG THEORY ?

Eliminate job dissatisfaction

- a. Reconstruct non-effective policies
- b. Provide supportive environment
- c. Pay according to market condition
- d. Job security
- e. Meaningful work for each position

Create condition for job satisfaction

- a. Opportunities for achievement
- b. Recognition & feedback to worker
- c. Rewards to worthy employees
- d. Roadmap to promotion
- e. Training opportunity

PRACTICAL LIFE EXAMPLES OF COMPANY USING THIS THEORY

- Fit for life programme
- Access to fitness centre
- Free health checks
- Flexitime
- Home working
- Maternity/ paternity leave
- Gyms
- Team meet every Friday morning to share the success stories of the week



TESCO

- attention to factors causing dissatisfaction to employees and resolving them
- employees are motivated and empowered by timely and appropriate communication
- involving personnel in decision-making
- Forums are held every year in which staff can provide input on pay rises



GOOGLE

- Google provides the surviving spouse or partner of a deceased employee 50% of their salary for the next 10 years
- Allowed to bring their pets to work
- On-site gym
- free meals and snacks in the office
- Maternity/paternity leave
- highly-trained massage therapists
- Can take a nap in office



LIMITATIONS OF THE THEORY

1. The two factor theory overlooks the situational variables
2. The study focused on satisfaction and overlooked productivity
3. An employee may find his/her job satisfactory despite the fact that he/she may dislike his/her job
4. It overlooks blue-collar workforces
5. They normally fault dissatisfaction on the external factors such as pay structures, and firm policies, similarly the employees give credit to themselves for the satisfaction factor at work

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THANK YOU