

## Motivational Theory: Herzberg's Two Factor Theory

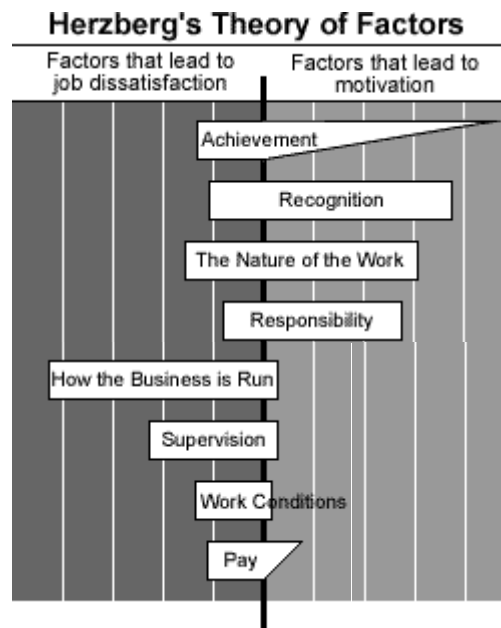
Motivation has been studied for many years stretching beyond the 19th century. As a result, a number of theorists have compiled their own conclusions and consequently a wide variety of motivational theory has been produced. Without going into the fine details and depth of all the motivational theory, we will use Fredrick Herzberg's (1966) research to outline the main issues concerning motivation.

In 1966, Herzberg interviewed a number of people in different professions at different levels to find out two things:

- Those factors that MOTIVATED them in the workplace
- These were identified as factors that gave employees an incentive to work resulting in job satisfaction. They are also referred to as 'motivators'. These motivators increased the job satisfaction of the employee and further increased their efficiency.
- Those factors that PREVENTED JOB DISSATISFACTION

These were identified as factors that prevented job dissatisfaction. These did not make the employees happy (or have job satisfaction): it just removed the unhappiness out of working. They are also referred to as 'hygiene' factors. Such hygiene factors, if not satisfied, had an effect of reduced employee efficiency.

Herzberg believed that all factors fell into one of these categories and therefore had separate consequences. His research concluded that some factors fell into both categories although they held a stronger position in one of them. See the diagram below for examples of the factors that he determined for each category.



By looking at the diagram, it shows that a sense of achievement, recognition of their effort, the nature of the work itself, and the desire for responsibility are all strong factors for motivation. At the bottom of the diagram, the way the business is run, how they are supervised, the work conditions and their pay, are all factors that can lead to job dissatisfaction if not met to the standards of the employee.

The size (or width) of the bars that represent each factor compensate for the level at which it is a concern. For example, from the diagram, the way the business is run is a higher dissatisfaction cause (if it is run badly) than the concern of bad working conditions. You may look at 'pay' and think that this bar should be

a lot wider on the job dissatisfaction side, but most people would not take the job in the first place if they considered the pay as 'totally unacceptable'.

Take another example: the employee does not see the lack of personal responsibility as major job dissatisfaction, but when people do seek responsibility, it is a huge motivational factor for them: hence the long extension of the bar more on the motivation side of the diagram.

You will further notice that those factors encouraging motivation (job satisfaction) have little connection with money and are more associated with personal development and achievement. Hygiene factors concern more the employees' personal attitudes towards the context of their job and involve money in most cases to provide a solution to the issue.

You may also have noticed that two bars on the diagram (achievement and pay) are shaped differently. This is to illustrate that, for Achievement, it is something that is only acquired for a short term and is therefore an ongoing need that is searched for over and over again. In other words: one week you may achieve, say, a good personal sales figure, and the following week your standard drops to a disappointing level in which you seek to achieve this figure yet again. The Pay factor (salary) also has a similar concern: you may increase an employee's salary that removes job dissatisfaction at first, but in time (can be as low as days) the employee will increase their personal spending to what they are earning and will eventually, again, become dissatisfied. In such a case, it may be for your benefit that you offer an additional incentive to keep the employee further satisfied to prevent this on-going cycle from occurring.