

Facilitator's Body of Knowledge Research Project

Motivation-Hygiene Theory

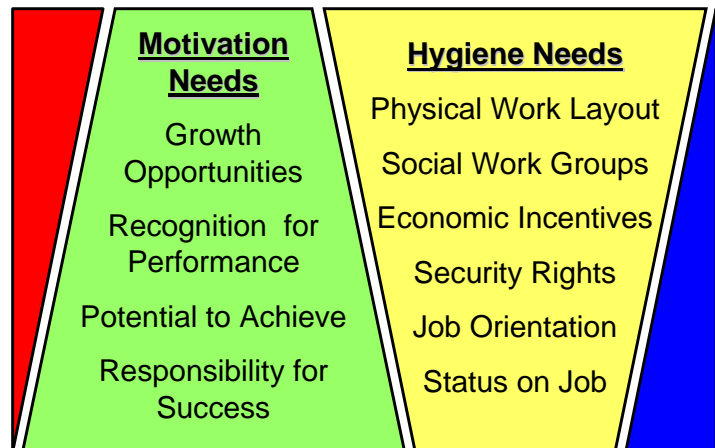
Background: Any good manager knows that happy, satisfied workers will generally perform better than those who don't feel as satisfied. However, managers have always had differing opinions about what it takes to satisfy workers.

Frederick Herzberg's with research colleagues B. Mausner and B. Snyderman, writing the book 'The Motivation to Work', in 1959, first established his theories about motivation in the workplace.

Herzberg began his studies with a grant to investigate the whole area of job attitudes when he was at Psychological Services in Pittsburgh. He was interested in aspects of mental health, which certainly included job attitudes. The first stage of this research program was to review a bibliography of 3,000 books and articles. The result was a book called *Job Attitudes: Review of Research and Opinion*. However, when finished, they could make no real sense out of it.

Working off of the concept of his doctoral thesis, Mental Health is not the Opposite of Mental Illness, Herzberg posited that Job Satisfaction is not the opposite of Job Dissatisfaction. He believed that satisfaction and dissatisfaction were completely separate continua, like hearing and vision. If true, then they must be produced by different factors and have their own dynamics.

In the next step of his studies Herzberg interviewed 200 Pittsburgh engineers and accountants to determine the key factors affecting a worker's performance. He



wanted to find out what made them satisfied and dissatisfied on the job.

Because people tend to give the answers that will win the approval of the people asking the questions, they designed the study that would get at the kinds of experiences that produced satisfaction or dissatisfaction with a job. They asked the employees essentially two sets of questions:

1. Think of a time when you felt especially good about your job. Why did you feel that way?
2. Think of a time when you felt especially bad about your job. Why did you feel that way?

The work and its results have become one of the most replicated studies in the field of workplace psychology.

From these interviews Herzberg went on to develop his theory that there are two dimensions to job satisfaction: motivation and "hygiene" He was the first to show that satisfaction and dissatisfaction at work nearly always arose from different factors, and were not simply opposing reactions to the same factors, as had always previously been believed.

Facilitator's Body of Knowledge Research Project

He showed that certain factors truly motivate ('motivators'), whereas others tended to lead to dissatisfaction ('hygiene factors').

According to Herzberg, Man has two sets of needs; one as an animal to avoid pain, and two as a human being to grow psychologically. He illustrated this also through Biblical example: Adam after his expulsion from Eden having the need for food, warmth, shelter, safety, etc., - the 'hygiene' needs; and Abraham, capable and achieving great things through self-development - the 'motivational' needs.

Hygiene Needs Factors: According to his theory, for workers to be happy and therefore productive, these environmental factors must not cause them discomfort. Although the elimination of the environmental problems may make workers productive, it will not necessarily motivate them.

Hygiene, according to Herzberg, cannot motivate employees but can minimize their dissatisfaction, if handled properly. His research proved that people will strive to achieve hygiene needs because they are unhappy without them, but once these needs are satisfied the effect soon wears off – therefore satisfaction is temporary. Examples of hygiene needs in the workplace are company policy, relationship with supervisor, work conditions, salary, company car, status, security, relationship with subordinates, and personal life.

Motivation Need Factors: Herzberg, believed that the workers get motivated through feeling responsible for and connected to their work. In this case, the

work itself is rewarding. This means that motivators were found to be completely different factors altogether: achievement, recognition, work itself, responsibility, advancement, and personal growth. These motivators create satisfaction by fulfilling individuals' needs for meaning and personal growth.

Managers can help the employees connect to their work by giving them more authority over the job, as well as offering direct and individual feedback.

Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production.

Application: As facilitators we work with people on jobs that are important to them. We must work with the client to ensure the time we spend together as a group are consistent with what Herzberg learned in his studies.

Resources:

Job Satisfaction Putting Theory into Practice, American Academy of Family Physicians article: <http://www.aafp.org/fpm/991000fm/26.html>

Management Review Interview, 1971
<http://www.geocities.com/Athens/Forum/1650/herzberginterview.htm>

Net MBA article
<http://www.netmba.com/mgmt/ob/motivation/herzberg/>

Business Balls Article
<http://www.businessballs.com/herzberg.htm>