

# Motivation To Work Frederick Herzberg 1959

## Free

### Unlocking Productivity: A Deep Dive into Herzberg's Motivation-Hygiene Theory (1959)

Understanding what propels employees to excel is a critical aspect of efficient management. Frederick Herzberg's seminal study on motivation, published in 1959, provides a robust framework for understanding employee satisfaction and productivity. This article will examine Herzberg's two-factor theory, often referred to as the motivation-hygiene theory, offering practical applications and perspectives relevant to current workplaces.

Herzberg's research, based on interviews with professionals in the Pittsburgh area, contradicted prevailing notions about job contentment. Instead of focusing on a single scale of job fulfillment, Herzberg discovered two distinct sets of factors that affect employee attitudes and productivity. These are: hygiene factors and motivators.

#### Hygiene Factors: Preventing Dissatisfaction

Hygiene factors, also known as peripheral factors, don't necessarily lead to better motivation, but their insufficiency can cause substantial dissatisfaction. Think of them as preventing disease rather than promoting health. These factors relate primarily to the setting itself and include:

- **Company Policy and Administration:** Fair policies, effective management, and clear dialogue are crucial. Uneffectively designed policies or inept management can quickly discourage a workforce.
- **Supervision:** Supportive supervision that presents guidance and input without being overbearing is essential. Excessive control can be severely demotivating.
- **Salary:** While an adequate salary is crucial to avoid dissatisfaction, simply increasing salaries won't essentially propel employees to increased performance. It's a basic need, not a motivator.
- **Interpersonal Relationships:** Cordial relationships with peers and leaders are vital for career happiness. A unpleasant work atmosphere can severely compromise morale.
- **Working Conditions:** A secure, clean and pleasant work atmosphere is essential for output. Hazardous or disagreeable conditions can lead to stress and dissatisfaction.

#### Motivators: Driving Achievement and Engagement

Motivators, also known as inherent factors, are directly related to the task itself and are responsible for driving inspiration and improved performance. These are factors that directly satisfy a worker's need for progress. Examples include:

- **Achievement:** The feeling of accomplishment and pride in completing a difficult task is a powerful motivator.
- **Recognition:** Being appreciated for contributions is crucial for maintaining motivation. This can include formal recognition like awards or personal feedback.

- **Work Itself:** The job itself should be interesting. Employees are more driven when their job is meaningful and allows them to employ their abilities.
- **Responsibility:** Being delegated responsibility and freedom over one's assignment is a key incentive. Employees feel a sense of ownership and joy in their work.
- **Advancement:** Possibilities for advancement and promotion are powerful drivers. Employees are motivated by the chance of enhancing new skills and taking on more arduous roles.

## Practical Applications and Implementation Strategies

Herzberg's theory provides a practical framework for enhancing employee motivation and effectiveness. Managers can employ this theory by focusing on both hygiene factors and motivators:

- **Address Hygiene Factors:** Ensure that basic needs are met. This includes providing reasonable salaries, safe working conditions, and explicit policies and procedures.
- **Enhance Motivators:** Provide demanding and significant assignments that allow employees to apply their capacities. Provide regular critique, both positive and beneficial, and appreciate employee dedication.
- **Foster a Positive Work Environment:** Cultivate positive interpersonal relationships and stimulate teamwork.

## Conclusion

Herzberg's motivation-hygiene theory remains a applicable and influential framework for understanding employee motivation. By managing both hygiene factors and motivators, organizations can create a context that fosters great levels of employee happiness and output. Understanding the difference between preventing dissatisfaction and promoting motivation is key to unlocking true employee potential.

## Frequently Asked Questions (FAQs)

### Q1: Is Herzberg's theory universally applicable?

**A1:** While Herzberg's theory has been widely influential, its universal applicability has been challenged. Cultural differences and individual discrepancies can influence the pertinence of its findings.

### Q2: How can I apply Herzberg's theory in a small business setting?

**A2:** Even in small businesses, addressing hygiene factors (fair wages, safe work environment) and fostering motivators (recognition, challenging work) are crucial. Open communication and regular feedback are particularly successful in smaller settings.

### Q3: What are some criticisms of Herzberg's theory?

**A3:** Some criticisms include methodological weaknesses in the original research and the bias involved in employee self-reporting. Furthermore, the distinct separation between hygiene factors and motivators has been debated by some researchers.

### Q4: How does Herzberg's theory compare to other motivation theories?

**A4:** Herzberg's theory contrasts with theories like Maslow's hierarchy of needs, which focus on a hierarchical progression of needs. While both offer useful insights, Herzberg's model highlights the distinct roles of hygiene factors and motivators in influencing employee satisfaction and productivity.

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