

## HERZBERG'S TWO FACTOR THEORY OF MOTIVATION

A significant development in motivation theory was distinction between motivational and maintenance factors in job situation. Research was conducted by Herzberg and his associates based on the interview of 200 engineers and accountants who worked for eleven different firms in Pittsburgh area. These men were asked to recall specific incidents in their experience which made them feel particularly bad about jobs. The findings of the research led to draw a distinction between what are called as 'motivators' and 'hygiene factors. To this group of engineers and accountants, the real motivators were opportunities to gain expertise and to handle more demanding assignments. Hygiene factors served to prevent loss of money and efficiency. Thus, hygiene factors provide no motivation to the employees, but the absence of these factors serves as dissatisfies.

Some job conditions operate primarily to dissatisfy employees. Their presence does not motivate employees in a strong way. Many of these factors are traditionally perceived by management as motivators, but the factors are really more potent as dissatisfiers. They are called maintenance factors in job because they are necessary to maintain a reasonable level of satisfaction among the employees. Their absence proves to be strong dissatisfiers. They are also known as 'dissatisfiers' or 'hygienic factors' because they support employees' mental health. Another set of job conditions operates primarily to build strong motivation and high job satisfaction among the employees. These conditions are 'Motivational Factors'. Herzberg's maintenance and motivational factors have been shown in the table given below.

Herzberg's Maintenance and Motivational Factors

Maintenance or Hygienic Factors	Motivational Factors
Company Policy.	Achievement, Administration.
Technical Supervision.	Recognition.
Inter-personal relations with Supervisor.	Advancement.
Inter-personal relations with Peers.	Possibility of growth
Inter-personal relations with Subordinates.	Responsibility.
Salary.	
Job Security.	
Personal life.	
Working conditions.	
Status.	

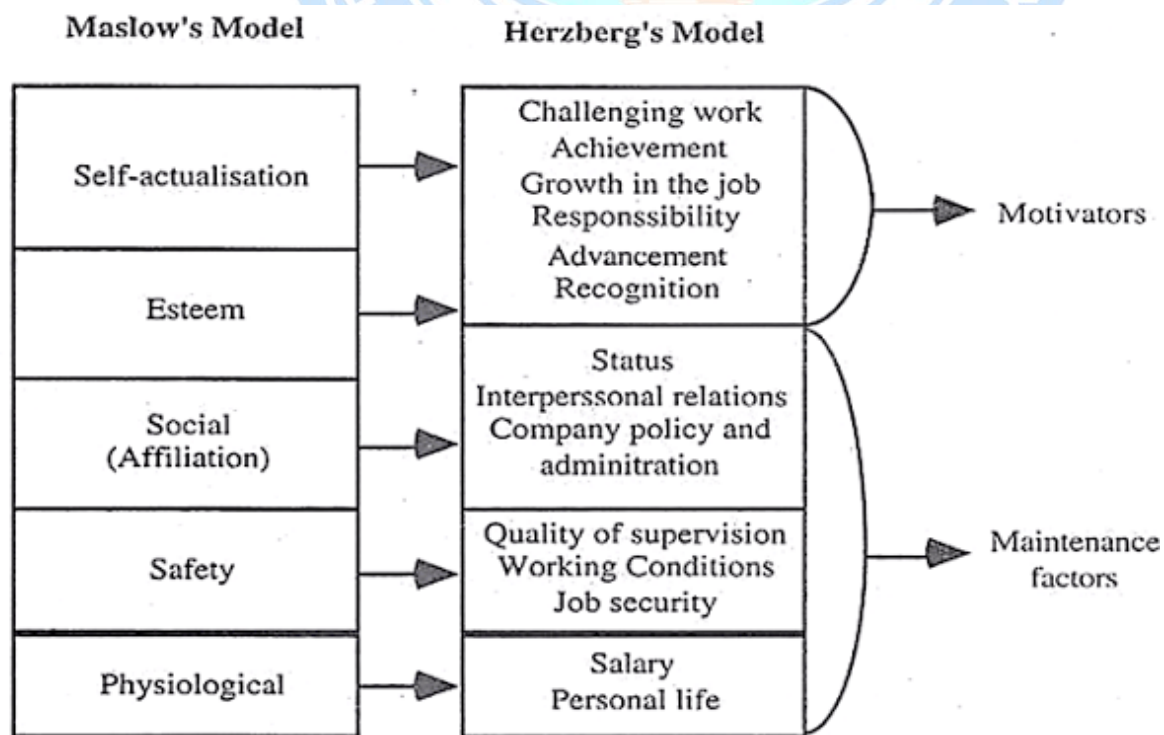
Hygienic factors include such things as wages, fringe benefits, Physical conditions and overall company policy and administration. The presence of these factors at a satisfactory level prevents job dissatisfaction, but they do not provide motivation to the employees. So they are not considered as motivational factors, on the other hand, are essential for increasing the productivity of the employees. They are also known as satisfiers and include such factors

as recognition, feeling of accomplishment and achievement, opportunity of advancement and potential for personal growth, responsibility and sense of job and individual importance, new experience and challenging work etc.

**Comparison of Herzberg and Maslow Models**

In fact, there is a great similarity between Herzberg’s and Maslow’s models. A close examination of Herzberg’s model indicates that some employees may have achieved a level of social and economic progress in the society and for them higher level needs of Maslow (esteem and self- actualization) are the primary motivators. However, they still must satisfy the lower-level needs for the maintenance of their current state. Thus, we can say that money might still be a motivator for operative employees and for some managerial employees. Herzberg’s model adds to the Maslow’s need hierarchy model because it draws a distinction between the two groups of factors, namely, motivational and maintenance, and points out that the motivational factors are often derived from the job itself. Most of the maintenance factors come under comparatively lower order needs. In economically advanced countries, such needs of the employees are fulfilled and hence cease to be motivators.

As shown in the following diagram Maslow’s Physiological, security and social needs come under Herzberg’s maintenance factors whereas self- fulfillment comes under motivating factors. It may further be noted that a part of esteem need comes under maintenance factor and another under motivational factors. The esteem needs are divided because there are some distinct differences between status per se and recognition. Status tends to be a function of position one occupies. This position may be gained through family ties or social pressures and so this may not be a reflection of personal achievement or recognition. Recognition is gained through competence and achievement. It is earned and granted by others. That is why status is classified with physiological, safety and social needs as a hygiene factor, while recognition is classified with esteem as a motivator.



**MASLOW'S AND HERZBERG'S MODELS OF MOTIVATION**

**MCGREGOR'S THEORY 'X' AND THEORY 'Y' :**

Generally, the action of managers for motivating employees is base influenced by their assumptions and beliefs about human behavior. If managers' assumptions about human behaviour are positive, his motivational actions will also be positive and vice versa. This theory is based on such hypotheses relating to human behaviour.

Douglas McGregor (1908-1964), a professor at MIT, US propounded this theory in 1957. According to Douglas McGregor, the function of motivating people involves certain assumptions about human nature. He developed two alternative sets of assumptions about human behaviour. One is called Theory- X and the other is called as Theory- Y.

**Theory X:** Theory X indicates the traditional approach to motivation. It is based on the traditional assumptions about human behaviour. Its assumptions are negative in nature. This theory advocates that external control is considered appropriate for dealing with unreliable, irresponsible and immature people. It may create impersonal climate in the organization.

**Theory Y:** McGregor developed an alternative theory of human behaviour, which is known as Theory Y. The assumptions of Theory Y are positive in nature. This theory represents the modern and dynamic nature of human beings. The assumptions of Theory Y are very near to reality. This is regarded as a desirable and productive theory.

**Assumptions of Theory 'X' and Theory 'Y'**

These are the contrast sets of assumptions underlying human behaviour, which is shown below

Theory -X	Theory -
The average human being has inherent dislike for work. He is by nature indolent and will dislike for work. He takes the work	The average human being has no inherent avoid work if he can.
He has relatively little ambitions and prefer to be directed by others	He is very ambitious and capable of directing his own behaviour. He is self-directed and self-controlled
He avoids responsibility	He accepts and seeks responsibility under proper conditions
He lacks creativity and resist change	He has creativity and accepts the change
He is gullible, not very bright.	Meaningful work is a source of satisfaction for him.
He lacks self-motivation	He is self-motivated
He wants security above all. Hence, he is interested in satisfaction of lower-level needs.	Both lower and higher order needs like social, esteem and self-actualization are the sources of

motivation for him.
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### Managerial implications of Theory X:

Theory X has significant implications for human motivation. The managers who believe in Theory X assumptions use direction and control to get work done from people. The following are the characteristics of the organization based on Theory-X.

- ✓ Close supervision and control of subordinates • High centralization of authority • Autocratic leadership
- ✓ Least participation of workers in decision-making process
- ✓ Use of ‘Carrot and Stick’ approach
- ✓ Stress on the satisfaction of economic needs of employees In short, Theory-X is based on faulty conceptions of human nature.

### Managerial implications of Theory Y:

McGregor argued that the managers who hold Theory Y assumptions believe that most employees enjoy work and seek to make useful contributions to the organization. This positive approach allows managers to utilize the human potential of all employees. The following are the characteristics of the organization founded on Theory-Y.

- ✓ Decentralization of authority • Job enrichment
- ✓ Democratic or participative leadership
- ✓ Two-way and open communication system
- ✓ Focus on self-control and responsible jobs

### VICTOR VROOM'S EXPECTANCY THEORY

Expectancy Theory was developed by Victor Vroom according which an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. For example, an employee works harder if he believes that hard work will lead to promotion to higher post. Vroom explained that motivation is a product of how much one wants something and one's estimate of the probability that a certain action will lead to it. The three variables of Vroom's Theory is briefly explained here below.

**i) Expectancy** :(i.e. Effort-Performance linkage) : It is self-assessment by an employee about whether he can actually do the assigned work. Its expectancy (i.e. probability) ranges from 0 to 1. For example, if the person feels it impossible to achieve the given performance level, expectancy will be equal to zero and if the person is cent percent sure of achieving the performance level, expectancy will be equal to one.

**ii) Instrumentally** (i.e. Performance-Outcome linkage) : It is the relationship between performance (first level outcome) and the performance's consequence (second-level outcome). Its probability also ranges from 0 to 1. For example, if a person is confident that if he does a good job, he will be promoted to higher post, the instrumentality will be equal to one and if a person feels that he will not get promotion even if works good, the instrumentality will be equal to zero.

**iii) Valence** (i.e. Attractiveness of Outcome/Reward) : It is the value the person places on the outcome. It has motivating effect. Valences form a scale from -1 (very undesirable outcome) to +1 (very desirable outcome) For example, if the available rewards can attract a person, the valence will be high and vice versa. The available rewards will have motivating effect only when the employee attaches high overall valence to the situation.

Vroom states that motivation, expectancy, instrumentality and valence are related to one another and can be expressed by the equation:

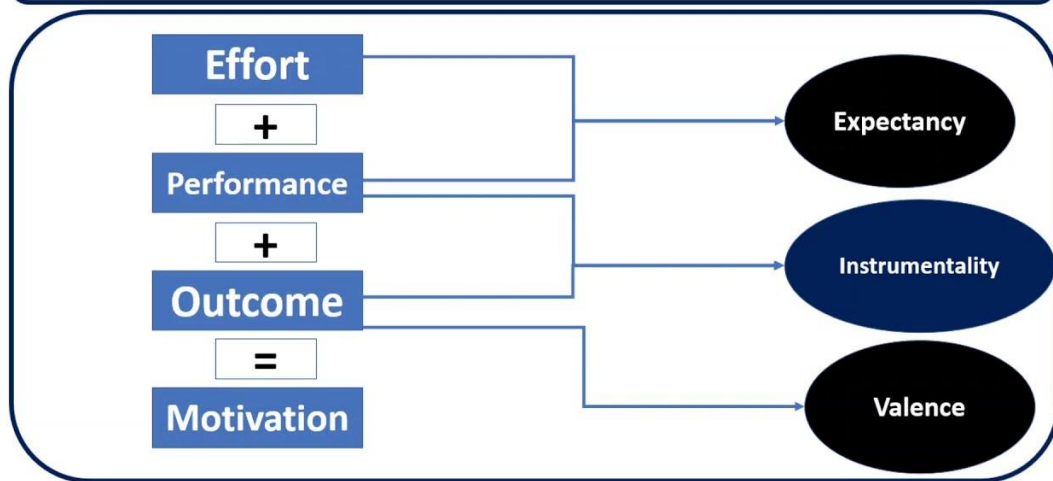
$$\text{Motivation} = (\text{E}) (\text{I}) (\text{V})$$

Where,

- ✓ E means Expectancy- (i.e. Effort-Performance Linkage)
- ✓ I mean Instrumentality (i.e. Performance-Outcome Linkage), and
- ✓ V means Valence (i.e., Attractiveness of outcome/Reward)

The above equation has significant multiplier effect, which means that the motivational appeal of a given work effort is sharply reduced whenever any one of these variables approaches the value of zero. High and positive values of expectancy, instrumentality and valence may result in high and positive motivational impact.

### 3 Elements of Vroom's Expectancy Theory



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