One More Time: How Do You Motivate Employees

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One More Time: How Do You Motivate Employees

By Fredrick Herzberg

Vikas Singh
Dichotomy between motivation and satisfaction

- The things that make people motivated and satisfied on the job are different from the things that make them dissatisfied.
- Forget praise, Forget punishment, Forget Cash. You need to make their jobs more interesting.
“Motivating” with KITA

The simplest, surest and most direct ways to get someone do something

- Ask
- Tell the person
- Give the person incentives
- Show the person
- Give KITA
Various Forms of KITA

- Negative Physical KITA
- Negative Psychological KITA
- Positive KITA
Myths About Motivation
Positive KITA personnel practices used as an attempt to instill motivation

- Reducing the time spent at work
- Spiraling wages
- Fringe Benefits
- Human Relations Training
Myths About Motivation

Positive KITA personnel practices used as an attempt to instill motivation

- Sensitivity Training
- Communications
- Two Way Communications
- Job Participation
- Employee Counseling
Two Factor Theory KITA

- Motivation Factors
- Hygiene Factors
Hygiene Factors

- Company Policy and Administration
- Supervision
- Relationship with supervisor
- Work Conditions
- Salary
- Relationship with peers
- Personal Life
- Relationship with subordinates
- Status
- Security
Motivation Factors

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth
Hygiene vs. Motivators

- Of all the factors contributing to job satisfaction, 81% were motivators
- Of all the factors contributing to employee dissatisfaction about their work, 69% involved hygiene elements
Synergy between Hygiene and Motivation Factors

Two Factor Theory - Herzberg

Employees dissatisfied and unmotivated.

Hygiene Factors

Employees not dissatisfied but unmotivated.

Motivation Factors

Employees satisfied and motivated.
Eternal Triangle

Industrial Engineering

Behavioral Science

Organizational Theory
Organizational Theory

- Human needs are irrational and varied and adjustable to specific situation
- Personnel management should be as pragmatic as the situation demands
- Proper organization of job will result in most efficient job structure
- This leads to most favorable job attitudes
Industrial Engineering

- Humankind is mechanistically oriented and economically motivated
- Human needs are best met by attuning the individual to the most efficient work process
- Design job structure, incentive system and operations to facilitate most efficient use of human machine
- This leads to optimal organization of work and proper work attitudes
Behavioral Science

• Focus on group sentiments, individual employee attitudes and organizations social and psychological climate

• Emphasizes on a combination of one or more of the hygienic and motivation factors

• Leads to healthy employee attitudes and organizational climate felicitous to human values and growth

• These proper attitudes leads to efficient job and organizational structure and results
The approaches of Organizational theorists, Industrial Engineers and Behavioral Scientists, have achieved significant results.

However, to motivate employees and achieve highest level of performance, a combined approach is needed, along with the use of two factors.
Combined Approach

**Maintenance (Hygiene) Needs**
- Physical: work layout, job demands, work rules, equipment, location, tools, machines, facilities, noise, climate, temperature, ventilation, lighting, others.
- Social: work groups, coffee groups, lunch groups, social groups, office parties, club memberships, socialization, others.
- Status: job classification, titles, belongings, benefits, privileges, relationships, company status.

**Motivation Needs**
- Economic: wages, salaries, bonuses, profit sharing, company insurance, evaluation, appraisals.
- Security: job security, benefits, company policies, insurance, company benefits, training.
- Social: recognition, promotion, opportunities for growth, job security, belonging, company involvement.

**The Job**
- Delegation, access to information, freedom to act, atmosphere of openness.
- Involvement, goal-setting, planning, problem solving, control, performance appraisals.

**Behavioral Science**
- Approaches: learning, motivation, social psychology, group dynamics, personality, human needs, health, aging.

**Organizational Theory**

**Industrial Engineering**
- Approaches: operations research, systems analysis, productivity improvement, quality control, system design, planning and control.
Job Enrichment

- Enrich the work using motivation-hygiene factors for efficient utilization of personnel
- Provide opportunity for employees psychological growth
- This is different from Job enlargement
- Job Enrichment can be brought about by Job Loading
Job Loading

- Horizontal Job loading

- Vertical Job Loading
Horizontal Job Loading

- Reduces personal contribution rather than giving opportunities for growth in their area of expertise
  - Challenging employee by increasing amount of production expected
  - Adding some meaningless task to the existing ones
  - Rotating assignments
  - Removing difficult parts, to free the worker to accomplish more of less challenging tasks.
Vertical Loading

- Provide motivating factors for:
- Growth and learning
- Responsibility
- Recognition
- Achievement
- Advancement
## Principles of vertical job loading

<table>
<thead>
<tr>
<th>Principle</th>
<th>Motivators involved</th>
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</thead>
<tbody>
<tr>
<td>A. Removing some controls while retaining accountability</td>
<td>Responsibility and personal achievement</td>
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<tr>
<td>B. Increasing the accountability of individuals for own work</td>
<td>Responsibility and recognition</td>
</tr>
<tr>
<td>C. Giving a person a complete natural unit of work (module, division, area, and so on)</td>
<td>Responsibility, achievement, and recognition</td>
</tr>
<tr>
<td>D. Granting additional authority to employees in their activity; job freedom</td>
<td>Responsibility, achievement, and recognition</td>
</tr>
<tr>
<td>E. Making periodic reports directly available to the workers themselves rather than to supervisors</td>
<td>Internal recognition</td>
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<tr>
<td>F. Introducing new and more difficult tasks not previously handled</td>
<td>Growth and learning</td>
</tr>
<tr>
<td>G. Assigning individuals specific or specialized tasks, enabling them to become experts</td>
<td>Responsibility, growth, and advancement</td>
</tr>
</tbody>
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A Successful Application

- Control Group

- Achieving Group
Application Results

Employee performance in company experiment
Three-month cumulative average

Shareholder service index

achieving
control
Steps for Job Enrichment

- Select those jobs in which
  - The investments in industrial engineering does not make changes too costly
  - Attitudes are poor
  - Hygiene is becoming very costly
  - Motivation will make a difference in performance
Steps for Job Enrichment

- Approach these jobs with conviction that they can be changed
- Brainstorm for ways of enriching jobs, without concern for their practicality
- Screen the list to eliminate hygiene factors
- Screen the list for generalities
- Screen the list to eliminate horizontal loading
Steps for Job Enrichment

• Avoid direct participation by the employees whose jobs are to be enriched
• Set up a controlled experiment
• Be prepared for drop in performance in initial few weeks
• Expect some anxiety and hostility over the changes from first line supervisors
Maintenance (Hygiene) Needs

Motivation Needs
Growth, achievement, responsibility, recognition

The Job

Physical
- Work layout, job demands, work rules, equipment, location, grounds, parking facilities, aesthetics, lunch facilities, rest rooms, temperature, ventilation, lighting, noise

Social
- Work groups, coffee groups, lunch groups, social groups, office parties, ride pools, outings, sports, professional groups, interest groups

Status
- Job classification, title, furnishings, location, privileges, relationships, company status

Economic
- Wages and salaries, automatic increases, profit sharing, social security, workmen's comp, unemployment comp, retirement, paid leave, insurance, tuition discounts

Security
- Fairness, consistency, reassurance, friendliness, seniority rights, grievance procedure

Orientation
- Job instruction, work rules, group meetings, shop talk, newspapers, bulletins, handbooks, letters, bulletin boards, grapevine

delegation, access to information, freedom to act, atmosphere of approval
involvement, goal-setting, planning, problem solving, work simplification, performance appraisal
merit increases, discretionary awards, profit sharing
utilized aptitudes, work itself, inventions, publications
company growth, promotions, transfers and rotations, education, memberships
Summary

- Both hygienic factors and motivation factors are important for high performance.
- Treat people as best as you can so they have a minimum of dissatisfaction.
- Use people so they get achievement, recognition for achievement, interest, responsibility, and opportunity for advancement and growth.
Forget Praise, Forget Punishment, Forget Cash. You need to make their jobs more interesting.