

MOTIVATION THEORY

HUMAN RELATIONS AND CONTENT THEORIES CONSIDER THE FIRM AS A SOCIAL ENVIRONMENT AND THEN LOOK AT THE EMPLOYEES NEEDS WITHIN THE CONTEXT.

HERZBERG ANALYSED NEED INTO:

MOTIVATORS & HYGIENE FACTORS

MOTIVATORS WERE SIMILAR TO MASLOW'S HIGHER ORDER NEEDS.

HYGIENE FACTORS WERE SIMILAR TO MASLOW LOWER ORDER NEEDS.

HERZBERG DID NOT SEE THAT ALL THE HYGIENE FACTORS HAD TO BE PRESENT AS THEY DO NOT, BY THEMSELVES, MOTIVATE EMPLOYEES. HOWEVER, IF NEGLECTED, MOTIVATION FALLS.

HERZBERG FELT THAT MANAGERS WENT TO PROVIDE MOTIVATORS IN ORDER TO MAINTAIN MOTIVATED STAFF, NEGLECTED HYGIENE FACTORS COULD BE MADE TO HAVE LITTLE IMPACT ON THE WORK DONE BY ENRICHING THE JOB.

MOTIVATORS & HYGIENE FACTORS

ACHIEVEMENT
PROMOTION
RECOGNITION
RESPONSIBILITY
THE ACTUAL WORK

CONDITIONS (AT WORK)
REMUNERATION (MONEY)
SECURITY
STATUS
SUPERVISION
POLICIES (OF THE COMPANY)

MOTIVATORS DO MOTIVATE! BUT LACK OF HFS CAN REDUCE MOTIVATION