

Herzberg Two Factor Theory Group Paper

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Abstract

This paper will discuss Fredrick Irving Herzberg, a professor of psychology, who was best known for his two-factor theory of motivation. His theory of hygiene and motivation factors was used to describe dissatisfaction and satisfaction in the workplace. Hygiene factors were considered preventative and included company administration, supervision, working conditions, salary, status and security. Hygiene factors must be maintained in order to reduce dissatisfaction but would not increase satisfaction. Motivation factors such as recognition, achievement, growth, promotion, development opportunities, responsibility and meaningful work were factors that could increase a workers satisfaction with their job. Herzberg's theory does have its limitations. The theory does not take into account situational variables but does make a correlation between satisfaction and productivity. The benefit of the two-factor theory is that it can identify factors that will motivate employees and create an environment of increased productivity and profitability. Another benefit of Herzberg's two-theory model also can be used in situation leadership to analyze motivation of followers. The implications of Herzberg's theory are that it involved blue-collar workers and is applied in all situations and hygiene factors would guarantee that workers would not be dissatisfied. The effects on individuals and groups based on Herzberg's theory could be dissatisfaction, neutrality or satisfaction with the working environment. If one member of a group is affected by motivation or hygiene factors, then the group as a whole can be affected.

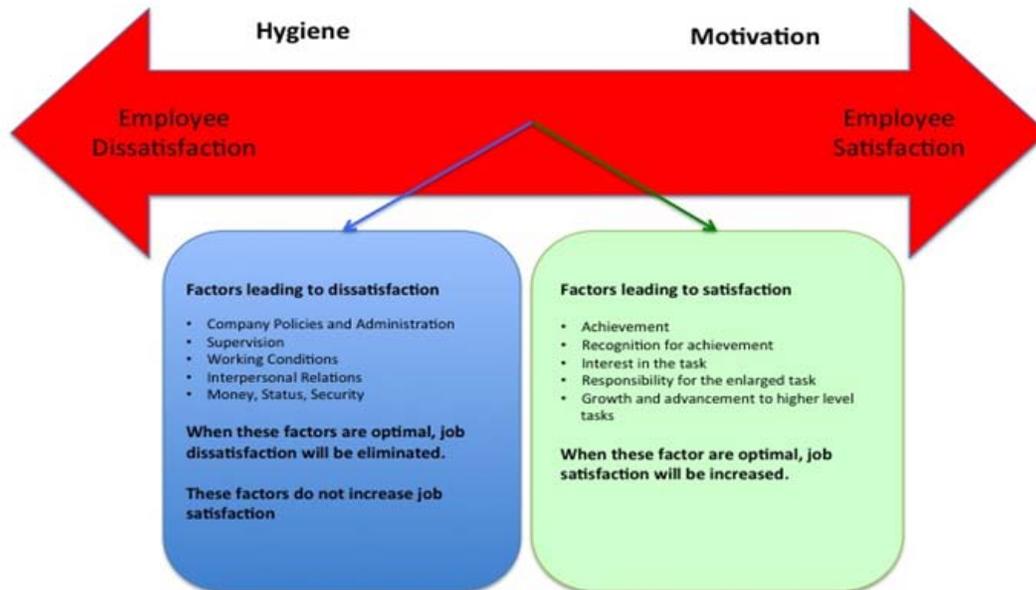
Narrative Background

Fredrick Irving Herzberg was born in Lynn, Massachusetts on April 18, 1923. He died in Salt Lake City, Utah on January 19, 2000. Herzberg was the son of Lithuanian immigrants and was raised in New York City. He attended City College in New York, and completed his BS degree in 1946 after serving as an officer in the World War. He continued his studies to earn a MS and Ph.D. in psychology at the University of Pittsburgh. Herzberg worked from 1951 to 1957 as the research director of psychological services at the University of Pittsburgh. From 1957 to 1972, he was employed as a professor of psychology at Case Western Reserve University in Cleveland. In 1972 he was appointed as Professor of Management at the University of Utah, where he remained until he retired in 1995. “Herzberg’s writings *Motivation to Work* (1959) and *Work and the Nature of Man* (1966) have contributed to modern practices in management around the world.” (Herzberg, 2006) After the success of his book, Herzberg had a successful article in 1968 published in the *Harvard Review Journal*, titled ‘One More Time: How Do You Motivate Employees?’ In this article Herzberg was quoted as saying, “If you have someone on a job, use him. If you can’t use him, get rid of him.” (Herzberg, 2003) Fredrick Herzberg is most known for his two-factor theory of motivation. Herzberg’s theory classified factors, which were associated with motivation, as well as factors associated with dissatisfaction, which he called hygiene factors. These factors will be described below.

Herzberg’s clinical research for his two-factor theory was conducted in Pittsburg, using a group of approximately 200 accountants and engineers. His research included asking each individual what he or she liked and disliked most about his or her work. Upon conclusion he shared his theory and research, indicating factors which led to job satisfaction or dissatisfaction were different. The hygiene factors he theorized led to dissatisfaction and the motivational

factors were identified as the principal cause of satisfaction in the workplace. (Herzberg, 2010)

Herzberg classified the factors in his theory into two categories:



(Figure 1)

Hygiene Factors

Herzberg used the word hygiene to describe factors in the working environment, which were “preventative and environmental”. (Hersey, Blanchard, Johnson, 2008) These are inherent components of every job and must be maintained, but according to his studies they did not change the worker’s output level. He did find their presence could lead to job satisfaction and their absence lead towards dissatisfaction. “If employees have the perception of control with regards to their relationship with supervisor and peers, as well as pay, it’s likely that these factors could lead to increased job satisfaction.” (Smith, Tillman, Tillman, 2010)

Company Policies and Administration

Each company has their own policies and rules, and they vary quite widely across the board. Different types of careers have set procedural guidance and expectations. The company

policy and the administration of these set the tone and values for the entire company. It makes the company's attitude and goals apparent, and if these agree with the employee's, this employee will stay and perform their work at their usual level. If these conflict with the employee's attitude or values, he might be unhappy enough to seek a position with another company.

Supervision

A supervisor may lack the management or leadership skills to be a good supervisor. The workplace environment is constantly changing and the supervisor needs to be flexible in order to take care of their people, yet promote the company's policies and ideals. If the right blend is not apparent, and the employee feels the supervisor does not support or understand them, they will not put their trust in their supervisor and ultimately be dissatisfied. "If leaders never identify their values in these workplaces, the mistrust is understandable." (Zeffane, 2010) However, the irony of this is the employee will not work harder or become more productive if they do feel trust or support.

Working conditions and interpersonal relations

Just as different types of careers have different levels of policies and procedures, they also differ greatly in their working conditions and interpersonal relations. For instance, a truck driver or road worker would expect dissimilar working conditions and interpersonal relations from office workers such as secretaries or accountants. The truck driver spends much of their time alone, and both the driver and road worker know they will face harsh working conditions and accept this as their fate. The office workers expect comfortable working conditions with lunch hours, break times, and time to interact with others, with good customer service sometimes being a necessity. "Management scholars have recognized . . . that the nature of the interpersonal relationships between managers and peers can determine their ability to get work accomplished"

according to Zeffane, (as cited by McAllister, 1995). These workers are accustomed to certain working conditions, but if these conditions are improved, this does not necessarily equate to better work production.

Salary, Status and Security

It is common behavior to desire more money for the work you do. In entering the workforce, there is an expectation of salary level and status commensurate in each different type of career. A worker entering the specialized fields of medical care or law has an expectation of a higher salary and elevated status in their careers than a bus driver or a sanitation worker. All careers should have a certain level of safety but, for instance, those in the emergency services will have a lower level of safety expectations than those working in an office. Because all careers have varying levels of salary, status and security expectations, these usually do not affect the level of work output. "Monetary awards do nothing to motivate employees long-term." (Neff, 2002) If there is a great absence of these factors, or a worker feels cheated in their salary or works in an unsafe or hostile work environment, they will become dissatisfied in their work environment.

Hygiene Factor Example

All of these factors affect the pleasure and satisfaction an employee receives from the performance of their job. The absence of some of these factors will cause the employee to be unhappy. An accepted part by society in a working career is the expectation of a lunch break and restroom breaks during an 8-hour workday. I am aware of an employee of a college who works as a testing proctor who does not have those privileges. When the job was advertised, there was no indication this was the daily procedure. He eats his meal at his desk while working and needs to ask fellow coworkers for restroom breaks since the testing room cannot be unmanned. These

working conditions are intolerable to some, due to their personal needs and expectations. This situation has felt demeaning to this employee and causes him a great deal of dissatisfaction.

However, if he were to experience these benefits, his work production would not increase.

Motivational Factors

If a leader wants to motivate their team members, they have to create an environment that is consistent with motivation. Everyone can appreciate working for an organization where the climate radiates excitement, enthusiasm and inspires creativity. To get to this type of environment it has to begin with its leadership. Managers have to motivate and encourage their team at every opportunity. When your team members are sufficiently motivated, their productivity increases. Herzberg theorized that the hygiene component factors are not considered to be a motivator. He suggested that only the motivation component factors can increase job satisfaction. Things such as: Recognition, Achievement, Growth and Development, Responsibility and Meaningful work. The hygiene factors can only be implemented to stave off dissatisfaction, but cannot be an incentive to produce satisfaction (Net MBA, 2002). The Motivational factor of needs directly correlates to specific human characteristics that are inherent to the work environment. These are seen through the workers ability to experience developmental growth, recognition through achievement, and the stimuli for job content by increased responsibility and earned advancement through the work itself. These factors or satisfiers involved in performing the job inspire employees towards superior performance. The motivators represent the emotional needs that are perceived as a benefit and are intrinsically rewarding to workers. Some of the motivational factors include:

Recognition

Recognition is a way to motivate team members. For the team member that looks for

recognition, there is not a better way to present it than in front of their peers. Recognition is the acknowledgment by others in the organizational structure for doing a great job. (Management study guide, 2008) Leaders should praise and recognize their team members for their accomplishments. In today's organizations, worker behavior is affected by targeted award strategies. Businesses understand they are able to reap benefits from team rewards and recognition when the programs focus on industry objectives that align the team member with the company objectives.

Team member recognition has a profound effect on increasing achievement. Team members who are valued for their organizational contribution want to continue striving to repeat that success. Leaders who do not ever thank their employees for their hard work end up causing motivation to decline. Simply saying thank you for doing a good job can make the team member feel valued and part of the team.

Achievement

Some employees are motivated by achievement. This satisfaction really depends on the job. There has to be some sort of end result in the job to qualify for this category. (Management study guide, 2008) Achievement can be measured by personal satisfaction of completing a task. It could entail solving team or organization problems or seeing the results of their own hard work. Leaders who put an emphasis on quality of life issues can motivate their team toward achieving high productivity levels. Team members frequently focus on ways to balance their work and home-life obligations. These concerns can easily negatively affect their morale and can be manifested through poor performance. Measures to enhance these components are to implement a flexible schedule and periodically give team members the ability to work from home. This will promote quality of life, which will increase productivity and thus achievement

fulfillment.

Growth, Promotion and Development Opportunities

To motivate team members to perform well, there has to be various levels of growth and advancement opportunities within the organizational structure. (Management study guide, 2008) Within an organization, there are always a few team members who need external motivation. If a leader has set their goals on increasing productivity, their team members will have to be adequately motivated. Organizations that provide opportunities for growth and development will help team members increase their knowledge base, work skills and abilities to apply these core aptitudes to different situations. Just having the opportunity to acquire new expertise and proficiencies can increase team member motivation and ultimately job satisfaction. Some of these new incentives can come from things like advance education courses, career development in-house skills training provided by outside learning agencies, and opportunities for career advancement and promotion. These new opportunities can be translated into constructive gains by improving the organization's effectiveness and enhancing their quality of work. By organizations providing these opportunities for development, leaders can advance the quality of their team's work experience and see the full potential of their team members.

Responsibility

Leadership in an organization is not strictly about ability; it's about individual responsibility. Team members have to hold themselves accountable and responsible for the work they are involved in. (Management study guide, 2008) Leaders have to empower their people, so that they can vest and take ownership of the work. Leaders need to ensure their teams are properly trained, and then empower them to use their judgment to make good decisions. Trusting the people within the organization can help towards motivating team members to take on

additional responsibilities. When people feel comfortable in taking on more responsibility they feel like they have ownership in the organization and thus will be motivated to act.

Meaningful Work

When team members view work as meaningful, they become open for learning opportunities and taking on additional responsibility. This will motivate team members into making complete use of their talents, skills and abilities. The main component towards motivation has to be focused on the work itself. The duties and tasks have to be meaningful, interesting and challenging for team members to perform if leaders want to use work as a tool to get them motivated. (Management study guide, 2008)

Motivation Example

One of our group members wanted to gauge the feasibility of the two-factor model and informally validate team motivation. Our team member developed a survey that asks his team members simply, what motivates them to work? The majority of the respondents said that it's for the money. When our group analyzed his team's money answer, the group determined that money to a worker is comparable to what profit is to business. This is part of the hierarchy of survival needs for his team members. They need money to function in our economic system, but it is not what actually motivates his team to work. After the survey our group member pushed beneath the surface of the simple question and found that his team actually listed money behind values such as ethics, task satisfaction, work relationships, autonomy or empowerment, work-life balance, and continuing education. Although the initial informal survey results showed basic survival needs, it was through the relationship our group member has with his team which revealed there are other components that topped money.

Limitations of Two-Factor Theory

The two-factor theory does have some limitations. The two-factor theory does not take into account situational variables. These are the unique characteristics of an environment that have the potential to manipulate the behavior outcome of the situation. They are the range of changeable variables that affect satisfaction in a particular situation. The Herzberg theory also makes a correlation between satisfaction and productivity. The two-factor theory focused on satisfaction and assumed that productivity would be a natural result. (Management study guide, 2008) The two-factor result is also an organic reaction to surveying employees about the core sources of the satisfaction and dissatisfaction that involve their work and tasks. The results attested to the fact the employee's individual role in the organization is what provides them job satisfaction, and external variables such as salary, senior leaders and peers is what causes their dissatisfaction. Finally, the evidence to support that factors provide job satisfaction increases employee motivation is very inclusive. (Ukessays, 2003)

Benefit of the Two-Factor Theory

The advantage of Herzberg's theory is that it can identify factors that will motivate groups of employees. This model can be used to recognize broad issues that need to be mitigated. For example, in an organization where the industry is under a downturn, which is causing an internal restructure, the team members may be unsure of their job security. In this scenario the leadership can try to mitigate the de-motivating effect of the stressors by reassuring the team about the situation and providing various levels of open communication. Another advantage is organizations which employ this leadership model by implementing motivation factors into their daily structured operation strategy will create an environment that can reap increased productivity and thereby profitability. Herzberg's two-factor theory can also be merged into the

complete framework with situational leadership. The hygiene and motivators are matched with the appropriate leadership styles and performance readiness levels. Lower level performance levels are matched up with employees who are influenced by the hygiene factors. Higher performance readiness levels are matched up with workers who are influenced by motivators. An example of this is an entry level employee who is at a situational leadership level of S1 or S2 and at a readiness level of R1 or R2, who is influenced by their work environment and pay (hygiene factors). Whereas an advanced level employee, at a situational leadership level of S3 or S4 and/or at a readiness level of R3 or R4, is looking for incentives and recognition (motivators). Entry level employees need their basic needs fulfilled. The advanced level of employee is reaching for self actualization and to build self esteem.

Implications of Two-Factor Theory

The two-factor theory is not free from limitations. Herzberg's theory involved blue-collar workers, yet it is accepted and applied in most working environments. His research dealt mainly with accountants and engineers. His theory also relied heavily on the employee to rate their own perception of their satisfaction or dissatisfaction, but the scale of satisfaction was left open to one's own interpretation of being satisfied. The theory also does not correlate one being satisfied to the level of productivity or any other measure of performance.

Another implication of the two-factor theory includes the guarantee of hygiene factors, which would assure employees are not dissatisfied. We all know that pay and fringe benefits are not always entirely in an unlimited supply, which places a situational variable into the circumstances that is not accounted for.

The work each person performs must be rewarding so that the employees have the desire to work hard and perform to their maximum capability. Having a good employee fit is

important. This means that each employee must have a perfect fit, in each and every task that he or she performs. If this was true all the time, organizations would have very few turnover rates, and recruitment effort skills would not be required. There may also be tasks, which are not fully using someone's skills, or the person does not fully give one hundred percent to the task. Each job employees perform must use each employee's skills to their maximum ability. Most employees in any position have essential tasks that he or she is to perform, however more times than not, certain non-essential tasks are also assigned. I would correlate the employee performing one or more of these non-essential tasks is not using their full ability, yet due to resources, or lack thereof, in order for overall success, someone must complete those components. (Management Study Guide, 2008)

Effects on Individuals of Working Environment

What are the effects on individuals in the working environment according to Herzberg's Two-Factor theory? "Hygiene factors are so labeled because of Herzberg's belief that they have a similar effect on the worker as medical hygiene has on any environment inhabited by people." (Bassett-Jones & Lloyd, 2005) Hygiene factors are present to keep the worker from being dissatisfied in the job and, according to Herzberg, have nothing to do with job satisfaction. The motivation factors focus on the job itself and will add job satisfaction. According to the theory, enhancement of the motivators will allow an individual to grow, develop and increase ability. Herzberg has also explained that in comparing the two-factor theory and its effect on individuals, dissatisfaction is not the opposite of satisfaction and vice versa. Someone could not be dissatisfied and not be satisfied also. In this case a state of neutrality occurs; a person is not dissatisfied with his or her working environment but also is not satisfied with the work. More importantly, hygiene factors have to be satisfied in order for an individual to become satisfied. A

person cannot be dually dissatisfied and satisfied with the working environment. The hygiene factors can only take the worker so far in feelings of satisfaction. Herzberg's studies found that hygiene factors produced no growth in worker production capacity. They only prevented losses in worker performance due to work limitations. Herzberg states "motivators are internally-generated drives, not externally-stimulated incentives". (Bassett-Jones & Lloyd, 2005) The foundation of motivation is based upon a sense of achievement, recognition and responsibility.

Effects on Work Groups of Working Environment

All of the factors involved in Herzberg's theory combine to affect the work group environment. Whether they are formal or informal, a working group is a normal component of the total work environment and its operation can be affected by any fluctuation in the factors of Herzberg's theory. According to McClelland, "the working group is the instrument of society through which in large measure the individual acquires his attitudes, opinions, goals and ideals." (McClelland, 2012) If even one member of the group is affected by negative changes in motivation or job satisfaction, then the entire group may be affected, changing morale and willingness to give their best, or work towards company goals. On the other hand, a positive change can increase morale, motivation and attitude in the entire group.

Case Example

Our team applied Herzberg's two-factor theory to a situation where an on-the-job injury had occurred. This theory can be applied to factors influencing both the injured worker as well as the team, which now has decreased morale due to the workplace injury and slack they now need to cover due to the injured employee's absence.

First, we will apply the hygiene factors to those employees who remain employed but were uninjured. Factors, which decrease motivation such as a safe work environment, are no

longer present. Leaders must regain confidence in policies and procedures and enforce safety precautions to remove dissatisfying factors from the work environment. Motivational factors must be increased to compensate the fact employees are being asked to do more to cover for the injured employee's absence. Asking for employee input, providing opportunity for growth and improvement and giving lots of recognition could provide positive results from the group.

Secondly, we can apply Herzberg's theory for working with the injured worker to re-gain employment, however the leader finds that the employee is also having problems at home. The personal problems represent a hygiene factor to be dealt with before the employee will be on the road to recovery and ready to regain employment. This hygiene factor could be a financially driven one, with the employee worrying about being able to pay their bills and support their family, now that their income level is reduced while on short term disability due to the accident. These amongst other hygiene factors must be dealt with before the employee could look at motivational factors, such as reaching a goal or milestone in the path to recovery.

Finally, to ensure the hygiene elements are fulfilled, such as income, the supervisors can ensure workman's compensation paperwork is filed and payments are delivered to the injured employee. Now that the employee has their hygiene factors fulfilled, they can begin their road to regain their full health. Goals of returning to full health first and then returning back to work can be used to motivate the employee. Once back at work, the employee's responsibilities are gradually increased until back to pre-injury productivity and satisfaction with the job.

Conclusion

Fredrick Herzberg developed the two-factor motivation theory describing workers satisfaction with the workplace. His two-factor theory of hygiene and motivation factors is also described as the environment of the job and the job itself. The hygiene or the preventative

measures can only keep a worker from being dissatisfied with the workplace. Motivators, such as recognition and responsibility, can add satisfaction for the employee in the workplace and increase worker productivity. Herzberg's theory, like any other, does have its limitations, benefits and implications. Even with the limitations and implications, the benefits of the theory have proven employees can be motivated. The theory has demonstrated hygiene and motivators do have an effect on the satisfaction and dissatisfaction of individual workers. When dealing with groups, if one member of a work group is affected, it can also affect all persons involved. Herzberg's theory can be used in all types of environments to analyze motivation and is a great tool for leadership use, particularly situational leadership, because Herzberg's hygiene and motivation factors can be interwoven with the situational leadership styles and levels. When the appropriate application of situational leadership is applied, the benefits are very rewarding for the supervisor and follower.

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