SOCI 425
Industrial Sociology I

Session Eleven: Motivation and Commitment to Work(Maslow and Herzberg Theories)

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Session Overview

- **Overview**
- The subject of motivation is central to every aspect of personnel management in work organizations. This session focuses on motivation and commitment to work by examining two theories of motivation namely Maslow's Hierarchy of Needs and Herzberg's Two factor Theory.
- **Objective:** At the end of the lecture, the student will be able to
- Define Motivation;
- Identify the Approaches to Motivation;
- Identify Dimension of Motivation;
- Examine Maslow's Hierarchy of Needs Theory of Motivation
- Evaluate Herzberg's Two Factor Theory of Motivation.

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Session Outline

The key topics to be covered in this session are as follows:

- Topic One: Definition of Motivation

- Topic Two: Approaches to Motivation

- Topic Three: Dimensions of Motivation

- Topic Four: Maslow's Hierarchy of Need Theory

- Topic Five: Herzberg's Two Factor Theory

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Topic One: Motivation to Work: Introduction and Definitions

- The subject of motivation is central to every aspect of personnel management in work organizations;

- This is because after all, the bottom line of recruiting, selecting, training, paying and appraising workers is, largely, one of optimizing employee performance;

- Job analysis, selection, and training help ensure the individual has the ability,

- While compensation helps ensure he or she has the desire, both of which is needed, for motivated performance to occur;

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Motivation to Work: Introduction and Definition Cont.

- Proper selection and development would ensure a productive group of workers;

- We can hire employees with extra-ordinary skills and competence but there is still no guarantee that they would perform satisfactorily;

- We have to activate the potentials of our employees and this is where motivation comes in;

- And to do this we have to understand what motivates people to work;

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Motivation to Work: Introduction and Definitions Cont.

- A man's performance of a specific task is a function of his skills and motivation;

- Therefore it can be said that P=f(s,m) where (P) is performance; (S) is skills and (M) is motivation;

- Skills or ability does not guarantee that the individual will put forth his/her best effort;

- There is another variable namely motivation which finally determines the effort to be expected from such an employee.

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Motivation to Work: Introduction and Definitions Cont.

- Studies on motivation try to discover what incentives will cause workers to work and increase their productivity;

- The basic question underlining the discussion of motivation is the question of:

➢ Why do people do what they do; or

➢ Why do people choose a particular course of action in preference to others; and

➢ Why do they continue with the chosen action for a considerable period of time even in the face of difficulties and problems?;

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Motivation to Work: Introduction and Definitions Cont.

- To motivate someone is to provide that person with a strong reason for the person to take certain actions or to behave in a particular way that may be acceptable or not;

- Motivation also aims at discovering the stimuli that trigger and sustains certain working behaviours;

- Motivation may be defined as **"the act of stimulating someone to take a desired course of action"**;

- To put the right bottom to get a desired reaction including a stimulus and a desired result;

- It seeks to know the motives for work and finding out ways and means by which their realization can be encouraged.

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Topic Two: Approaches to Motivation

❑ **The Stick/Authoritarian Approach:**

• This approach represents the oldest or classical view which compels performance through threats of punishment for failures;

• It is based on the notion that the industrialist was a dictator and believed that might is right;

• Therefore with a stick in hand, the manager controls his subordinates by subjecting to arbitrary overtime, punishment, fines and dismissals;

• This approach is still followed in prisons and military administrations in all countries;

• It represents the negative attitude since the threat of punishment may dampen the spirit of the employee.

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Approaches to Motivation Cont.

❑ **The Paternalistic Approach:**

- This approach suggests that the employee should be treated in a friendly way as if the business organization is a family with only a carrot and no stick; Paternalism means the "Papa knows best";

- Management tells the employee "You do what I tell you because I look after your needs";

- This approach does not motivate workers since ordinarily workers do not have a sense of gratitude which the paternalistic manager expects from them;

- It however can work when the existing socio-cultural structure is conducive to the type of superior/sub-ordinate relationship as in Japan and India.

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Approaches to Motivation Cont.

❑ **The Carrot and Stick/Exchange Approach:**

• This combined approach suggests that with the stick in one hand, the manager will extract work against the threat of punishment;

• And with the carrot in another he will induce the worker to work harder in the hope of a good reward;

• The carrot and stick approach is essentially a penalty/reward approach i.e. if the worker produces more, he is given a bonus and if he produces less he is penalized;

• The carrot approach provides for unconditional rewards whereas the carrot and stick approach provides for both rewards and penalties which are linked directly to the level of performance.

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Topic Three: Dimensions of Motivation

❑ **Intrinsic Dimension:**

• It takes the form of psychological rewards such as opportunity to use one's ability, a sense of challenge;

• And achievements, appreciation and positive recognition, caring and considerable treatment;

• This is personal orientation to work and concerned with the individual

❑ **Extrinsic Dimension:**

• It relates to tangible rewards such as salary, fringe benefit, promotion, retirement plans and vacations etc.

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Dimensions of Motivation Cont.

❑**Rationale/Economic Dimension:**

• It suggests the pursuit of self-interest and maximization of material gains as the prime motivators of behaviour;

❑**Social Man Dimension:**

• It suggests that human beings are predominantly motivated by social needs such as friendship, group affiliation and status.

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Topic Four: Maslow's Hierarchy of Need Theory

❑ **Maslow's Hierarchy of Need Theory**

- Abraham Maslow's theory of basic needs provides valuable insight about human motivation;

- He viewed an individual's motivation as a pre-determined order of needs which he strives to satisfy;

- Maslow's model of hierarchy of needs indicates the following proposition about human behaviour;

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Maslow's Hierarchy of Need Theory Cont.

➢ **Man is a wanting animal:**

- As soon as one of his needs is satisfied, another appears in its place;

- This process is unending since it continuous from birth to death;

➢ **The desire to satisfy group of needs** constitute a driving force for motivation in human beings;

- People tend to satisfy their needs systematically or in an orderly manner;
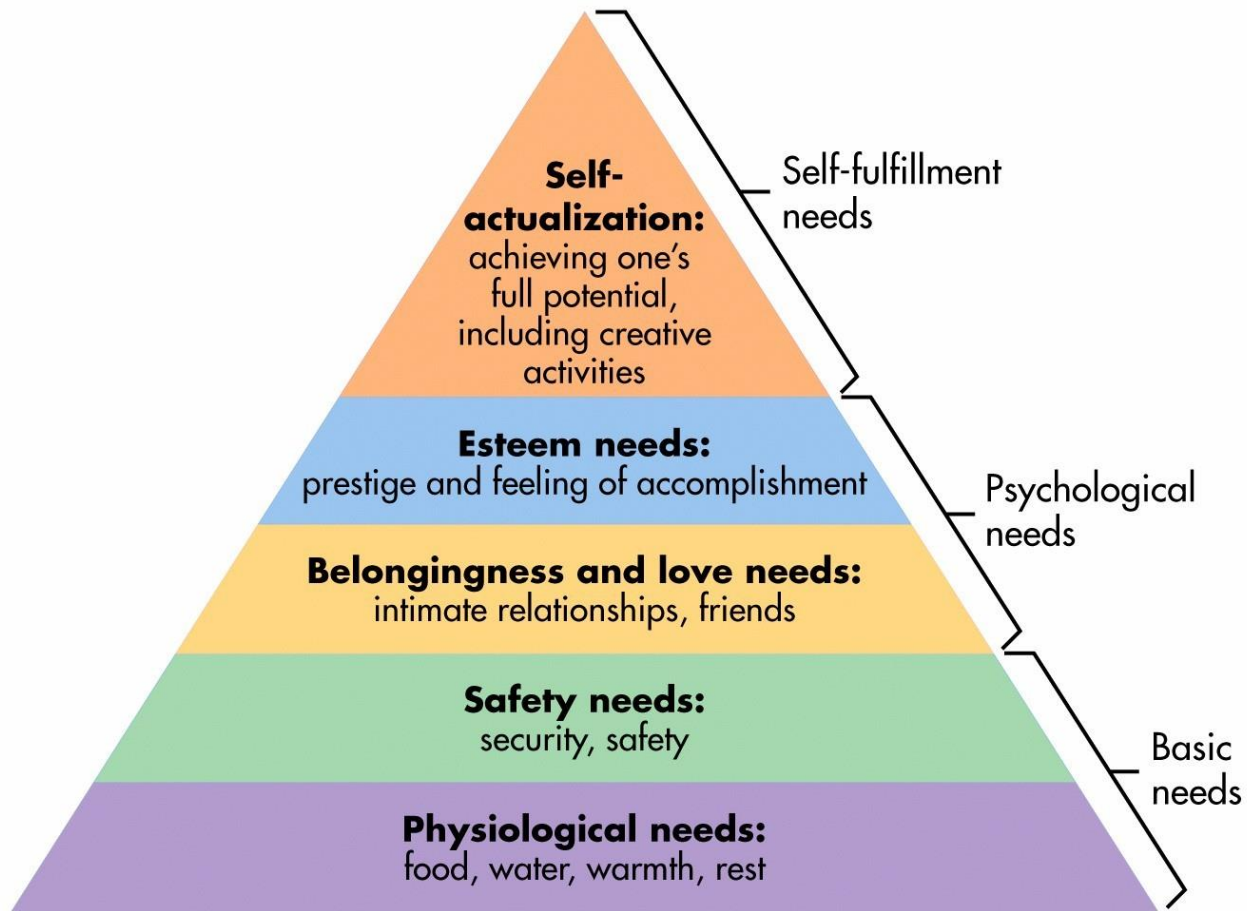
Maslow's Hierarchy of Need Theory Cont.

- That is man's needs are arranged in an ascending order of importance with the basic needs below and the higher needs above;

➢ Until a particular group of need is satisfied, a person's behaviour and attitude would be dominated by his or her desire to satisfy them;

➢ A satisfied need is no long a motivator of behaviour or a person's behaviour;

- It is only unsatisfied needs that motivate behaviour since once you satisfy a need it becomes very normal.

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Maslow's Hierarchy of Need Theory Cont.

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Maslow's Hierarchy of Need Theory Cont.

- Maslow divided the hierarchy of needs into the above pyramid;

➢ According to Maslow, human beings satisfy the basic need from **Physiological or Biological Needs** such as need for food, shelter, sex clothing etc.;

- These finds expression in the saying that "To the hungry man food is God" what happens to a man's desire when there is plenty bread and when his belly is filled?;

➢ Maslow contended that once the physiological needs are met, **Safety and Security Needs;**

➢ As the next arise such as protection against danger, threats, violence and being free from the extreme climate;

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Maslow's Hierarchy of Need Theory Cont.

- Once safety needs are met or fairly satisfied, the **Belongingness and Love Needs** such as affectionate relationships will emerge;

- Once safety needs are met or fairly satisfied, the **Belongingness and Love Needs** such as affectionate relationships will emerge;

- The next is **Esteem Needs** which includes the need for self-respect and desire for confidence, prestige, recognition and appreciation.

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Maslow's Hierarchy of Need Theory Cont.

➢ The final one is **Need for self-actualization** which is the desire to fulfil one's dreams and desire to become what one is capable of;

• For Maslow, the emergence of self-actualization depends upon prior satisfaction of the physiological, safety, love and esteem needs;

• Maslow's hierarchy of needs have been instrumental in terms of planning motivational packages for workers in organization;

• This is because management must put into consideration the different level of needs of their workers when planning motivational packages.

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Maslow's Hierarchy of Need Theory Cont.

❑ **Criticisms**

➢ It is believed that human beings are not only motivated by needs or the desire to satisfy that need since there are other factors that can motivate people and not only needs;

➢ Many critics have identified that it is not possible for people to meet all the needs chronologically;

➢ As an individual can meet the need for self-esteem but may not have met the physiological needs;

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Maslow's Hierarchy of Need Theory Cont.

➢ The order in which the hierarchy is arranged with self-actualization as the highest has been criticized as being ethnocentric;

• The criticism of the theory as ethnocentric stem from the fact that he neglected to illustrate and expand upon the differences between the social;

• And intellectual needs of people raised in individualistic and collectivistic society i.e. self-centered and needs of acceptance and community respectively

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❑ **Herzberg's Motivation –Hygiene Theory (Two-Factor Model)**

- Herzberg extended the work of Maslow and developed a specific content theory of work motivation;

- On the basis of research with engineers and accountants Fredrick Herzberg developed a two-factor model of motivation in the 1950s;

- He asked his subjects to think of a time when they felt especially good about their jobs and a time when they felt especially bad about their jobs;

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- He also asked them to describe the conditions that led to those feelings;

- Herzberg found that employees mentioned different types of conditions for good and bad feelings;

- For instance, if a feeling of achievement led to good feelings, the lack of achievement was not the cause for bad feelings;

- Some other factor such as company policy was named as a cause of bad feelings;

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Herzberg's Motivation–Hygiene Theory (or Two-Factor Model) Cont.

- The job satisfiers were called **Motivators** and the dissatisfies were called **Hygiene factors**;

- Taken together it came to be known as the **Two Factor Theory of Motivation**;

- The Motivator-Hygiene theory of Motivation is that higher level needs are motivators such as need for recognition are insatiable, unlike Physiological needs, or Hygiene;

- Herzberg argues that two separate factors influenced motivation;

- People used to believe that motivation and lack of motivation were merely opposites;

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Herzberg's Motivation–Hygiene Theory (or Two-Factor Model) Cont.

- He suggests that the opposite of satisfaction is not dissatisfaction as traditionally believed;

- In other words, removing dissatisfying characteristics from a job does not necessarily make the job satisfying or vice versa;

- According to Herzberg, the factors leading to job satisfaction are separate from those that lead to job dissatisfaction;

- So eliminating factors that can create job dissatisfaction does not necessarily bring about motivation.

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Herzberg's Motivation–Hygiene Theory (or Two-Factor Model) Cont.

- Company policy, administration, supervision, salary, interpersonal relations and working conditions are *hygiene factors or maintenance factors;*

- According to Herzberg, *Hygiene factors* include not only physiological needs such as hunger and thirst but salary, working conditions and supervision;

- Offering more **Hygienes** is not the best way to strengthen motivation, in Herzberg's view, since they just prevent dissatisfaction;

- These **Hygiene factors** prevent dissatisfaction but they do not lead to satisfaction;

- By themselves, Hygiene factors do not motivate.

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Herzberg's Motivation–Hygiene Theory (or Two-Factor Model) Cont.

- Only the **Motivators or Satisfiers** motivate humans on the job as they are roughly equivalent to Maslow's higher level needs;

- According to Herzberg, an individual must have a job with a challenging content in order to be truly motivated;

- Accordingly, achievement, recognition, the work itself, responsibility and advancement are motivators;

- **Motivational factors** (opportunity for achievement, recognition, responsibility, advancement and more challenging jobs) are directly related to the job itself i.e. job-centred, they relate to job content;

- On the other hand, **Hygiene factors** are mainly related to job context because they are related to the environment surrounding the job.

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Herzberg's Motivation–Hygiene Theory (or Two-Factor Model) Cont.

- This difference between Job Content and Job Context is significant;

- It shows that employees are primarily motivated by what they do for themselves i.e. they take responsibility, they are strongly motivated;

- The difference between **Job Content and Job Context** is similar to the difference between **Intrinsic and Extrinsic motivators**;

- Intrinsic Motivators are internal rewards that have a direct correlation between work and rewards; workers in this situation are self-motivated;

- Extrinsic motivators are external rewards and do not provide direct satisfaction at the time of performance as retirement plans or vacations are such examples.

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Herzberg's Motivation–Hygiene Theory (or Two-Factor Model) Cont.

- **Relevance of the Theory**

- Herzberg's two-factor theory throws new light on the content of work motivation; managers generally concentrated on the hygienic factors;

- When faced with a morale problem, the typical solution was higher pay, more fringe benefits and better working conditions which fails;

- Managers are often confused because in spite of paying higher wages and better working conditions, their employees are still not motivated.

- Herzberg offers an explanation for the dilemma that, by emphasizing only on the hygiene factors, management is not motivating its personnel.

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Herzberg's Motivation–Hygiene Theory (or Two-Factor Model) Cont.

- Secondly, through Job enrichment motivators are built into the job by making work interesting and challenging;

- By carefully structuring the work situation, employees can be given a chance to experience a sense of achievement, as in assembling a product from the start to finish;

❑ **Criticism**

- The theory is not universally applicable as it applies best to managerial, professional and upper level white-collar employees;

- Herzberg assumes that there is a relationship between satisfaction and productivity but the methodology he used looked only at job satisfaction, not at productivity.

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Reading List

- Refer to students to relevant text/chapter or reading materials you will make available on Sakai

- Maslow, A (1954). **Motivation and Personality.** New York: Harper and Row Publishers.

- Herzberg, F, Mausner, B and Snyderman B (1959). **The Motivation to Work (2nd ed).** New York: Wiley and Sons.

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Activity/Assignment

- To what extent is Herzberg's theory of Motivation an extension of Maslow's theory?.

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