

2 Herzberg's motivation - Hygiene Model

This theory was developed by Fredrick Herzberg. This theory is also called a ~~mot~~ In this theory, he asked a simple question "what do people want from their jobs" and then he asked them to explain when in job they felt good and when they felt bad.

After that, the responses were collected and categorised into two category:

- Motivational factors
- Hygiene factors

⇒ Satisfiers : Motivational Factors Dissatisfiers : Hygiene Factors

→ Achievements

→ Recognition

→ Work itself

→ Responsibility

→ Advancement

→ Growth

→ Company Policy

→ Supervision

→ Relationship with Boss

→ Work conditions

→ Salary

→ Relationship with Peers

Thus, hygiene factors provide no motivation to the employees, but the absence of these factors serve as dissatisfier.

Traditional View

Satisfaction

Dissatisfaction

Herzberg's View

Satisfaction

Motivators Factors

No Satisfaction

No Dissatisfaction

Hygiene Factors

Dissatisfaction

3.

Douglas McGregor was a professor of industrial management at "Massachusetts Institute of Technology" for most part of his career. Douglas McGregor developed a philosophical view of humankind with his Theory X and Theory Y, which are two opposing perception about how people view human behaviour at work and organizational life.

• Theory X :

Individuals have an inborn dislike for work and will avoid it whenever possible. People must be coerced, controlled, directed or threatened with punishment in order to get them to achieve the organizational objectives. People prefer to be directed, do not work want responsibility and have little or no ambition. People seek security above all else.

• Theory Y :

In contrast, Theory Y emphasises management through employee's input and delegation of authority. According to Theory Y, managers make the following assumptions, work is as natural as play and rest. People will exercise self-direction if they are committed to the objectives (they are not lazy) commitment to objectives is a function of the rewards associated with their achievement. People learn to accept and seek responsibility.