LEARNING OUTCOMES

• Describe Hygiene Theory of Motivation
• Explain the Hygienic or extrinsic job factors
• Explain the Motivators or intrinsic job factors
• Describe the Implications of Hygiene Theory of Motivation for management
Introduction

• Motivation comes from Latin word *movere* meaning to move

• It is the degree to which an individual is moved or aroused to expend effort to achieve some goal or purpose

• Motivation at work is the degree to which members of an organization are willing to fulfil their role or to do their job
Introduction

• One of the first motivation theories that focused on work motivation and identification of ways that jobs might be enriched to address motivational needs that employees bring to the workplace

• Developed by Frederick Herzberg, a psychologist, the theory applies Maslow’s general theory of motivation to work motivation
Description of theory

• It states that certain factors in the workplace cause job satisfaction, while separate factors cause dissatisfaction.

• Human beings have two basic sets of needs regarding work motivation - extrinsic needs and intrinsic needs.

• Different elements of work experience can serve to meet these two sets of needs.
Description cont,

• Frederick Herzberg called the job satisfiers – motivators (intrinsic factors) and the job dissatisfiers - hygiene factors (extrinsic factors)
• The presence of these two factors, renders the name two-factor theory or motivation-hygiene theory
• However the two feelings cannot simply be treated as opposites of one another.
Description cont,

• The opposite of satisfaction is not dissatisfaction, but rather, *no satisfaction*.
• Similarly, the opposite of dissatisfaction is not satisfaction but rather *no dissatisfaction*.
• Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena.
Hygienic or extrinsic job factors.

• Hygiene factors involve job context, are related to the environment and the conditions of the job.

• Employees who experience job dissatisfaction are dissatisfied with hygienic factors.

• The feelings of job dissatisfaction will most likely lead to behaviours such as absenteeism, voicing of grievances, or quitting one’s job.
Hygienic factors cont,

• When employees are satisfied with hygiene factors-they may do their jobs but they may not experience job satisfaction because the intrinsic or motivating factors may not be present

• Employees will not experience sufficient autonomy in their work, promotional opportunities and a sense of achievement in performing the work
Examples of Hygiene Factors

Company Policies & Administration

• These are feelings about adequacy or inadequacy of organization and management.

• Includes poor communications, lack of delegated authority, policies, procedures, and rules.
Hygiene factors cont,

Supervision

• Deals with the competency or technical ability of the supervisor.

• Includes the supervisors willingness to teach or delegate authority, fairness, and job knowledge.
Hygiene factors cont,

Interpersonal Relations
• The relationships between the worker and his or her superiors, subordinates, and peers.
• This includes both job related and social interactions within the work environment.
Hygiene factors cont,

Status

• Factors that involve some indication of status like private office, important sounding title, secretary, company car, and other “perks.”
Hygiene factors cont,

Working Conditions

• Factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, and general appearance of the work place.
Hygiene factors cont,

Job Security

• The employee’s job tenure and/or the company’s stability or instability – objective signs of the presence or absence of job security.
Hygiene factors cont,

Salary

• This includes all forms of compensation and focuses on wage or salary increases or unfulfilled expectation of increases.
Motivators or intrinsic job factors.

• These deal with the *job content and they are related to the job itself leading to job satisfaction*

• When these are not present on the job, workers are “not satisfied.”

• Workers who are “not satisfied” don’t get involved in their job or put forth the extra effort to do a good job.

• Workers who are “satisfied” put forth that extra effort and productivity increases.
Motivators cont,

• Intrinsic needs are expressed in attempts by nurses to become all that they are capable of becoming by exploring and conquering challenges posed by their nursing environments.

• Nurses need challenges, a sense of achievement and a feeling of accomplishment in nursing practice in order to feel fulfilled
Motivators cont,

• Motivating factor if present, make individuals satisfied with their work, produce positive attitudes and help them increase their productivity
• Eg Offering nurses more pay (hygiene factor) does not replace the nurse’s need for doing fulfilling work (motivator)
Examples of Motivation Factors

Growth

• Includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth.
Motivation Factors cont,

Work Itself

• It is the actual content of the job and its positive or negative effect upon the employee whether the job is interesting or boring, varied or routine, excessively easy or excessively difficult, challenging or non-demanding
Motivation Factors cont,

Responsibility

• Is the employee’s control over his or her own job or being given the responsibility for the work of others.
Motivation Factors cont,

Achievement

• Is the personal satisfaction of completing a job, solving problems, and seeing the results of one’s efforts.
Motivation Factors cont,

Advancement

• The actual change in upward status in the company.
Motivation Factors cont,

Recognition

• This is the recognition by others for a job well done or personal accomplishment.
Implications for management

• To improve job attitudes and productivity, managers must recognize and attend to both sets of characteristics and not assume that an increase in satisfaction leads to decrease in dissatisfaction

• Management not only must provide hygiene factors to avoid employee dissatisfaction, but also must provide factors intrinsic to the work itself for employees to be satisfied with their jobs
Implications cont,

• Thus, if management wishes to increase satisfaction on the job, it should be concerned with the nature of the work itself — the opportunities it presents for gaining status, assuming responsibility, and for achieving self-realization.

• If, on the other hand, management wishes to reduce dissatisfaction, then it must focus on the job environment — policies, procedures, supervision, and working conditions.
Implications cont,

• "The job should have sufficient challenge to utilize the full ability of the employee."

• "Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.“

• If a person cannot be fully utilized, then there will be a motivation problem."
Implications cont,

- The hygiene factors are essentially equivalent to Maslow’s lower level factors, whereas the motivators are higher level factors.
- There must be enough hygiene factors so that the employee is not dissatisfied.
- Enough motivators need to be present also for employees’ personal rewarding.
References

• Booyens, S. W. (2002). Dimensions of Nursing Management Lansdowne Juta