**Motivational theorist’s handout 2**

**Herzberg’s Two factor theory**

Frederick Herzberg carried out investigations into what caused satisfaction and dissatisfaction at work. Herzberg wanted to focus on the growing pool of white-collar workers and therefore used groups of accountants and engineers for his research. The method of investigation was by interview. The work was carried out in the late 1960s and he was interested in applying his findings so that improvements in job design could occur. If implemented, these improvements would lead to increased quality and levels of output.

**Herzberg’s Two factors:** Motivators and Hygiene factors.

**Herzberg’s motivators:**

Analysis of Herzberg’s research shows that satisfaction in work can be caused by a number of motivating factors, or ‘motivators’.

Management recognition, Opportunities to improve skills, Achievement of goals, Opportunity for promotion and Responsibility.

**Herzberg’s hygiene factors:**

Also the research demonstrated that they were a number of factors that caused dissatisfaction. This was caused by a number of ‘hygiene factors’.

Poor working conditions, Lack of job security, Lack of status, Poor workplace relationships and Unsatisfactory wages.

**Application of the two factors**

Herzberg said that managers must firstly provide the type of workplace and conditions of work that prevented dissatisfaction, i.e. make sure that hygiene factors are satisfied. Only when these are provided can motivation of workers happen. The basic tools to provide motivation are effective communication and training. If we look at the factors that cause motivation, we see that many of these are directly related to communication and training.

Managers should employ workers with the view that they should be trained to perform tasks they were not capable of doing at the time of employment. Jobs should be enriched progressively to allow factors that motivate to be achieved. This idea of job design is crucial to the successful use of Herzberg’s ideas. Effective, flexible and challenging job design will allow workers to achieve goals in the workplace.

Managers should respond to the achievement of these goals by recognising what has been achieved and communicating this recognition to the workers. Effective job design means allowing job enrichment and the opportunity for achievement in tasks. The job must allow decision-making to take place and there must be a structure in place that allows advancement/promotion.

It is worth noting that there is an obvious relationship between the lower levels of Maslow’s hierarchy and Herzberg’s hygiene factors and between the higher levels of Maslow’s hierarchy and Herzberg’s motivators.

**Criticisms of the theory**

There are two major criticisms of this theory. Firstly, the sample was taken among professional workers and skilled engineers and, therefore, the question must arise whether it will apply to semi-skilled or unskilled workers. Secondly, Herzberg ignored the effects of teamwork and the impact that it may have on motivation.

**Vroom, Porter, Lawler’s expectancy theories**

Victor Vroom was born in Canada in 1932. Having gained a PhD at the University of Michigan, he became a business school professor at the Yale School of Management. His most well-known books are Work and Motivation, Leadership and Decision Making and The New Leadership.

Vroom assumed that people acted in their own best interests according to their beliefs about the outcomes of their own behaviour. Generally, he believed that people opted to maximise their happiness and minimise their unhappiness. Vroom’s expectancy theory actually has three components to it:

**Valence, Instrumentality and Expectancy (VIE)**

All of which relate to an individual person’s beliefs rather than to any objective reality.

**Valence (V):**

According to Vroom an individual will undertake a task if they believe that they will receive a worthwhile reward as a result. Vroom called this ‘valence’. The key thing is that the person expects the reward and that the reward is valued by them. The reward does not have to be monetary. People undertaking charitable work do not usually expect a financial reward.

However, they do expect to receive other people’s thanks and appreciation, which for them is sufficient reward. For others money is the main motivator. It depends on the individual. Valence can be either positive or negative. If the expected outcome is favourable it is positively valent for an individual. If the outcome is not to their liking, and something they would rather avoid, it is negatively valent.

**Instrumentality (I):**

By instrumentality Vroom meant that an individual needs to believe that a particular action is likely to lead to a particular result. In a work context this means that the individual will be motivated to work hard to achieve a particular target if he or she believes that it will lead to a positively valent result.

For example, if the individual believes that their hard work will lead to promotion then they will be motivated to work hard. However, if they feel that, however hard they work, they will not achieve promotion, they will not be motivated to work hard. From an employer’s point of view it is important that the employee understands that there is a clear link between effort and reward.

**Expectancy (E):**

The third important aspect of motivation was the individual’s belief in the likelihood of their being able to achieve the target that has been set for them. If the target was to run 100 metres in under ten seconds, there are very few individuals who would think it worth the effort as there would be little prospect in their achieving it.

There may be other reasons why someone would want to run 100 metres but if the sole reason was to achieve a specific reward, then only Usain Bolt and a few others like him would see any point in trying. In a work context it does not make sense for an employer to set targets that employees believe are unachievable, even if the reward is something that the employee considers to be positively valent. It may be that in the future, with training and encouragement, the employee might feel more confident about their ability to achieve the required outcome.

**Summary**

Vroom believed that an individual’s motivation was a combination of these three forces V,I and E. For an individual to be motivated they needed to believe that firstly, they could achieve a particular outcome (expectancy), and secondly, that by achieving the outcome (instrumentality) it would result in a positive valence (and not too many negative valencies).

Another example of this might be the student who thinks that getting a good job is important (positively valent) and that working hard to pass their exams will help them to get a good job (instrumentality) and that they also believe that with hard work they are capable of achieving good grades (expectancy).

**Porter and Lawler propositions**

Porter and Lawler also propose that an individual’s motivation is affected by the reward they expect to receive for completing the task. The individual’s view of the attractiveness of the possible reward will determine their level of motivation. In addition though, they categorised the reward as intrinsic and extrinsic.

**Intrinsic rewards/ motivators**

Intrinsic rewards include the positive feelings that the individual experiences from completing the task – e.g. pride, satisfaction. In order to give a job more intrinsic rewards they emphasised the importance of job content. Employers needed to make sure that employees were given tasks that they found interesting and rewarding. The process involves management in job redesign and job enlargement.

Job enlargement can be both horizontal, giving the worker more tasks to do, and vertical, giving the worker more control over the job. In Porter and Lawler’s opinion vertical job enlargement is the more important of the two. This idea is closely related to the idea of flattening organisations and empowering workers.

**Extrinsic rewards/ motivators**

Extrinsic rewards are rewards that come from outside the individual, for example material rewards such as pay increases and bonuses. Porter and Lawler realised the importance of consistency and fairness or equity when giving extrinsic rewards.

The employee needs to feel that the reward is proportional to their effort, otherwise the result will be to demotivate them. The employee also needs to be aware of a direct link between the goals that they achieve and the reward that they will receive. At the same time the employer must ensure that the worker is given the training and equipment that they need in order to achieve the goals that they have been set.