

One More Time: How do you motivate employees? by Frederick Herzberg

This was the article that challenged the prevailing notion that motivation was all about money and other rewards, and emphasised just how important it is for people to have their personal needs recognised and met if they are to be committed to their work. It is only through understanding the significance of people's personal needs and goals that managers and leaders can involve them in working together to achieve their vision.

Description:

It's a manager's perennial question: "How do I get an employee to do what I want?" The psychology of motivation is very complex, but the surest way of getting someone to do something is to deliver a kick in the pants--put bluntly, the KITA. Companies usually resort to positive KITAs, ranging from fringe benefits to employee counseling. But although a KITA might produce some change in behavior, it doesn't motivate. Frederick Herzberg, whose work influenced a generation of scholars and managers, likens motivation to an internal generator. An employee with an internal generator, he argues, needs no KITA. Achievement, recognition for achievement, the work itself, responsibility, and growth or advancement motivate people. The author cites research showing that those intrinsic factors are distinct from extrinsic, or KITA, elements that lead to job dissatisfaction. Jobs can be changed and enriched. Managers should focus on positions where people's attitudes are poor. The investment needed in industrial engineering is cost effective, and motivation will make a difference in performance.

Source:

Reference: Harvard Business Review, Reprint series number R0301F, originally published 1968:

http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?id=R0301F

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