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Pupavac Drago [1]

The Ghost of Herzberg Motivational Theory: Motivators and Demotivators

Abstract:

Managers tend to sense, that many employees could do more. The question is: What can we do to influence them to contribute more than job description reguqires? Herzberg answer it, but his Two-Factor Theory has not received strong support in the literature. Accordingly, the basic objective of this scientific debate is to examine the relevance Herzberg motivation theory in terms of the new work economy. Scientific research methods applied in confirming the working hypothesis about the ghost of Herbzerg motivation theory based on scientific methods of analysis and synthesis, methods of descriptive statistics, method of mathematical modeling and method of mathematical programming. The resulting findings suggest that any manager should not ignore its recommendations.

Keywords:
managers, employees, motivation, motivators, demotivators

Author´s data:
[1] Pupavac Drago, Phd, Polytehnic of Rijeka, Croatia, drago.pupavac@veleri.hr

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VALLIS AUREA

Introduction

For most of the past century, experts in psychology, sociology, and, more recently, organizational behaviour have investigated the direct predictors of individual performance. One of the most frequently formuals was performance = knowledge × ability × motivation. All threee factors are critical influences on an individual's performance; if any of them is low the employee would perform taks poorly. Motivation is goal directed, not random. The second element of motivation is intensity and third is persistence. This elements are cognitive (thoughts) and emotional conditions that directly cause us to move. To figure out how to create a more engaged and motivated workforce especialy in time of economic crises we will evaluate Two-Factor Theory. Two-Factor Theory was proposed by Frederick Herzberg [7]. Herzberg accepted Maslow's concept of the importance needs, but went further to suggesting that not all nedds are motivational. Herzberg's research led to the folowing conslusions: Firsth, there are extrinsic job conditions whose absense or inadequacy causes disatisfaction among employees. However, if these conditions are adequate, it does not necessarily mean the employees are motivated. These extrinsic-contextual factors are the dissatisfiers or hygiene factors. They include: job security, salary, working conditions, status, company policies, quality of technical supervision, quality of interpersonal relations among peers, supervisors, and subordinates and fringe benefits. Second, intrinsic job factors exist whose presence helps to build levels of motivation that can result in good job perofrmance. Hower, it these conditons are not present, it does not cause disatisfaction. These conditions are intrinsic-content factors of the job and are called motivators, or satisfiers. These include achivement, recognition, challenging work, responsibility, advancement, personal growth, learning, and development.

Two-Factor Theory has not received strong support in the literature, many authors underestimate [3], [8], [11], [12]. Accordingly, the aim of this paper is to examine the actuality and validity of Herzberg's motivation theory in terms of the economic crisis. The main challenge for leaders in the twenty-first century is attracting and retaining not just employees, but the best employees - and more important, how to motivate them so that they work with passion, energy and enthusiasm. But very few people with brains, skills and initiative appear. The timeless challenge in the real world is to help less-talented people transcedent their limitations [1].

Theoretical framework, problem and research methodology

The objective of a human resource strategy is to manage labor and design job so people are effectively and efficiently utilized. As we focus on a human resource strategy, we want to ensure that people [6]: 1) are efficiently utilized within the constrains of other operations management decisions, 2) have a resonable quality of work life in an atmosphere of mutual commitment and trust. By resonable quality of work life we mean a job that is not only resonably safe and for which the pay is equitable, but that also achieves an appropriate level of both physical and psychological requirements. Frederic Taylor was an engineer who study the efficiency of physical labor. His studies of iron handlers and other laborers at the Betlehem Steel plant in Maryland led him to conclude that business were not getting their money's worth from the wages they paid to their laborers. There were two reasons for this, Taylor belived. One was the the fundamental motivation by almost all hired workers to do the least amount of work possible, and the other was the inefficient design of work procedures. Douglas McGregor, who wrote the classic study of

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management attitude The Human Side of Enterprise, labeled this concept of human as „Theory X“. Despite the eforts of many management writers, and a number of visionary CEOs to promote a more humanistic view of humans in the workplace, „Theory X“ view is still the norm in many organizations, particularly large ones. Mutual commitment means that both management and employee strive to meet common objectives. Mutual trust is refelected in reasonable, documented employment polices that are honestly and equitable implementede to the satisfaction of both management and employ. When management has a genuine respect fot its employees and their contributions to the firm, establishing a reasonable quality of work life and mutual trust is not particularly difficult. But in organizations when management pronauncements like „People are our most important assets“ are perpetuating Taylorism. It's hard to think of people as human beings when you talk about them as assets [2]. No longer can organizations be effective if the top „does the thinking“ and the rest of the organization „does to work“. Everyone needs to be involved in the strategic management process. The challenge facing organizational leaders is that most employees aren't very engaged. Several consulting reports [10] estimate that only about one-quarter of American employees are highly engaged, which is slightly above the global average. Less than 60 percent are somewhat enaged, and approximately one-fifth have low engagement or are actively disengaged. Actively disengaged employees tend to be disruptive at work, not just discnonected from work. Globally, employees in Mexico and Brazil seem to have the highest levels of engagement, whereas several Asian countries (notably Japan, China, and South Korea) and a few European countries (notably Italy, Netherlands, and France) have the lowes levels. Some writers suggest that globalization, information technology, corporate restructuring, and other changes have potentially undermined the levels of trust and commitment necessary to motivate emploees beyond minimum standards. Other point out that companies have not adjested to the changing needs and expectations of new workforce entrants. Overall, these reports of low employee engagement imply that many emploees are not very motivated to perform their jobs.

To create a more motivated workforce, we first need to understand emploee drivers and needs and how these concepts relate to individual goals and behavior. Herzberg reduced Maslow's five need levels to two distinct levels (cf. exhibit 1).

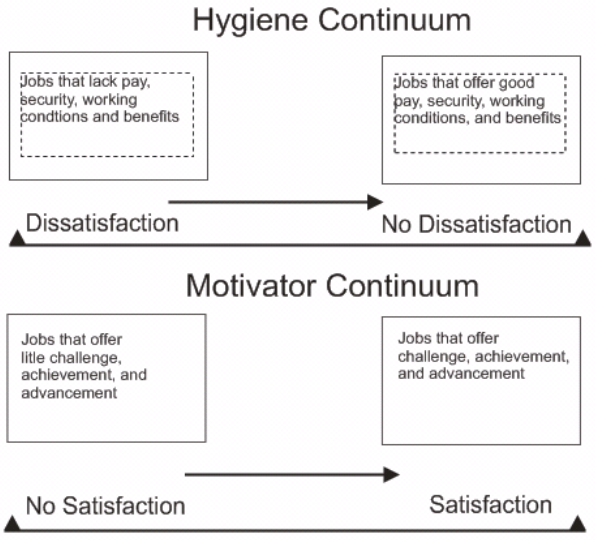

Figure 1.: Hygiene and Motivator Continuum

The hygiene factors, or dissatisfiers, are smilar to Maslow's lower-level needs. They are essentially prevantive factors that reduce dissatisfaction. In other words, hygiene factors, if absent in the job, lead to high level of dissatisfaction, if present, they create „zero dissatisfaction“ or neutrality. By themselves, hygiene factors do not motivate individuals to better perfomance. A spate of attempted and successful suicides at France Telecom has sparked a debate about life in the modern corporation. This suicedes was explicitly

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prompted by troubles at work. Since early 2008, 24 of the firm's employees have taken their own lives–and this follows similar episodes at other pillars of French industry including Renault, Peugeot and EDF [5]. Yet the problem is not confined to France. America's Bureau of Labour Statistics calculates that work-related suicides increased by 28% between 2007 and 2008, although the rate is lower than in Europe. And suicide is only the tip of an iceberg of work-related unhappiness. This is certainly one of the indicators that the ghost of Herzberg motivation theory still walsk the land. According to Herzberg's framework, the problems remain because these firms try to motivate through hygiene factors, which he claims are nonmotivational. Fot example, a worker might be less motivatede to work in an unpleasant or uncomfortable physical envirnoment, but making the workplace more confortable may simply influence the worker to stop performing poorly and begin performing at a minimally acceptable level. According to Herzberg, a hygiene factor (demotivator) is any condition or expirience that leads a worker fo feel alienated from the work, and consequntly less inclined to invest any extra personal energy in doing the job. When demotivators abound - such as poor pay, unsafe or unpleasant working conditions, low job security, abuse or maltreatment by supervisors, or any of a number of factors that diminish „quality of work life“ - people will tend to invest little or none of their discretionaty energy in their work [2].

The most obvious reasons for the rise unhappiness are the: recession and drive to improve productivity. Recession destroying jobs and spreading anxiety throughout the workforce. Drive to improve productivity is typically accompanied by an obsession with measuring performance. Giant retailers use “workforce management” software to monitor how many seconds it takes to scan the goods in a grocery cart, and then reward the most diligent workers with prime working hours. In Japan some firms even monitor whether their employees smile frequently enough at customers.

„Disgruntled employees are figurative terrorists, says Paul Goodstadt, former director of quality development for England's National Westminster Bank. They can destroy customer perceptions of quality faster than just about any other factor I can think of [2]. A survey by the Centre for Work-Life Policy, an American consultancy, found that between June 2007 and December 2008 the proportion of employees who professed loyalty to their employers slumped from 95% to 39%; the number voicing trust in them fell from 79% to 22%. A more recent survey by DDI, another American consultancy, found that more than half of respondents described their job as “stagnant”, meaning that they had nothing interesting to do and little hope of promotion. Half of these “stagnators” planned to look for another job as soon as the economy improved. People are both clinging on to their current jobs, however much they dislike them, and dreaming of moving when the economy improves. This is taking a toll on both short-term productivity and long-term competitiveness: the people most likely to move when things look up are high-flyers who feel that their talents are being ignored. To remedy the situation, according to Herzberg, management should direct its attention to the motivators - for example, changing jobs to remove the routiness, boredom, and lack of challenge. According to Herzberg, motivators are psychological opportunities: chances to experience positive feelings associated with behaving in ways that support the succes of the enterprise. For example, when a professional staff member is encouraged to submit a technical paper for a presentation at an industry conference, and the company pays the expenses for the trip, the employee has an

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opportunity to fulfill needs higher up on Abraham Maslow's hierarchy than just those associated with drawing a salary. Professional pride, the respect of one's peers, praise and recognition from management, and the intellectual challenge of the expirience, all can influence the employee to feel more like an important part of the enterprise. If as a result the employee contributes more and more descretionary energy, then we can say that the experience has been a motivating factor for that person in that situation [2]. The function of job satisfaction can be simplified in the following equation:

$$S = \alpha - \beta_1 NT + \beta_2 MOT + \beta_3 \mathrm{Re} + \beta_4 Ri + \beta_5 Fp + \beta_6 Fd + \beta_7 ORG + \beta_8 x + e \quad (1)$$

with S= job satisfaction; Ri= extrinsic and intrinsic rewards; Fp and Fd= procedural and distributive fairness; and where the model assumes that expectations are appropriately summarised by the natural (e.g. gender) and acquired (e.g. education) traits of the employee (variable NT), while MOT= intrinsic motivations of the worker approximates the employee's values, and ORG= organizational characteristics and working environment influence the perceptions of the employee.

We expect that all the parameters β in the function (1) are significant and satisfaction is particularly influenced by the main proxies of workers' intrinsic motivations, social preferences, and other organisational and non-monetary aspects. Specifically, the most significant parameters are expected to be β_2 expressing the weight of intrinsic motivations, β_4 referred to intrinsic rewards, β_5 and β_6 referred to distributive and procedural fairness. Also organizational and group effects can be positive and significant, although they differently summarise specific proxies of the working environment. Finally, some variables could have a nul or negative effect on job satisfaction, as expected for economic rewards (Re), extrinsic motivations and some of the natural and acquired traits which are related to workers' expectations.

We use the ICSI2007 data (Indagine sulle Cooperative Sociali in Italia, Enquire on Social Cooperatives in Italy), which was collected by a pool of six universities (Trento, Bergamo, Brescia, Milano Bicocca, Napoli Federico II and Reggio Calabria) in 2006 through questionnaires submitted to a representative sample of 4,134 employees and 338 managers of 411 Italian cooperatives. The survey includes a large set of questions ranging from socio-demographic controls (age, gender, education, etc.) to economic variables (e.g. wage), job characteristics (tasks, working hours, overtime) and job satisfaction with respect to a number of possible domains (relationship with colleagues, wage, type of job). The result is an extremely rich database which allows for the study of the conditions and motivations of people employed in Italian not-for-profit enterprises. The main weaknesses of this secondary data and interpretation of reseach results lies in fact that the survey was conducted before economic crises.

Research results and discusion

In order to inquire the nature of motivational drivers in social cooperatives, workers were asked to answer the following question: In general, how important are the following aspects of the work for you? Descriptive statistics in Table 1 clearly show the complexity of drivers in worker behaviour.

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Item	No of observation	Average (1-12)	Standard deviation	Percent 10 or higher	Mode	Median
Extrinsic motivation						
Flexibility of working hours	3992	8,00	3,09	37,40	9	9
Wages and economic incentives	3932	8,63	3,00	49,20	12	9
Physical working environment	3927	7,44	3,69	38,40	12	8
Job stability	3950	9,52	2,79	61,90	12	11
Relatedness on the job	3965	9,50	2,59	61,30	12	10
Intrinsic motivations						
Autonomy, variety and creativity	3920	8,48	3,03	45,60	12	9
Job coherent with individual training	3915	7,06	3,69	33,00	1	8
Social visibility of the job	3905	7,20	3,51	32,50	12	8
Self realization and career prospects	3911	8,36	3,12	44,80	12	9
Sharing common ideals and values	3944	8,77	3,25	52,50	12	10

Table 1.: Job motivations items, source: Prepared author according: ICSI 2007 database [4]

Workers are clearly motivated by social relatedness, but some other extrinsic and intrinsic aspects, such as job stability and the sharing of ideals also appear to play a crucial role. The employees surveyed rank wages and other economic incentives only third in importance and other extrinsic aspects even lower (cf. table 1). Each of the 10 chosen motivational items was evaluated on a scale who goes from a minimum of 1 (low satisfaction) to a maximum of 12 (high satisfaction).

Extrinsic aspects of the job receive a high degree of attention too, especially in relation with job stability, economic remuneration and accomplishment in terms of career and self-realization. Among the items of intrinsic motivation, the search for variety and creativity and the search for common values and objectives appear dominant.

The selection of satisfaction items stressed the relevance of the intrinsic and extrinsic components of satisfaction, since these are most likely to be related to worker motivations, to the inclusive governance of the organization in terms of fairness and transparency of procedures, and to the incentive mix implemented by the organization and directed to valorise both monetary and non-monetary aspects of the job. Average values of the selected items are displayed in Table 2.

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Satisfaction with ...	No of observation	Average (1-7)	Standard deviation	Mode	Median
Extrinsic aspects					
Work hours	4035	5,35	1,58	7	6
Flexibility of work hours	3966	5,41	1,55	7	6
Job security	3984	5,34	1,69	7	6
Work environment	3985	5,32	1,59	7	6
Social security	3946	5,49	1,61	7	6
Wage satisfaction	4072	3,80	1,70	6	6
Intrinsic aspects					
Involment in the decision-making process	3999	4,29	1,67	4	4
Transparency of procedures	4027	4,90	1,69	4	5
Recogniton of his/her work by the cooperative	4019	4,81	1,70	4	5
Professional development	3971	4,64	1,59	4	5
Autonomy in decesion-making	3986	5,07	1,48	6	5
Achieved and expected career prospects	3861	3,83	1,71	4	4
Self-realization	3947	4,92	1,63	6	5
Variety and creativity of the job	3991	5,20	1,49	6	5

Table 2.: Job satissfaction, source: Prepared author according: [CSI 2007 database [4]

Average satisfaction is relatively high for all the considered items apart from the wage. The items of extrinsic satisfaction show a strong homogeneity of results and high values, as also testified by their modal and median values. Stronger variability is shown by the average values of the items of intrinsic satisfaction. Social cooperatives appear particularly strong in satisfying their workforce in terms of autonomy and overall sense of self-realization. A good performance is also shown in terms of transparency of procedures, recognition of workers‘ contributions, and the ability to guarantee professional development. More problematic are the results concerning involvement in decision-making, which does not appear to be a characterizing feature of social cooperatives. Finally, weak results matching the relatively low score of wage satisfaction are achieved in the case of achieved and expected career prospects. Though the degree of wage satisfaction is low, the overall degree of job satisfaction is fairly high and this shows the ability of these firms to fulfil workers‘ expectations and needs on most dimensions of their activity. Based on the data from the table 2 is visible greater importance of extrinsic factors in job satisfaction than intrinsic. This results are quite similar to Maidani findings. Maidani [11] compared public sector and private sector employees' ratings of the importance of fifteen job factors. He found that both sectors identified intrinsic factors as important, but public sector employees rated extrinsic factors as more important than private sector employees did.

Although many factors contribute to employee job satisfaction, only two (job security and compensation/pay) have remained among the top five aspects in the period from 2002 to 2012. In a recovering USA economy, none of the aspects employees selected as the top five contributors to their job satisfaction was a surprise.

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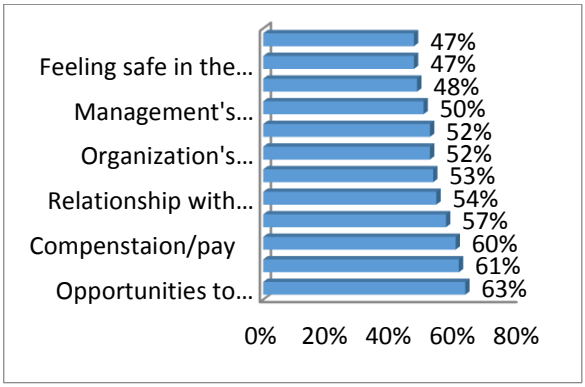

Figure 2.: Very important aspects of employee job satisfaction in 2012., source: Prepared author according [14]

The importance of Herzberg motivation theory will be also presented on the following practicle example. Chairman of the Polytehnic of Pozega's business department, needs to assign professors to courses next semester. As a criterion for judging who should teach each course, chairman reviews the past 2 year's teaching evaluation (which were filled out by student and professors selfevaluation). Since each of the six professors taught each of the six courses at one time or another during the 2-year period. Chairman is able to record a course rating for each instructor. These raitings are shown in the following table.

Course Professor	S	M	F	E	L	SD
P_1	90	65	95	40	55	70
P_2	70	60	80	75	45	50
P_3	85	40	80	60	65	75
P_4	55	80	65	55	60	45
P_5	80	75	60	65	70	50
P_6	60	70	75	80	65	60

S: Statistics; M: Management; F: Finance; E: Economics; L: Logistics; SD: Sustainable Development

Table 3.: The result of course attractiveness evaluation, source: Author

Chairman should find the assignment of professors to courses to maximize the overall teaching rate. This example consists from two dimensions of motivation: what demotivates professors and what motivates them. If the teachers for their lectures on certain course eveluated by the students as very good or excelent and if that assessment coincides with their assessment of the process of self-evaluation (satisfied with the conditions in which the courses are taught, are satisfied with the conduct and activities of students in classes, are satisfied with the additional training for in teaching, etc.) it is obvious that the potential causes of dissatisfaction professors removed. High scores from student surveys on a particular course motivating factor for teachers and contribute, professional pride, respect of colleagues and management colleges, positive teaching experience, intellectual challenge for new achievements, all can influence the professors to feel more like an important part of the Polytehnic.

This example represents standard assignation model, or allocation problem. The core of the problem is to assign or allocate n positions (tasks, objects) to m workmen (locations) under the condition that single position is assigned to a single workman. The aim is the optimal contentment of the workers with the positions assigned to them. The aim is the optimal contentment of the profesors and student with the course assigned to them.

Mathematical model:

$$Z = 90x11 + 65x12 + 95x13 + 40x14 + 55x15 + 70x16 + 70x21 + 60x22 + 80x23 + 75x24 + 45x25 + 50x26 + 85x31 + 40x32 + 80x33 + 60x34 + 65x35 + 75x36 + 55x41 + 80x42 + 65x43 + 55x44 + 60x45 + 45x46 + 80x51 + 75x52 + 60x53 + 65x54 + 70x55 + 50x56 + 60x61 + 70x62 + 75x63 + 80x64 + 65x65 + 60x66 \rightarrow \max. \quad (2)$$

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With constrains

$$x11 + x12 + x13 + x14 + x15 + x16 = 1$$
$$x21 + x22 + x23 + x24 + x25 + x26 = 1$$
$$x31 + x32 + x33 + x34 + x35 + x36 = 1 \quad (3)$$
$$x41 + x42 + x43 + x44 + x45 + x46 = 1$$
$$x51 + x52 + x53 + x54 + x55 + x56 = 1$$
$$x61 + x62 + x63 + x64 + x65 + x66 = 1$$

$$x11 + x21 + x31 + x41 + x51 + x61 = 1$$
$$x12 + x22 + x32 + x42 + x52 + x62 = 1$$
$$x13 + x23 + x33 + x43 + x53 + x63 = 1 \quad (4)$$
$$x14 + x24 + x34 + x44 + x54 + x64 = 1$$
$$x15 + x25 + x35 + x45 + x55 + x65 = 1$$
$$x16 + x26 + x36 + x46 + x56 + x66 = 1$$

Assignation model is typical problem for transport.

$$1\ i = 1,\ldots,6$$
$$xij =$$
$$0\ j = 1,\ldots,6$$

In table 4 we have set solution for problem assignation by us of Excel calculation table, or its add-in solver.

	A	B	C	D	E	F	G	H	I
1			S	M	F	E	L	SD	
2	P1	0	0	0	0	0	0	0	
3	P2	0	0	0	0	0	0	0	
4	P3	0	0	0	0	0	0	0	
5	P4	0	0	0	0	0	0	0	
6	P5	0	0	0	0	0	0	0	
7	P6	0	0	0	0	0	0	0	
8			0	0	0	0	0	0	
9			1	1	1	1	1	1	
10	P1	1	90	65	95	40	55	70	
11	P2	1	70	60	80	75	45	50	
12	P3	1	85	40	80	60	65	75	
13	P4	1	55	80	65	55	60	45	
14	P5	1	80	75	60	65	70	50	
15	P6	1	60	70	75	80	65	60	
16		0	0	0	0	0	0	0	
17									

Table 4 : Model for problem solving by use of calculation table

The grades evaluating each course for each professors are put in the table separately. For professor no. one (P1) the grades of evaluating each courses are placed in address area C10:H10, for second professor (P2) to address area C11:H11, for sixth professor they are placed to address area C15:H15. After that the address sequence C2:H7 is reserved which is filled with initial values.

At the same time, these are decisive variables that will contain optimal answer to the question which course should be assigned to which professors. In address sequences B2:B7 and C8:H8 the sums of professors, or sums of assigned courses are defined, with respect to limitation that each professor can be allocated to only one course. Also defined is the address for aim function, which in our case is B16.

This address contains the value of total grades of every course attraction for all professors, and can be calculated as a sum of 36 products of single grades from address sequence C10:H15 and assigned positions to each workman from the address sequence C2:H7. The function sumproduct, which integrates multiplying and adding the products, is used in the formula.

In Tools menu we choose programme Solver and start to fill in the data in the Solver Parameters as shown in scheme 1.

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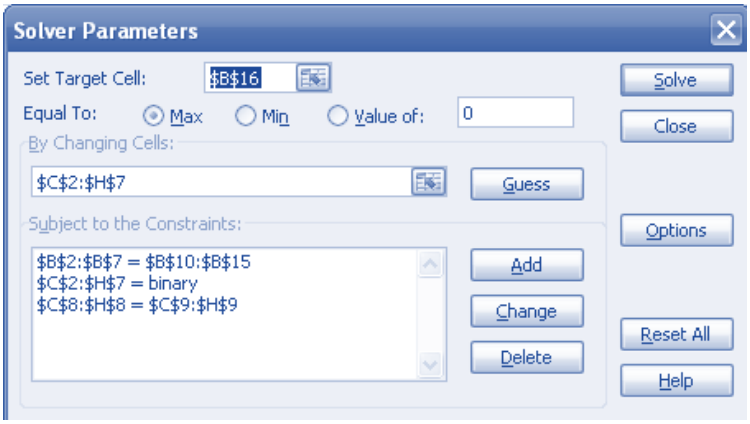

Figure 3.: Solver while solving the assigned problem

When all the data is filled in, we click on the solve button in solver parameters, which will activate solver programme to calculate decision variable values on address sequence C2:H7. decision variables that are calculated in address sequence C2:H7 define the optimal solution. Table 5 shows the optimal solution of the problem by using MS Excel.

	A	B	C	D	E	F	G	H	I
1			S	M	F	E	L	SD	
2	P1	1	1	0	0	0	0	0	
3	P2	1	0	0	1	0	0	0	
4	P3	1	0	0	0	0	0	1	
5	P4	1	0	1	0	0	0	0	
6	P5	1	0	0	0	0	1	0	
7	P6	1	0	0	0	1	0	0	
8			1	1	1	1	1	1	
9			1	1	1	1	1	1	
10	P1	1	90	65	95	40	55	70	
11	P2	1	70	60	80	75	45	50	
12	P3	1	85	40	80	60	65	75	
13	P4	1	55	80	65	55	60	45	
14	P5	1	80	75	60	65	70	50	
15	P6	1	60	70	75	80	65	60	
16		475	90	80	80	80	70	75	

Table 5.: Optimal problem solution by use of calculation table

From the above table we can deduct that maximum contentment of the professors and potential students is achieved by course assignation as follows: P1 → statistics, P2 → finance, P3 → sustainable development, P4 → management, P5 → logistics, P6 → economics, which represents total "amount of contentment".

90 + 80 + 75 + 80 + 70 + 80 = 475

The meaning of contentment optimisation of the professors and students confirms also the fact that in case contentment would not be regarded for assigned course, total "amount of contentment" would only amount to 290 or 63,79% less than maximum. Such amount of contentment is reached when this function is solved as per minimum contentment with the courses assigned.

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Conslusion

In mainstream economics, the employment relationship was mainly conceived as an exchange of wage for time and effort, since the worker is supposed to only pay attention to the contracted labour services he/she is delivering to the firm. Employee performance is frequently described as a joint function of ability and motivation, and one of the primary tasks facing a manager is motivating employees to perform to the best of their ability. It is no longer possible to assume that the wage is the sole (not even the most important) variable influencing worker performance. In particular, in certain work field, like social enterprises, it's hard to evaluate and control employees job, and this make clear that there should be more motivation in determining happiness of workers. Work motivation is invisible, internal, hypothetical construct. We cannot actually see work motivation nor can we measure it directly. Instead, we can recognize the set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity, and duration. Herzberg argued that only characteristics of the job itself motivate employees, whereas the hygiene factors merely prevent dissatisfaction. Demotivators alienate people, but removing the demotivators doesn't motivate them. True motivators are opportunities to satisfy indivudual psychological needs: needs for afiliation, acceptance and inclusion, needs for achievement, needs for a sense of self-worth, and needs for personal growth and development. Build those into the business and the motivation problem no longer even requires discussion. It might seem obvious to us today that the job itself a source of motivation, but the concept was radical when Herzberg proposed the idea. Herzberg motivational theory in terms of the economic crisis gets on its actuality and it is difficult to assume that any manager could ignore its recommendations.

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PHOTO 1.
Berba | Grape harvest
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