

How Do You Motivate Staff?



*Forget Praise.
Forget Punishment.
Forget cash.
You need to make their jobs
more interesting!*

Based on Frederick Herzberg's article:
Best of HBR, 1968 in HBR Jan.2003



UNITED NATIONS
SYSTEM
STAFF COLLEGE

Contents

- A Practical Formula for Moving People
- KITA
- Personnel Practices to instill Motivation
- Motivation-Hygiene Theory
- Job Enrichment

A Practical Formula for Moving People

- What is the simplest, surest, and most direct way of getting someone to do something?
- Ask?
- Tell the person?
- Give the person a monetary incentive?



- The surest and least circumlocuted way of getting someone to do something is to administer a kick in the pants - **KITA**



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Several Forms of KITA



Negative Physical KITA

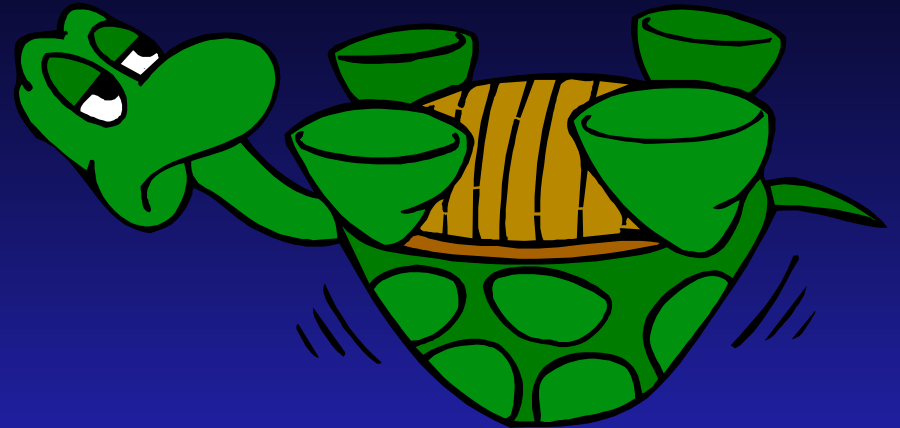
- Literal application of the term, and was frequently used in the past.
- Major drawbacks:
 1. Inelegant
 2. Contradicts the precious image of benevolence that most organizations cherish
 3. Results in negative feedback – *you might be kicked in return*



Negative Psychological KITA

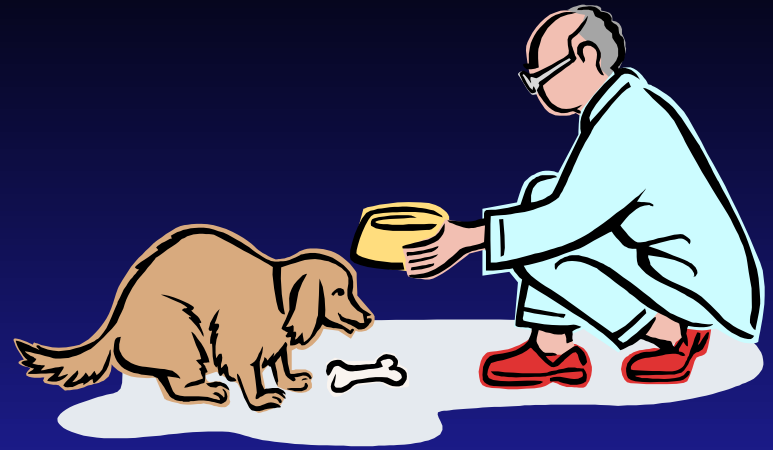
- Several advantages over negative physical KITA.
 1. Cruelty not visible, the bleeding is internal and comes much later.
 2. It reduces the possibility of physical backlash.
 3. The direction and site possibilities of the KITA are increased many times.
 4. The person administering the kick can be above it all and let the system do the dirty work.
 5. Those who practice it receive ego satisfaction.
 6. There is no tangible evidence of a real attack.





- If I kick you in the rear (physically or psychologically) who is motivated?
- *I* am motivated; *you* move!
- Negative KITA does not lead to motivation, but to movement.
- So...

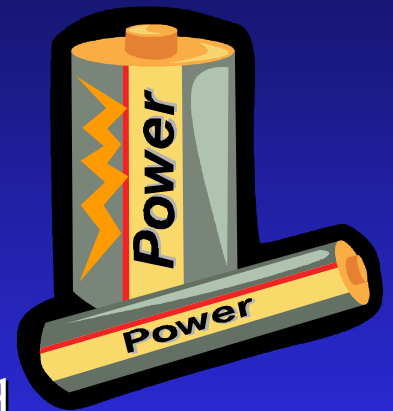
Positive KITA



- I have a year-old dog.
- When it was a small puppy and I wanted it to move, I kicked it in the rear and it moved.
- Now that I have finished its obedience training, I hold up a biscuit when I wanted it to move.
- Who is motivated – I or the dog?
- The dog wants the biscuit, but it is I who want it to move.
- Again, I am the one who is motivated, and the dog is the one who moves.
- I exerted a *pull* instead of a *push*.

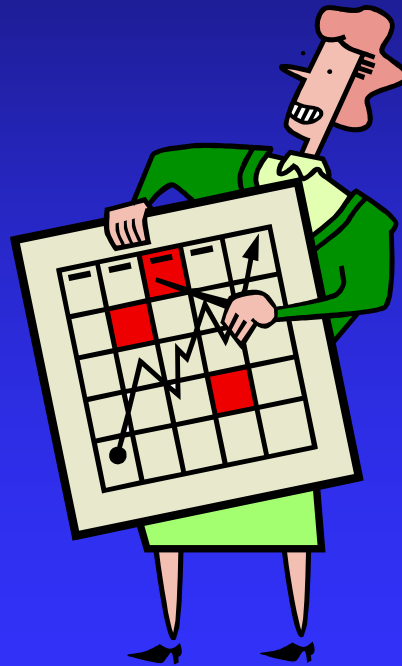
Why is KITA not Motivation?

- If I kick my dog (from the front or the back), he will move.
- And when I want him to move again, what must I do?
- I must kick him again!
- Similarly I can charge a person's battery, and then recharge it, and recharge it again.
- But it is only when one has a generator of one's own that we can talk about motivation.
- One *wants* to do it.



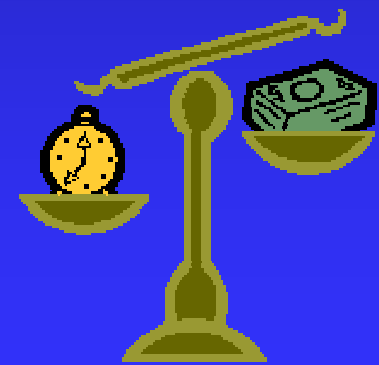
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Some positive KITA personnel practices that were developed as attempts to instill “Motivation.”



1. Reducing Time Spent at Work

- Getting people off the job!
- Time spent on the job have been reduced over the last 50 or 60 years.
- **Fact: Motivated people seek more hours of work, not fewer!**



2. Spiraling Wages



- Have these motivated people?
- Yes, to seek the next wage increase!
- Some medievalists still can be heard to say that “a good depression will get employees moving”.
- They feel that if rising wages don’t or won’t do the job, reducing them will.

3. Fringe Benefits



- People spend less time working for more money and more security than ever before, and the trend cannot be reversed.
- The cost of fringe benefits have risen and there is still a cry for motivation.

The economic nerve and the lazy nerve of employees has insatiable appetites!

4. Human Relations Training

- More than 30 years of teaching and, in many instances, of practicing psychological approaches to handling people have resulted in costly human relations programmes, and, in the end, the same question: How do you motivate workers?
- 30 years ago it was necessary to request, “Please do not spit on the floor.” Today, it needs 3 “pleases” before the employee feels that the employer has demonstrated psychologically proper attitude.



5. Sensitivity Training

- An advanced form of human relations KITA.
- DO you really, really, understand yourself?
- Do you really, really, really trust other people?
- Personnel managers conclude that the failure of sensitivity training lies not in the what they were doing, but in the employee's failure to appreciate what they were doing.
- This led to the field of Communication.



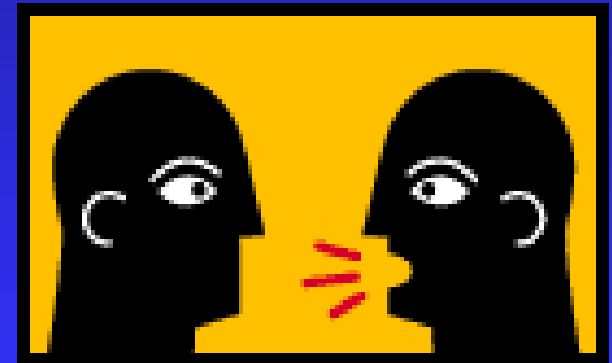
6. Communications

- A professor of communications was invited to join the faculty of management training programme and help in making employees understand what management was doing for them.
- After briefing sessions, house organs, supervisory instruction on the importance of communications – no motivation resulted,
- And the obvious thought occurred that perhaps management was not hearing what the employees were saying.
- That led to the next KITA.



7. Two-Way Communication

- Management ordered morale surveys, suggestion plans, and group participation programmes.
- Then, both management and employees were communicating and listening to each other more than ever - *but without much improvement in motivation.*
- Management then started looking into “actualization” based on the writings of the so-called higher-order need psychologists and a new KITA emerged.



8. Job Participation

- “Give them the big picture” approach.
- For e.g. a man tightening 10,000 nuts on the assembly line is told that he is building a limousine.
- Another approach to give employees a “feeling” that they are determining, in some measure, what they do on the job. The goal is to provide a *sense* of achievement rather than the a substantive achievement in the task.
- But still there was no motivation.
- The inevitable conclusion is that the employees must be sick, and therefore to the next KITA.



9. Employee Counseling

- A means of letting the employees unburden themselves by talking to someone about their problems.
- But, alas, many of these programmes, like all the others do not seem to lessened the pressure of demands to find out how to motivate workers.



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MOTIVATION-HYGIENE THEORY

How do you install a
generator in an employees?



Factors involved in producing job satisfaction (motivation) are separate and distinct from the factors that lead to job dissatisfaction!

- Since separate factors need to be considered, depending on whether job satisfaction or job dissatisfaction is being examined, it follows that these two feelings are not opposites of each other.
- The opposite of job dissatisfaction is not job satisfaction but *no* job dissatisfaction.



- We normally think of satisfaction and dissatisfaction as opposites; i.e., what is not satisfying must be dissatisfying, and vice versa.
- But, when it comes to understanding the behaviour of people, more than a play on words is involved.



- Crying is not the opposite of Laughter, and vice versa.
- The opposite of crying is not crying and the opposite of laughter and no laughter.

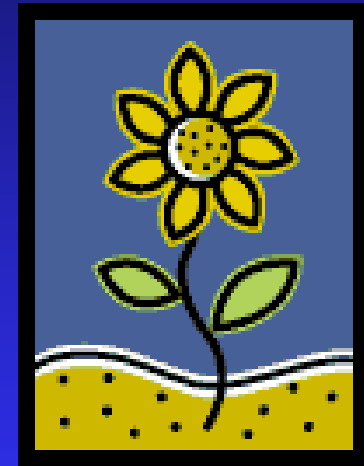
Two different needs of human beings are involved.

- One set of needs stems from humankind's animal nature – the built-in drive to avoid pain from the environment and the learned drives that become conditioned to the basic biological needs.
- The other relates to the unique human characteristic, the ability to achieve and through achievement, to experience psychological growth.
- The stimuli for growth needs are tasks that induce growth – job *content*.
- The stimuli inducing pain-avoidance behaviour are found in the job *environment*.



Growth or Motivator Factors that are *intrinsic* to the job are:

- Achievement
- Recognition for achievement
- The Work Itself
- Responsibility
- Growth
- Advancement



The dissatisfaction-avoidance or hygiene (KITA) factors that are *extrinsic* to the job are:

- Policy
- Supervision
- Interpersonal relationships
- Working Conditions
- Salary
- Status
- Security

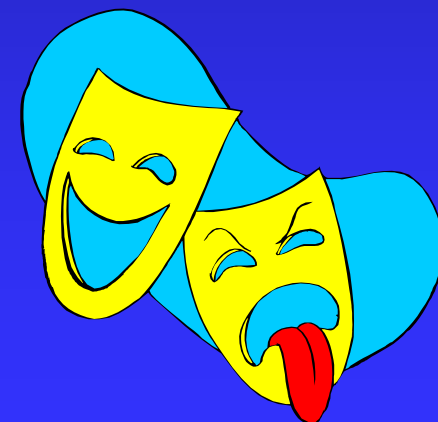


A summary of the results of the 12 studies on factors affecting job attitudes of 1,685 employees

Total of all factors
Contributing to job
dissatisfaction

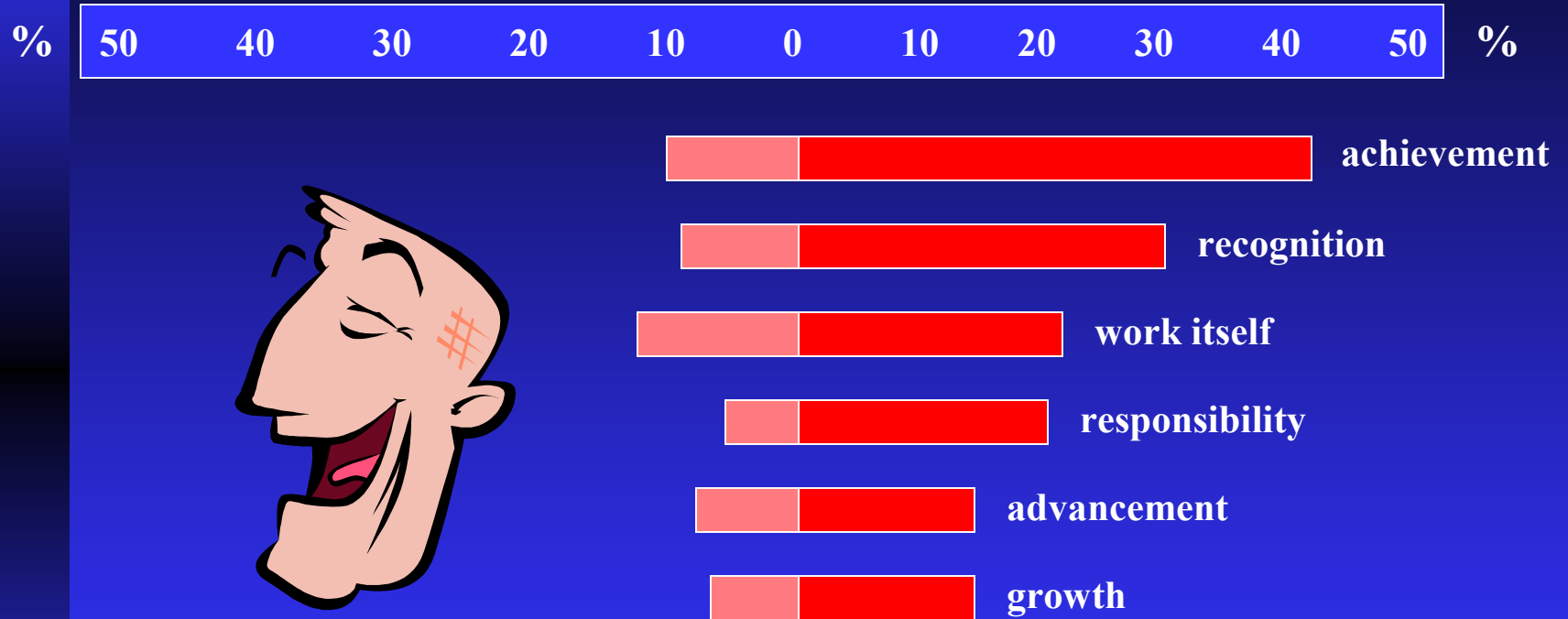
Total of all factors
Contributing to job
satisfaction

Percentage frequency



Motivators are the primary cause of Satisfaction and hygiene factors are the primary cause of unhappiness.

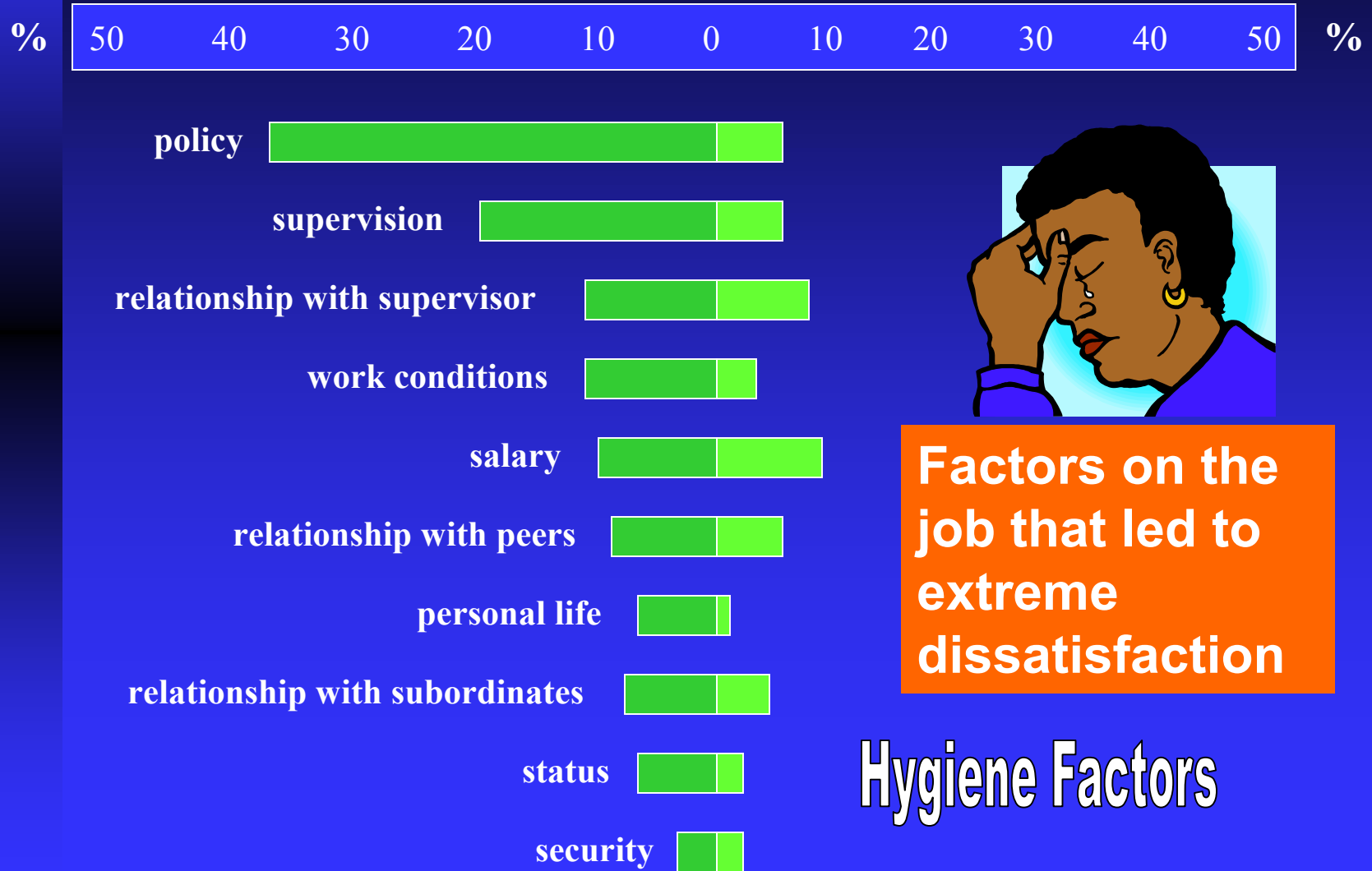
Factors affecting job attitudes as reported in 12 investigations



Factors on the job that led to extreme satisfaction

Motivators

Factors affecting job attitudes as reported in 12 investigations



Factors on the job that led to extreme dissatisfaction

Hygiene Factors

The Motivation-Hygiene Theory

Job
Enrichment

suggests that work be *enriched* to bring about effective utilization of personnel



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Job Enrichment

- Not a one time proposition, but a continuous management function.
- The very nature of *Motivators* as opposed to *Hygiene* factors is that they have a much longer-term effect on employees' attitudes.



- **If you have employees on the job, use them!**
- **If you cannot use them on the job, get rid of them!**
- **If you cannot use them, and you cannot get rid of them, you will have a motivation problem!**



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