

One More Time— How Do You Motivate Employees?

Bill Hackos and JoAnn Hackos
Comtech Services, Inc.

www.comtech-serv.com



One More Time: How Do You Motivate Employees?

- Frederick Herzberg –
- *Harvard Business Review*
- January–February 1968



Most popular reprint in HBR history

- Re-run in HBR in September–October 1987
- Re-run again in HBR in January 2003



Motivation by KITA

- KITA = Kick in the pants (1968)
- KITA = Kick in the ass (1987, 2003)



What is KITA?

- Negative KITA
 - Motivation by punishment—
 - A push



Negative physical KITA

- 50 lashes
- Two weeks in the brig



Negative psychological KITA

- Move to undesirable office
- Stop speaking to subordinates
- Threaten termination
- ...



What is KITA?

- Positive KITA
 - motivation by reward—
 - pull



Positive KITA

- Reducing time spent at work
 - Comp time
 - Time off as a reward
 - Recreation programs
 - Sabbaticals
 - Cruises



Positive KITA

- Compensation
 - Pay Increases
 - Stock Options
 - Bonuses
 - Commission
 - Incentive
 - 401K contribution



Positive KITA

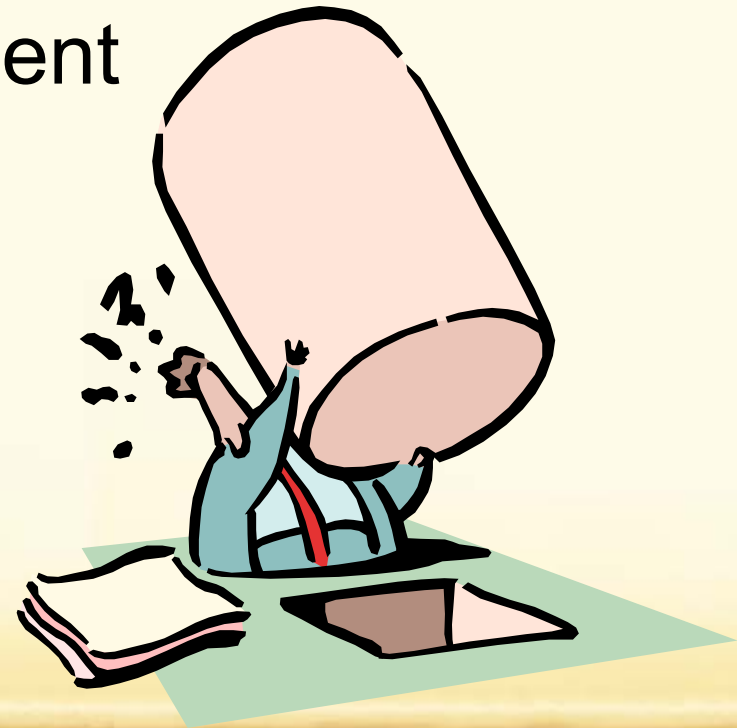
- Benefits
 - Health insurance
 - Free food
 - Limited work week
 - Work at home
 - ...



Positive KITA

Human relations training

- Supervisors trained in psychological approaches to management



Positive KITA

Sensitivity training

- Supervisors trained to be sensitive to the needs of their subordinates



Positive KITA

Communication

- Training programs
- Newsletters
- Other publications
- Annual performance reviews



Positive KITA

Two-way communication

- Listen to employees' complaints and suggestions
- Democracy in the workplace
- Interactive performance reviews



Positive KITA

Job participation

- Communicate the importance of the job in the big picture
- Give achievement awards



Positive KITA

Employee counseling

- Let employees unburden themselves in psychological counseling



Hygiene vs. Motivation

Hygiene

- Supervision
- Working conditions
- Salary
- Peer interaction
- Personal life
- Status
- Security

Motivation

- Achievement
- Recognition
- Work satisfaction
- Responsibility
- Advancement
- Growth

Hygiene vs. Motivation

- Hygiene reduces job dissatisfaction
- Motivation increases job satisfaction

Job satisfaction is not the opposite of job dissatisfaction

Hygiene = KITA

Satisfiers

- Job satisfaction and dissatisfaction at the same time
 - Post-graduate student
 - “You love the work but the benefits are the pits”
- No job satisfaction and no job dissatisfaction
 - Golden handcuffs
 - “You hate the work but you make too much money to leave”

What's wrong with KITA?

- KITA motivates to avoid punishment
- KITA motivates to get rewards
- KITA is good for motivating rats—
bad for motivating people



Herzberg's alternative to KITA

- Job enrichment
- Make the job itself a motivator



Job loading

~~Horizontal~~

- ~~• Add additional similar tasks~~
- ~~• Challenge by productivity goals~~
- ~~• Rotate the job assignment~~
- ~~• Remove difficult tasks to promote greater productivity in less challenging tasks~~

Vertical

- Remove some controls while retaining accountability
- Increase accountability/authority
- Assign a complete task unit
- Introduce new, more challenging tasks
- Allow individuals to become experts (specialization)

Steps for job enrichment

1. Select jobs that can be enriched
2. Select staff that can be motivated
3. Brainstorm–nurture a client relationship rather than a hierarchical relationship
4. Be willing to reorganize jobs
5. Screen to eliminate changes that involve hygiene rather than job motivation
6. Screen to eliminate generalities

Steps for job enrichment

7. Screen to eliminate horizontal loading
8. Avoid participation by employees
9. Set up pilot groups
10. Be prepared for an initial drop in performance
11. Expect some pushback from supervisors

HBR Reprints



Article reprints from HBR help you discover, and put into practice, the best management ideas. Many articles are available in **HBR OnPoint** editions that include a one-page summary of the key ideas, company examples, and an annotated bibliography. **HBR OnPoint** collections include three OnPoint articles and a one-page overview comparing different experts' views on a topic.

www.hbr.org