

A COMPARATIVE ANALYSIS ON MOTIVATIONAL THEORIES OF HERZBERG'S TWO FACTOR THEORY AND DOUGLAS MC GREGOR'S THEORY X & THEORY Y

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Abstract: Motivation is a complex task because the factors that motivate people to work are complex and complicated. Financial incentives may be important for some workers and non-financial incentives may be important for others. It refers to expenditure of efforts towards a goal. Human behaviour, being complex in nature in terms of needs-behaviour-action process, different motivational theories emphasize on different perspectives. In this article we focused only two motivational theories that are Two-factor theory and Behavioural theories. The main objective of this paper is to compare experimental approach with theoretical approach. This research paper is analyzed with secondary data, which are collected from books, journals and websites. Researchers here emphasize more on two factor theory as comparison to Theory X and Theory Y. The article suggests that we can develop the management style with the help of Herzberg's Motivational factors.

Keywords: Motivation, Factors, Behaviour, Management, Satisfaction, Hygiene factor.

1. INTRODUCTION:

The driven force that initiates the employees to work up to their efficient level is called motivation. A highly motivated employee will perform better than an ordinary employee. Motivation is all about the Factor that encourages individuals to be committed and interested in job. Motivation is a psychological force that initiates individual to work at his most efficient level. An individual can be motivated by several psychological factors such as recognition, success, salary, incentives, team work, job satisfaction etc. Therefore, it can be clearly said that motivation is an internal process that stimulates desire in people to work efficiently in the effort to attain the goal. There is no shortage of model strategies and tactics for motivating employees. As a result, firms constantly experiment with new motivational programmed and practices. Theory X and y and Herzberg two factory theories are the two motivational theories that influence employees' behaviour in an organization. Theory X and Theory Y were propounded by Douglas McGregor in the year 1960's. McGregor suggests that there are basically two approaches to manage people in an organization. He referred to those two approaches as Theory X and Theory Y. Theory X assumes that people are naturally lazy, and wants to avoid work and responsibility as much as possible. Theory y is made with an assumption that people are inherently happy to work, they consider work as play and not as burden, and they are highly motivated to pursue the objectives.

Fredrick Herzberg developed the two factor theory of motivation. Herzberg argues that there are two factors that an organization can adjust to influences the motivation in the organization. The factors are:-

- Motivators-motivators are the factors that lead to job satisfaction such as achievements recognition, responsibility, advancement etc.
- Hygiene-Hygiene factors are the factor that leads to job satisfaction such as working condition, policies and Rules, supervisor quality, basewages, salary etc.

The aim of the research is to review and compare between Theory X and Theory Y and Herzberg two factor theories.

1.1. LITERATURE REVIEW:

VinayaChaitanyaGanta in his research paper found that motivation theories of Maslow and Herzberg were similar. He found that once the hygiene factors were met, employers should focus on recognizing the achievements of the employee and providing opportunities to learn and grow. He suggested that managers need to find creative ways in which to consistently keep their employees motivated as much as possible. MohammadAminulHaque and MdShamimul Islam in their article trying to focus on the theoretical aspects of motivation from early era and also from contemporary era. They concluded that a successful implementation of the motivational theory will definitely ensure positive minded employees and which ultimately ensures the success of an organization, it also ensures the betterment of the overall economic condition of the country. Zafarullahsahito and Perttivaianen in their research paper found that to gain firsthand knowledge of the employee level of satisfaction, motivation, performance and product, there should be a measurement of every employee action and organisational policy. It would be calculated through different values, different models that consists of top to bottom and bottom to top diagonal approaches as well as the central value of the

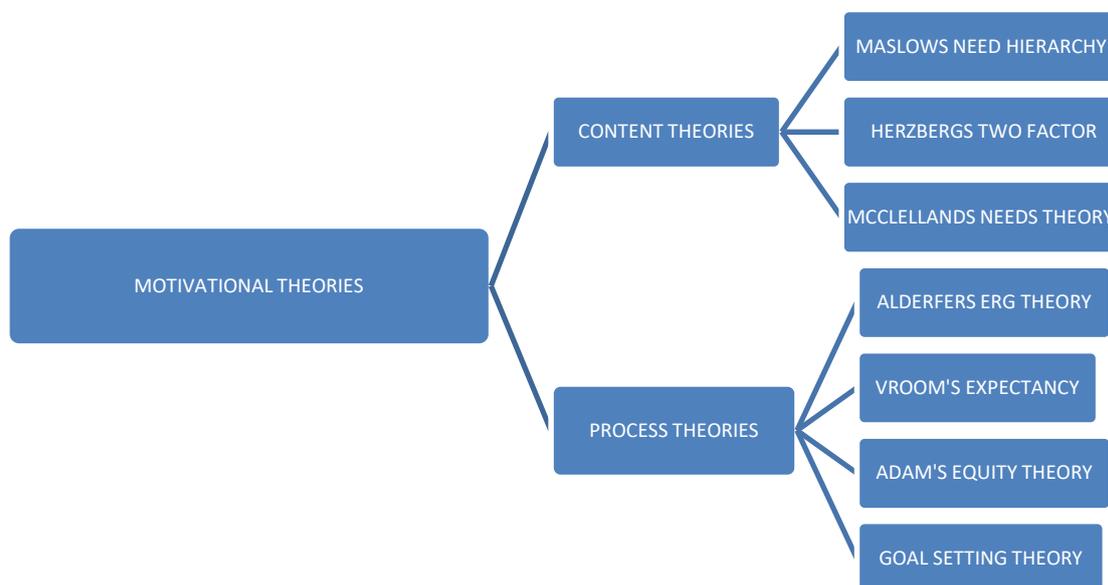
model. ThevorArthiVelmurugan and Dr. J GomathiSankar, in their article states about the importance of Maslow’s Hierarchy theories compare to two factor theory practice used in organization to satisfy the employees. Maslow’s Hierarchy gives a total description of human needs, whereas two factors theory states about two important things i.e. Hygiene factor and Motivational factors. Research paper concluded that every employee is satisfied with their basic needs and self actualization like creative activities into the organization to reduce their stress. Different employees have different interest and different thoughts but everyone is not only in need of money, they are concentrated to acquire the basic needs and requirements to survive their family and themselves with the help of organization. This article proved that Maslow’s theory is the best one as compared to two factor theory.

2. MATERIALS AND METHODS:

In dealing with any real life problem it is often found that data at hand are inadequate and hence it becomes necessary to collect data that are appropriate. Research data is analyzed with both primary and secondary data. This article is presented with secondary data. Secondary data is the data that have been already collected by and readily available from other sources. Such data are cheaper and more quickly obtainable than the primary data. For this article materials are collected from various articles, internet sources and books. This research paper is based with conceptual research. The research, which is based on some ideas on theory, is known as conceptual research. It is generally used by philosophers and thinkers to develop new concepts or to reinterpret existing ones.

2.1. DISCUSSION:

Human behaviour, being complex in nature in terms of needs-behaviour-action process, different motivational theories emphasize on different elements in a perspective manner. There are basically two types of theories which relate to and define the motivational process. These are (I) CONTENT THEORIES, which attempt to determine and specify the drives and needs that motivate people to work and (II) PROCESSTHEORIES, which attempt to identify the variables that go into motivation and their relationship with each other. In the CONTENT theories the most important theories are given by Maslow, Herzberg, McGregor, and Alderfer. While PROCESS theories are given by Vroom and Porter and Lawler.



2.2. HERZBERG’S MOTIVATIONAL THEORIES (TWO FACTOR THEORY):

Fredrick Herzberg and his associates developed the MOTIVATION HYGEINE THEORY, commonly known as the two factor theory, in the late 1950s and early 1960s. Herzberg and his associates conducted a research based on the interview of 200 engineers and accountants who looked for 11 different firms in PITTSBURGH area; U.S.A. the purpose of research was to find out as to what variables are perceived to be desirable goals to achieve and conversely, undesirable conditions to avoid. He asked them two questions-

- What are the factors that make you feel satisfied with your work and motivate you to perform better?
- What are the factors that make you feel dissatisfied with your work and do not motivate you to perform better?

Based upon the answers received from these 200 people, Herzberg concluded that there are certain factors that tend to be consistently related to job satisfaction and on the other hand, there are some factors, which are consistently related to job dissatisfaction. These are Hygiene Factors, and Motivational Factors. The motivational factors are intrinsic in nature and the hygiene factors are extrinsic in nature

2.3. HYGEINE FACTORS:

These factors are insurance policies, retirement benefit plans, salary structure, bonus, job security, relationship with superiors, peer group and subordinates working conditions, company's policies and administration, supervision etc. Herzberg found that presence of these factors provide no dissatisfaction to employees, that is, presence of these factors do not motivate the workers to perform better but their absence becoming source of dissatisfactions. These factors are shown on a single continuum ranging from dissatisfaction (if they are absent) to no dissatisfaction (if they are present). They are also called maintenance factors, dissatisfies or extrinsic factors; maintenance, because they maintain the level of performance on the job; dissatisfies, because their absence dissatisfy the workers and deteriorate their performance; and extrinsic because they are related to the work environment (job context) and not to the job content. Extrinsic motivators are external rewards that occur apart from work, providing no direct satisfaction at the time the work is performed. They have value only in the sense of providing external rewards that accrue after the job is done.

2.4. MOTIVATION FACTORS:

According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for superior performance. These factors are involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that are perceived as an additional benefit. Motivational factor includes recognition, sense of achievement, growth and promotional opportunities, responsibility.

3. DOUGLAS MCGREGOR'S THEORY X & THEORY Y:

This theory is formulated by Douglas McGregor, in his work 'The Human side of Enterprise' wrote: The theoretical assumptions management holds about controlling its human resources determine the whole character of the enterprise. They determine also the quality of its successive generations of management. He developed two sets of assumptions about human behaviour which help managers in adopting motivators for them. One set of assumptions is called Theory X and the other set of assumptions Theory Y.

3.1. THEORY X:

It assumes that people by nature are lazy, dislike work, do not want to assume responsibility, work only if directed by managers and are very little or no ambitious about achieving their higher-order needs. They only want to fulfil their primary needs of food, clothing, shelter and security. Motivators like money and fringe benefits make them contribute to organisational goals.

The assumptions of Theory X are:

- Managers organize and integrate various human and physical resources to achieve economic goals of the enterprise.
- Workers are, by nature, lazy and like to work as little as possible.
- Workers lack ambition, avoid responsibility and work only if directed to work.
- Workers want to satisfy their individual goals and are indifferent towards organizational goals
- Managers direct, motivate, control and modify human behavior to meet the organizational goals
- People are resistant to change and want to work in stable conditions.
- Worker's lower-order needs are stronger than higher-order needs.
- Workers work through rewards, punishments and coercion. If managers do not persuade them to work, organizational goals will not be achieved.

This is a pessimistic approach of human behaviour. It provides rigid control, close supervision, one way communication and autocratic style of leadership for motivating human beings. The theory defines management as the art of getting things done by following the *carrot and stick approach*.

3.2. THEORY Y:

Theory x presents a pessimistic view of employees nature and behaviour at work, while theory y presents an optimistic view of the employees nature and behaviour at work. If correlate with Maslow's theory, we can say that theory x is based on the assumption that the employees emphasize on the physiological needs and the safety needs while theory y is based on the assumption that the social needs, esteem needs and the self-actualization needs dominate the employees. The assumptions of Theory y are:

- Employees can perceive their jobs as relaxing and normal. They exercise their physical and mental efforts in an inherent manner in their jobs.
- Employees may not require threat, external control and coercion to work, but they can use self-direction and self-control if they are dedicated and sincere to achieve the organizational objectives.

- If the jobs is rewarding and satisfying, then it will result in employee’s loyalty and commitment to organization.
- An average employee can learn to admit and recognize the responsibility In fact; he can even learn to obtain responsibility.

**3.3. ANALYSIS:
 COMPARASION OF HYGEINE FACTOR WITH THEORY X:**

HYGEINE FACTORS	THEORY X
Work can be a motivator to staff members	People dislike to work
Motivational drivers are company policy and administration, technical supervision ,interpersonal relation with supervisors, peers, subordinates, salary, job security, personal life, working conditions etc	Money is the only motivator factor
It emphasizes on assisting the employee grow and a enhance the person’s talents and abilities	It argues that one of the options to make an employee perform is to use tight supervision, threats and control among others
It is applicable to the people who are working at higher managerial level	It is applicable , if workers are unskilled, with no potential to work

COMPARISON OF MOTIVATIONAL FACTOR AND THEORY Y

MOTIVATIONAL FACTOR	THEORY Y
It is a content theory which emphasizes on the reasons for changing the human needs frequently.	It is a process theory which focuses on the psychological processes which affect motivation, with regards to expectation, goals and perceptions of equity.
Motivation theories focus on job conditions that create a job satisfaction among the employees when these conditions are present.	Theory y focuses on the positive attitude of the employees towards their work.
Motivation theory basically depends upon responsibility, advancement and growth of the employees.	Under theory Y employees will seek responsibility under proper condition.
Under the Herzberg motivation theory employees highly relies on rewards and recognition.	Employees are highly motivated by different needs.

3.4. FINDINGS:

Theory ‘X’ and Theory ‘Y’ is based upon a theoretical approach, whereas TWO FACTOR THEORY is an experiment of motivation factors. Theory ‘X’ is more applicable to unskilled and uneducated lower-class workers who work for the satisfaction of their physiological needs only. On the other side, Hygiene factors, maintain a zero level of motivation: that these factors do not provide any satisfaction but eliminate dissatisfaction.

4. CONCLUSIONS:

Theory X and Theory Y are based on extreme assumptions, about the human behaviour in a working environment. It suggests two categorization of human behaviour in an organisation. Where an employee either falls in a category of Theory X or Theory Y .But in reality people always follow a middle way between Theory X and Theory Y which is completely ignored by McGregor. Furthermore Theory X and Theory Y were not the consequences of investigation or research. They have been applied to decision making practices rather than to further the conclusion of research work. However Herzberg two factor theories followed more on motivating the employees rather than external environment. According to him money is the secondary factor that motivates the employees. Moreover Herzberg theory was developed from an outline learned in nearly 4000 interviews. The theory suggests that managers should focus on ensuring the acceptability of the hygiene factor to avoid employees’ dissatisfaction.

5. SUGGESTIONS:

No persons can completely fit into Theory X or Theory Y assumptions. It is only assumptions about human nature which are not based on empirical findings. Theory X does not mean strict management and theory Y does not mean soft management. We here recommended that Managers should recognise the abilities and capabilities of subordinates and adopt management style. For Applicability of managerial style we should focus on the Herzberg’s

motivational factors. It has given insight into factors that managers should use to motivate the behaviour of employees. Managers can change the job design to make it rich and empowering so that job holders consider it a motivational force to work on the job. Change in job design can be brought through job enlargement and job enrichment.

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