

# **A CRITICAL ANALYSIS OF CONTRIBUTIONS OF FREDRICK HERZBERG AND FREDRICK TAYLOR ON CONTEMPORARY PUBLIC ADMINISTRATION**

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## ***Abstract***

*This research work studied two scholarly works which were centered on job and employee's motivation. A comprehensive analysis of these contributions had led to a new concept which has differentiated job-employee's motivation and job-employee's satisfaction. Early views of Fredrick Herzberg's two-factor hygiene and satisfied theory and Fredrick Taylor's scientific management theory, portrayed their works as motivational theories. Motivation is any incentive that propels or energizes the worker to increase his level of productivity above his normal standard (Obijuru 2008). This paper stands to differentiate Herzberg and Taylor's theories as a mere job satisfaction theory and motivational theory. The paper argues that the works of the two scholars were centered on the job improvement and worker satisfaction; thus, this cannot substitute for job and employee's motivation. This study has highlighted the differences in what constitute motivation and job satisfaction, by reviewing the work done by Barnstein & Nash, (2008) on job satisfaction and has come to the conclusion that motivation and motivational incentives are quite different from job satisfaction incentives. While motivation is pointing at enablement to increase productivity from the present standpoint, to higher level, job satisfaction is purely concerned with the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.*

## **Introduction**

### **Fred Herzberg's Contribution to Advanced Theory and Practice or Public Administration**

Fred Herzberg's studies of two-factor theory become popular in 1959. The study concentrated on white-collar jobs selected from two professional groups in America which were Accountants and Engineers in a particular State. The research centered on satisfaction at work. The experiments used about 200 (two hundred) Engineers and Accountants who were asked to narrate their experiences about satisfactory and unsatisfactory feelings about their jobs. Fred Herzberg used the result of the interviews with the workers to conclude that there are two sets of variables that operate in the work environment. He further explained that some factors tend to lead to job satisfaction whereas others led to frequent dissatisfaction. The needs giving rise to satisfaction were called motivators or satisfiers.

These includes; Work-itself, Achievements, Recognition, Responsibility and Advancement. Fred Herzberg pointed out that, these variables were related to the content of work which carries its own intrinsic challenges, interest and individual responses, while the Hygiene dimensions are related to the physical and psychological context in which the work is

performed. These needs are satisfied by outcomes such as; Pleasant and Comfortable Working conditions such as pay, (salaries and wages) job being securing in future time, relationship with workers and effective supervision.

### **The Working Operation of the Two Factor Theory**

Herzberg suggested that two sets of factors operated in the Workplace which he called the Hygiene needs and the Motivators. While adopting an approach different from other scholars on motivation theory such as; Maslow and Alderfer, Fredrick Herzberg focused on two main factors which the outcomes lead to high levels of motivation and job satisfaction. These can also prevent employees from being dissatisfied.

According to Herzberg's Motivation-Hygiene Theory, people have two sets of needs or requirements which are motivator-needs and hygiene-needs. Motivator-needs are related to the nature of the work itself and how challenging it is. The analyses reveal outcomes such as; interesting work, autonomy, responsibility, being able to grow and develop on the job and a sense of accomplishment and achievement. All these help to satisfy motivator needs. Fred Herzberg argued further that to have a highly motivated and satisfied employees, managers of different cadre should take steps to ensure that employee's needs are met always.

The Hygiene needs are mainly variables that are focus on the physical and physiological content in the work place. The variable from thus dimension (Hygiene needs) if met, provides satisfying outcomes such as pleasant and comfortable working conditions. According to Herzberg, lack of these provides sources of dissatisfaction.

### **The Distinction between the Motivators and the Hygiene Factor**

The key distinction between the motivators and the hygiene variables is that whereas motivators can bring about positive satisfaction, the hygiene factors can only serve to prevent dissatisfaction. For purpose of emphasis, if motivators are absent from the job, the employees are likely to experience real and obvious dissatisfaction but if the hygiene variables are provided, they will not in themselves bring about substantial job satisfaction. In short, hygiene does not positive positively promote 'good health' but only acts to prevent ill health.

### **Merits of the Theory**

When Herzberg's theory is fully analysed, it is possible to see that Taylor and other theorists were thinking very much in terms of hygiene factors such as pay, incentives, adequate supervision and working conditions. Mayo, too was placing his emphasis on a hygiene factor namely interpersonal relations. It is also important to note that when we consider neo-human relations school of thought motivator appears as a key element in job satisfaction and worker productivity. Finally Herzberg's motivation-hygiene theory was generally received during the time by the practicing managers and consultants for its relatively simple and vivid distinction between variables including positive satisfaction and those causing dissatisfaction.

This theory was a launching pad which led to improvement on job enrichment and job enlargement which are the design of jobs so that they contain a greater number of motivators. This approach basically comes to encounter the affects of years of Taylorism, in which work was broken down into its simpler components and over which there was no responsibility for planning and control.

### **Criticisms of Fredrick's Herzberg's Theory**

Herzberg's ideas were less well received by his fellow Social Scientists, mainly on grounds of doubt about its application to non-professional groups and its use as a concept of job satisfaction which they argued is not the same thing as motivation". In general, the evidence against the theory seems to be greater than the evidence for it. The theory suffers, first of all, from its assumptions that, the motivator and hygiene factors operate in the same fashion for everyone. This statement is not considered to be true. The second is skepticism about the methods used to gather the data. Herzberg's choice of slatical tool of "Critical Incident" technique to generate his story has been criticized. According to other scholars, this techniques require employees to indicate specific incidents which they felt were related to their satisfaction or dissatisfaction with their job.

Validation studies of these techniques originally supported the theory while other techniques have not, which means that the theory appears somewhat method bound. Basically, the theory pinpointed different kinds of needs that motivate employees and their differential effect on satisfaction.

### **Analysis of Job Satisfaction**

According to Bernstein & Nash (2008), a job satisfaction is seen as "A Pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences". Additionally, job satisfaction has emotional, cognitive and behavioral components. The emotional component refers to feelings regarding the job, such as boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs, regarding level of job, for example, feeling that one's job is mutually demanding and challenging.

The behavioral component includes people's actions in relation to their work, which may include being tardy, stray late or pretending to be ill in order to avoid work. Finally, these incentives of job satisfaction clearly shows a dictionary between motivational incentives and none in this dimension can substitute for the other.

Job satisfaction according to Porter and Lawler (1968), is satisfaction as an un-dimensional construct; that is, one is generally satisfied, or dissatisfied with one's job. From this definition above, satisfaction or dissatisfaction does not translate to higher productivity or lower productivity in output, thereby, establishing a demarcation between the two concepts. This paper tends to highlight the paradigm shift from the old - 19<sup>th</sup> century views that both Fredrick Herzberg and Frederick Taylor were contributors to motivational theories.

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