



Motivation

Hertzberg's Motivator/Hygiene Factors
Relationship to Control Framework

Motivation

Definition

“Work motivation is a set of energetic forces that originate both within as well as beyond an individual’s being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration.”

Pinder (1998)

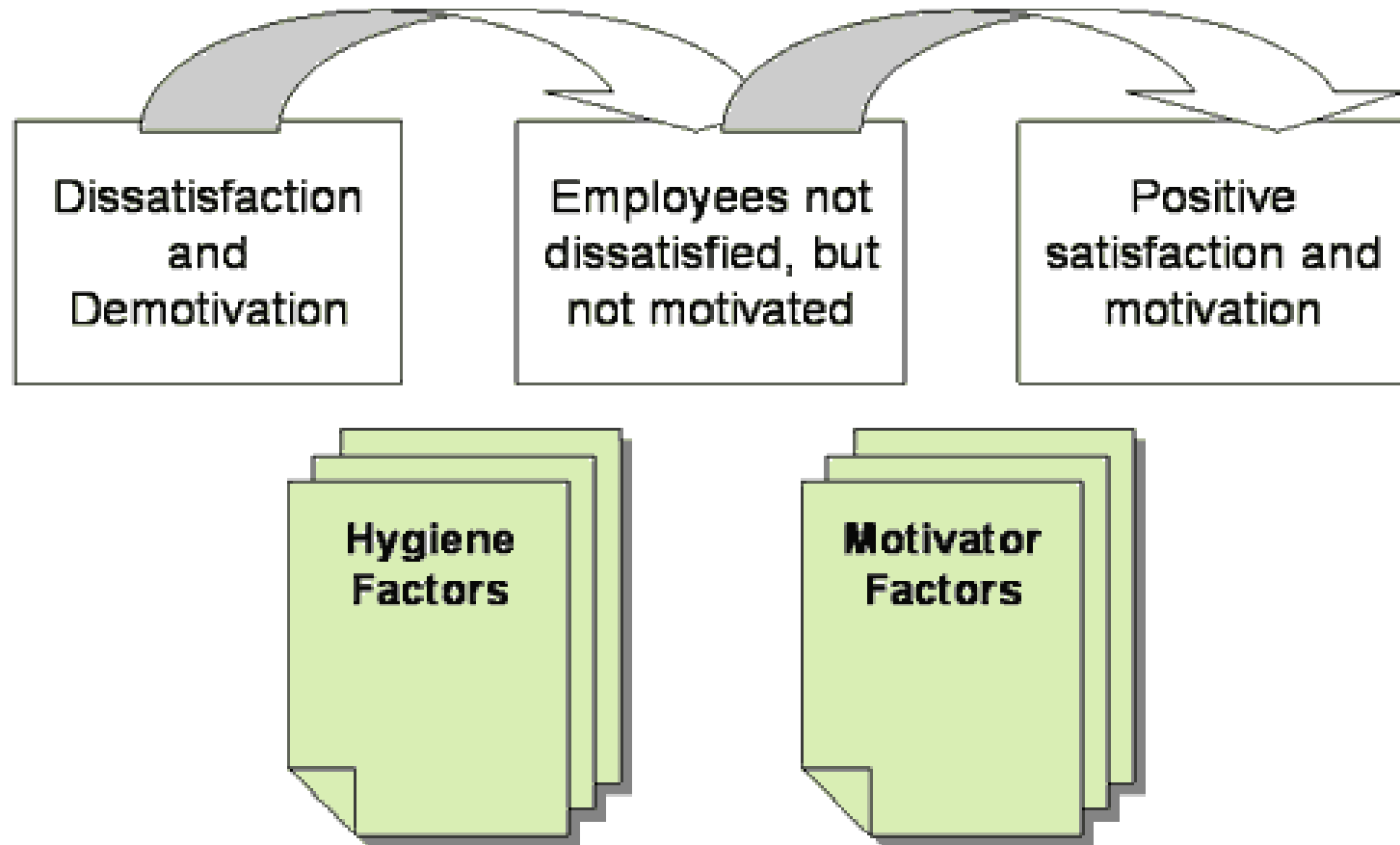
Motivation

Motivation Defined

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as:

- the psychological process that gives behavior purpose and direction (Kreitner, 1995);*
- a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, & Lindner, 1995);*
- an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993)*
- operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.*

Hertzberg's Motivator/Hygiene Factors



Hertzberg's Motivator/Hygiene Factors

Hygiene Factors

Hygiene factors are based on the need for a business to avoid unpleasantness at work. If these factors are considered inadequate by employees, then they can cause dissatisfaction with work. Hygiene factors include:

- Company policy and administration
- Wages, salaries and other financial remuneration
- Quality of supervision
- Quality of inter-personal relations
- Working conditions
- Feelings of job security

Hertzberg's Motivator/Hygiene Factors

Motivator Factors

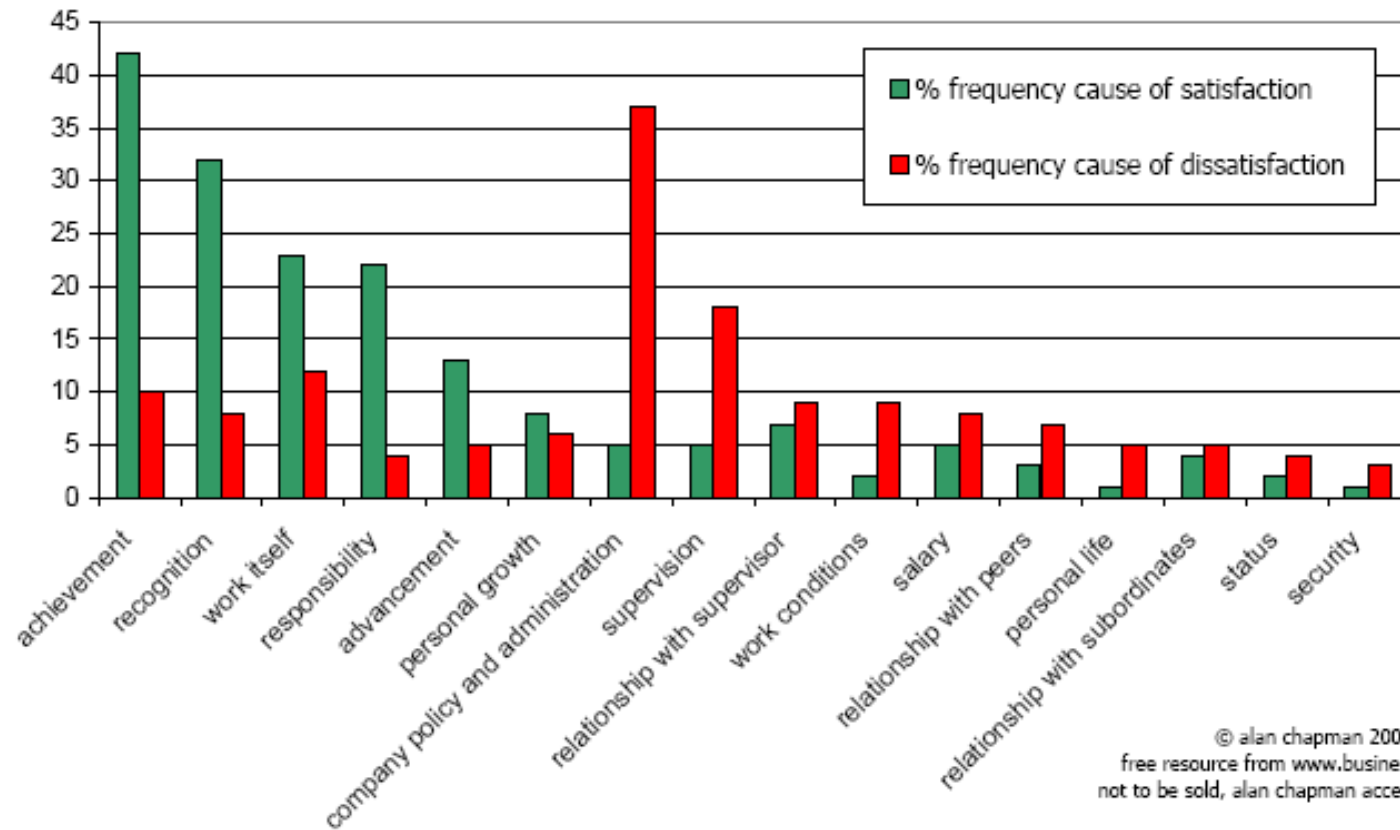
Motivator factors are based on an individual's need for personal growth. When they exist, motivator factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above-average performance and effort.

Motivator factors include:

- Status
- Opportunity for advancement
- Gaining recognition
- Responsibility
- Challenging / stimulating work
- Sense of personal achievement & personal growth in a job

Herzberg's motivators and hygiene factors

(achievement through to personal growth are motivators; the others are hygiene factors)



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Hygiene Factors

Motivator Factors

Dissatisfaction

Satisfaction

Achievement

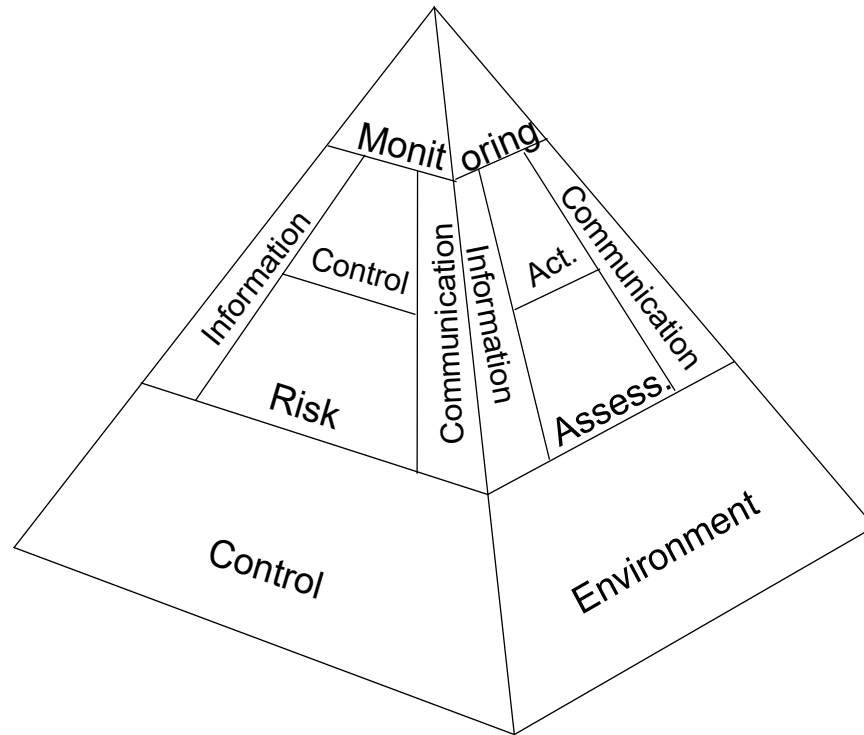
Recognition

Work Itself

Policy and procedures

Supervision

COSO Framework



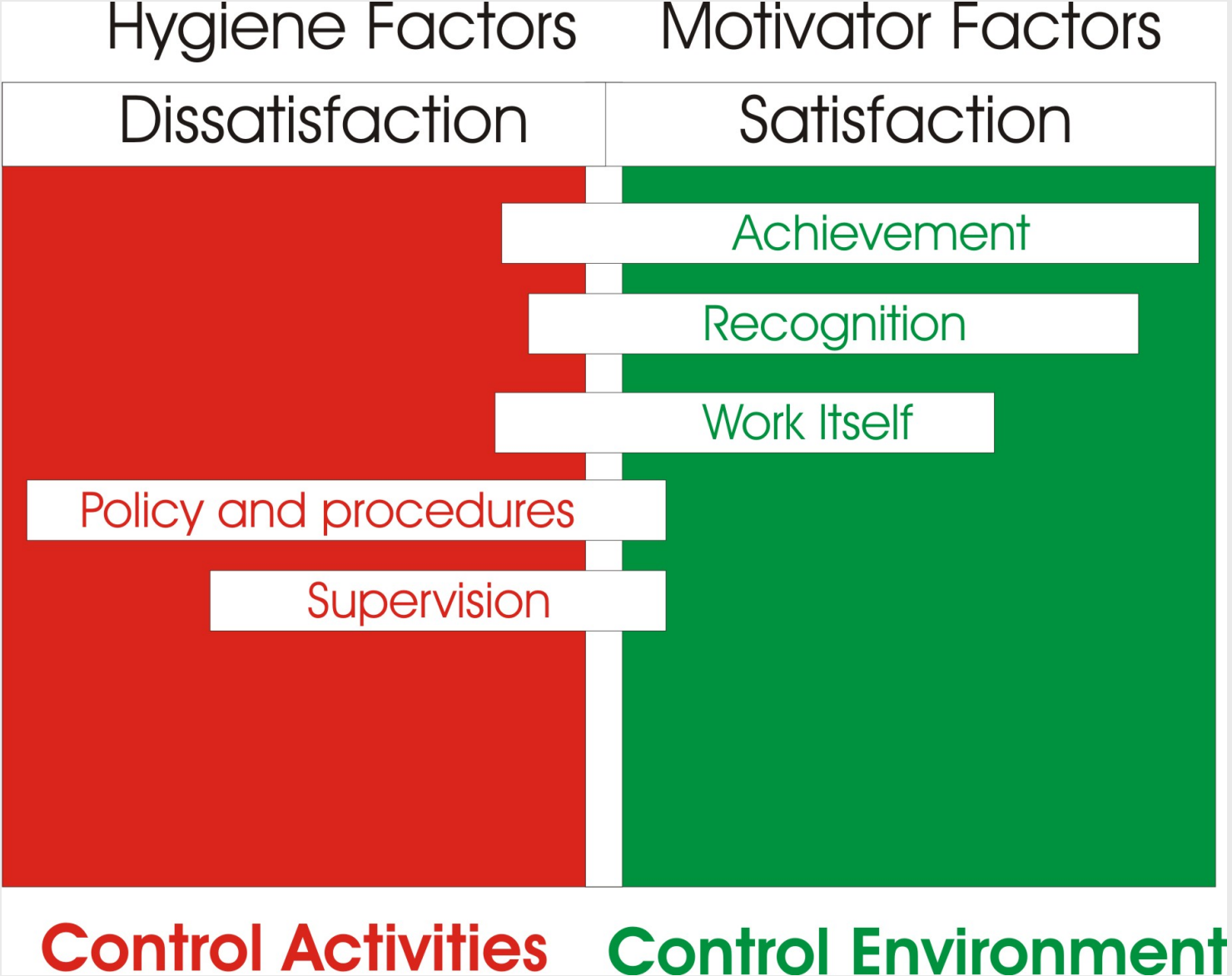
COSO Control Environment

Control Environment - *The control environment sets the tone of an organization, influencing the control consciousness of its people. It is the foundation for all other components of internal control, providing discipline and structure.*

The core of any business is its people - their individual attributes, including integrity, ethical value and competence - and the environment in which they operate. They are the engine that drives the entity and the foundation on which everything rests.

Factors:

- ✓ **Integrity and Ethical Values**
- ✓ **Commitment to Competence**
- ✓ **Board of Directors or Audit Committee**
- ✓ **Management's Philosophy and Operating Style**
- ✓ **Organizational Structure**
- ✓ **Assignment of Authority and Responsibility**
- ✓ **Human Resource Policies and Procedures**



Perception of Control Activities

1. Rate on a scale of 1 through 10 (*10 being the highest*) how you perceive the policy and procedures of your organization.
2. Rate on a scale of 1 through 10 (*10 being the highest*) how you believe most employees perceive the policy and procedures of your organization.

