

## Analyzing Macedonian employees work motivation using The Herzberg's motivation-hygiene theory

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### Abstract

Motivation is one of the most important issues taken into account in the management field of study. The main reason for that condition is that the organizations can manage to reach their goals, and their results as well, by working performance of their staff.

If the employee productivity is higher, the organizational success will be also at the highest level, and vice versa. The organization's managers continuously are giving their best efforts to increase the productivity of their employees.

In this research paper, it will be used The Herzberg's motivation-hygiene theory in analyzing the factors that motivate the workers in the organizations in North Macedonia. The mentioned theory is based on the fact that salary of the workers is not essential factor that motivates them. For mentioned purpose, the research in this paper titled as "Macedonian employees work motivation" it will be done on a specific sample that includes total of 90 respondents. Research, it is planned to be carried out in two different organizations in Macedonia (public and private), in order to discover how factors that motivate the workers are valued from the perspective of employees that have different personal characteristics and that are working in different environment.

**Keywords:** motivation, theories of motivation, intrinsic factors (motivators), hygienic factors.

### Introduction

When considering the issue of employee motivation, the question that arises is which is the motive most often the driver of human work and activity? Getting the answer to this question is very important, especially for managers, because, they determine the possibilities of motivating employees in order to achieve more successful business results. Therefore, the notion of motivation should be thoroughly examined, bearing in mind that its lack affects partial or complete lack of results or, in turn, gives a central value. Strong motivation strengthens ambition; gives incentive to work and helps in achieve own goals.

Within the motivation process, the following issues can be observed:

- What needs affect the activity of people in the company?
- How does equity and equality affect motivation?
- How do expectations affect employee motivation?
- How does goal setting affect the work of employees?
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### 2. Motivation theories

One of the most important issues in management is the motivation of employees

in order to achieve the best possible performance. By increasing the motivation of employees and, consequently, by better working performance, companies are more successful in doing business. The ability of employees to achieve certain results is improved by education and training in the workplace (Alderfer, 1972). The company can provide the employee with good working conditions, and the employee can be successful in achieving goals, but none of the above will be enough if the employee is not motivated to achieve certain results. Therefore, motivation can be defined as readiness to do something, and is conditioned by the ability to perform this action in order to satisfy the needs of the individual. A need is a physiological or psychological disadvantage that makes it an inviting result/outcome (Robbins, 2000).

An unsatisfied need creates a tension that stimulates an individual's desire for activity. The desire generates a search for a specific goal which, if achieved, will satisfy the need. Motivated workers are in a state of tension. They approach certain activities to reduce tension. The greater the tension, the greater the activity of the individual. Therefore, it can be said that workers who work a lot, are in high tension condition that is produced from the desire to achieve a certain goal (Huczynski, Buchanan, 2001)

Theories of motivation can be divided into two groups (Ferguson, 2014) the theory of motivational content and the theory of the motivational process.

Motivational content theories explain specific motivation factors. They try to answer the question, what is it that drives people to behave in a certain way. These theories focus on the internal factors that govern the behavior of an individual.<sup>1</sup> Generally speaking, they regard motivation as a product of desires that are driven to activity or direct individuals to meet inner needs (Finchman, Rhodes, 2005). Theories of motivational content are of great importance in practice, and the most famous are: Maslov's theory of the hierarchy of needs, Elderfer's ERG model, Hercbger's hygiene motivation theory and McClelland's achievement theory (Ivancevich, Konopaske, Matteson, 2005).

Herzberg's theory of hygiene or the theory of two factors relates, to a large extent, to what motivates individuals in the workplace. At the centre of the theory, Herzberg raises satisfaction, or dissatisfaction with the work, which arises from two groups of factors (Herzberg, 1968):

1. Hygienic factors and
2. Intrinsic factors (motivators).

Hygienic factors prevent the occurrence of dissatisfaction, but do not encourage employees to engage in greater work engagement. Hygienic factors include: company policy, interpersonal relationships, respect for employee rights, employee salaries, job security, working conditions (Herzberg, 1968)

Intrinsic factors (motivators) lead to satisfaction and encourage an individual to work. These are: recognition, advancement, challenging, creative work that enables the individual to demonstrate it's abilities (Ferguson, 2014).

Motivation process theories explain motivation focusing on processes of independent, conscious decision-making (Maslow,1954). They deal with the issues of how human behavior is guided and maintained in the voluntary and self-directed cognitive

<sup>1</sup> [www.thetimes100.co.uk](http://www.thetimes100.co.uk).

processes of an individual. Theories of the motivation process are based on early cognitive theories that assume that human behavior is the result of a conscious decision-making process. The most famous are the theory of expectations, the theory of equity, the theory of setting goals and the theory of incentive (reinforcement) (Ferguson, 2014).

### 3. Research

In order to detect problems and to determine the situation in the area of motivation for the work of employees in the Republic of North Macedonia, it was necessary to conduct research on a concrete sample. Two organizations were selected, different in terms of the structure of employees (in terms of qualifications, work experience, working conditions, interpersonal relationships, company policies), which made it possible to compare the results obtained with the survey.

#### 3.1. Defining the problem

Inspired by Herzberg's motivation theory, we tried to check the widely accepted assumption that only the higher salaries motivate employees in Macedonia to work more and better. On the contrary, Herzberg thought that salaries, as well as some other factors (good working conditions, solid interpersonal relations, respect for employees' rights, respect for employees and the correct attitude of managers towards them, a good business policy of a firm that is clear to employees and gives them an opportunity looking at your own perspective, a good organization of work that implies that every employee knows his job) is only a necessary condition to activate intrinsic factors that are, in fact, motivators and who can trigger an individual to do more and better. These factors are related to the work itself and the personality of the individual - achieving success in work, gaining recognition for his work, career progression, a job that is inherently attractive to the individual, responsible and interesting, and enables him to demonstrate his abilities and develop your potential.

#### 3.2. Research goals

The aim of this research was to check the level of satisfaction/dissatisfaction with individual factors in two different organizations and their motivational value. One of the organizations should have been a prototype of a organization or company where employees mostly solved their basic needs and where, in the majority, there is a satisfaction with hygienic factors. It was assumed that in this organization, respondents would attach greater importance to intrinsic factors of motivation. The other organization should have been, to a greater extent, typical for the opportunities in North Macedonia, i.e. that there is a marked dissatisfaction with hygiene factors (salaries, working conditions, respect for the rights of employees, job organization, business policy, etc.). In this situation, it is assumed that the value of the intrinsic factors would be lower, while the employees would be much more valued by hygienic factors.

#### 3.3. Research methods - description of the survey

Starting from Herzberg's theory of motivation for work, a survey was made that included both hygienic and intrinsic factors of motivation for work.

The survey was anonymous and contained only a few questions to identify the

structure of the sample, such as: data on gender, degree of education, total length of service and pay (classified into four categories).

Then they followed the questions that examined the level of satisfaction/dissatisfaction with certain factors related to work in the company/institution: salaries, interpersonal relations, attitude towards the immediate manager, working conditions, organization of business / work, business policy, respecting the rights of employees and receiving recognition for their work. On each of these questions, the respondents responded by rounding out one of the offered answers: very satisfied, partially satisfied, not satisfied/ not dissatisfied, partially dissatisfied, very dissatisfied and not sure/I do not know. The first two answers can be considered as a satisfaction test by a certain factor, and the answers are "partially dissatisfied" and "very dissatisfied" with the expression of dissatisfaction. In accordance with Herzberg's theory, the answer "not satisfied/not dissatisfied" reflects a zero position on a continuum, one pole denoting satisfaction, and another dissatisfaction.

The third group of questions asked respondents to rank certain factors: satisfaction/dissatisfaction with certain aspects of the work in the organization, factors that could encourage them to make greater efforts, and those that would be decisive for deciding to leave the company in which they are currently employed. The aim was to get the hierarchy of motives, that is, motivators, those factors that can induce individuals and direct them to certain goals.

### **3.4. Comparison of results obtained by interviewing employees in two organizations**

Fifty employees of public company (Financial police in Republic of North Macedonia - FP) and in one private education institution (Private University - PU) and forty employees were examined.

The sample is suitable, in both organizations. A number of surveys were distributed to all employees who found themselves at a certain time in a particular place. Surveys in both organizations were carried out in February 2019, in Skopje.

The first group of questions is planned to determine the structure of the respondents. It was concluded that in the two surveyed samples, the structure of the respondents varies by sex and level of education (and the differences exist in the actual structure of the employees in these two organizations). In the sample of the Financial police in Republic of North Macedonia, slightly more than half are women, and in the Private University sample, only about a third of participants are women. The least respondents from the Financial police in Republic of North Macedonia have basic faculty education, and 70% are masters and doctors of science. In the Private University, the highest level of professional education degree, faculty education, has 37% of the respondents, 33% have V degree and VI degree, and 30% - III degree and IV degree. It is assumed that the sample of the Financial police in Republic of North Macedonia more accurately reflects the structure of employees (although there are also employees with lower level of education, and there are no such samples), and that in the Private University sample there are more those with university education, and less of those with secondary and lower education than they have them among the employees.

As for the work experience, the two samples differ significantly: a greater number of respondents from the Financial police in Republic of North Macedonia (44%) have

less than ten years of service and 30% in the Private University sample. Among ten to twenty years of work experience, 26% of employees are in the Financial police in Republic of North Macedonia sample, while among the surveyed in Private University, this group is the most numerous - there are 45% of them.

The second group of questions referred to the level of satisfaction/dissatisfaction with hygienic factors. In both samples, the respondents are mostly satisfied with all of these hygienic factors - salaries, interpersonal relationships, direct relationship, working conditions, work organization, business policy, respect for the rights of employees. However, the overall percentage of satisfied and the percentage of those who are very satisfied is higher at the Financial police in Republic of North Macedonia than in the Private University, and the percentage of dissatisfied and, especially, very dissatisfied, is higher in Private University than at the Financial police in Republic of North Macedonia, where there are very few.

The third group of questions referred to the level of satisfaction/dissatisfaction with intrinsic factors, ie, factors that positively affect the motivation of employees. A significant difference exists in the satisfaction of receiving recognition for the work - respondents from the Financial police in Republic of North Macedonia are mostly satisfied with this factor, while among those surveyed in the Private University, a greater percentage of dissatisfied than satisfied, and a large number (47%) of those who are not satisfied and not dissatisfied.

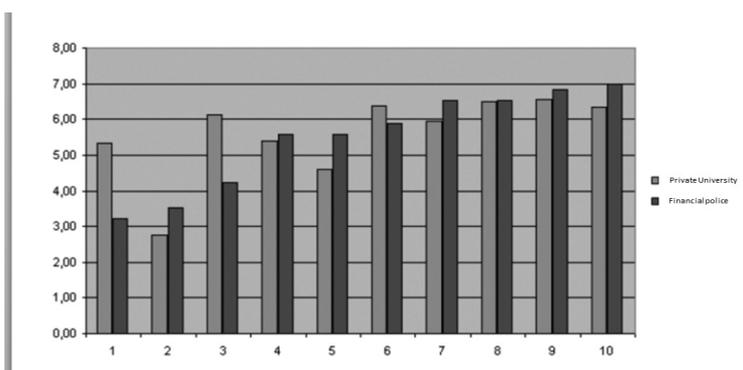
Ranking of satisfaction with individual factors is similar in both samples: in the first place, in both samples, satisfaction with the attitude of managers towards employees, and, secondly, satisfaction with working conditions. The satisfaction with business policy is the third place among the surveyed at the Financial police in Republic of North Macedonia, while in the Private University - at the last. For respondents from the Financial police in Republic of North Macedonia, satisfaction with respecting the rights of employees is in the last place, and in Private University – before the last place. However, some reliable conclusions can not be made because, especially at the Financial police in Republic of North Macedonia, there is little difference in the average rank of certain factors.

Significant differences between the two sample respondents exist in the ranking of factors that would motivate the employees to the greatest dedication. While the respondents from the Financial police in Republic of North Macedonia are among the three most important factors, by salary (in the second place), placed a greater possibility of promotion at work and more acknowledgments and rewards for a successful job, for the respondents from Private University the most important are hygienic factors (take the first three places): larger salary, better organization and better working conditions (Table 1).

Table. 1 Display of factors that would motivate the employees to increase the intensity of work and dedication

	What is most important to you from all of the above items, which would increase the intensity of work and dedication at work?	Rating value		Rank	
		PU	FP	PU	FP
1	Greater possibility of promotion at work	5.33	3.22	IV	I
2	Higher salary	2.75	3.52	I	II
3	More awards and rewards for a successful job	6.13	4.24	VI	III
4	Better working conditions	5.40	5.58	III	IV
5	Better organization of work	4.60	5.58	II	V
6	More creative work	6.38	5.90	VIII	VI
7	Greater respect for the rights of employees	5.95	6.54	V	VII
8	Better interpersonal relationships	6.50	6.54	IX	VIII
9	Greater participation in decision-making	6.55	6.84	X	IX
10	Successful / better business policy	6.33	6.98	VII	X

Chart 1. Comparative overview of results from Table 1.

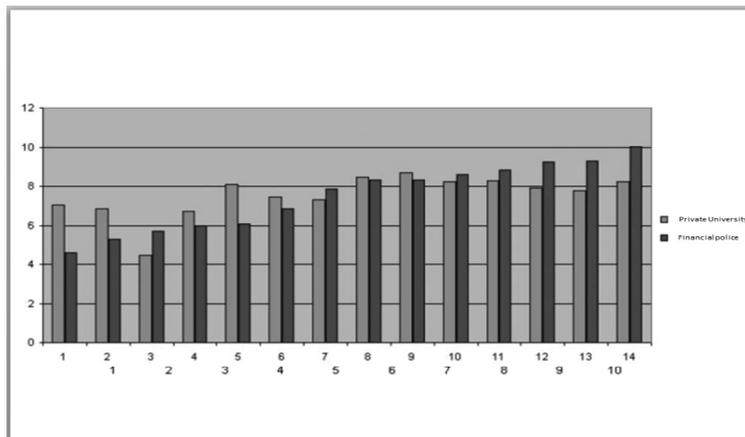


Respondents from both samples pointed out four of the same reasons for deciding to leave the company, only ranking them differently. Higher wages are the most important factor in the possible abandonment of the former company for surveyors from the Private University (for the respondents from the Financial police in Republic of North Macedonia is third), while for the sample from the Financial police in Republic of North Macedonia the higher the possibility of professional development (in the fourth place for the sample from Private University). Among the most important factors in both samples are the greater the ability to gain recognition of job success and a more responsible and challenging job (Table 2).

Table 2. Showing possible reasons for leaving the company

	For what reasons, if you were given an opportunity, would you leave this company / institution?	Rating value		Rank	
		PU	FP	PU	FP
1	Greater possibility of professional development	7.05	4.58	IV	I
2	Greater possibility of achieving recognition for success in business and personal affirmation	6.85	5.30	III	II
3	Higher salary	4.45	5.68	I	III
4	A job that is more responsible and challenging to prove their own knowledge and abilities	6.73	6.00	II	IV
5	Greater possibility of promotion at work	8.08	6.08	IX	V
6	More creative, more interesting or more dynamic work	7.45	6.84	VI	VI
7	Better working conditions	7.33	7.88	V	VII
8	Better organization of work	8.48	8.30	XIII	VIII
9	Greater participation in decision-making	8.68	8.32	XIV	IX
10	Better interpersonal relationships	8.25	8.62	XI	X
11	Successful / better business policy	8.28	8.84	XII	XI
12	Greater respect for the rights of employees	7.93	9.26	VIII	XII
13	Possibility to solve housing issues	7.75	9.28	VII	XIII
14	Greater proximity to work	8.23	10.02	X	XIV

Chart 2. Comparative overview of results from Table 2.



#### 4. Conclusions

On the basis of the conducted research, it can be concluded that Herzberg's work motivation theory was a solid basis for the conceptualization of the examination and, at the same time, a good framework for interpreting the results. It has been shown to some extent that the factors of motivation that Herzberg called hygienic, such as:

satisfaction with salary, working conditions, interpersonal relations, organization of work, business policy of the company, respect for the rights of employees, etc., is a necessary condition for activating the internal potential of employees, which can really encourage him to do more and better.

Nevertheless, it has been shown that salaries are, most often, the most important or among the most important factors of motivation. One of the possible reasons for this is the fact that salaries in Macedonia, even when, statistically speaking, are above average, are almost always insufficient to meet the needs of citizens. Their standard has declined for years, and this is also felt by young people at the beginning of the working life, since a large number comes from impoverished families, so many can not even satisfy even existential needs. It is assumed that even those who declare they are satisfied with the salary, take into account the current situation and the inability to achieve a higher salary, but, when offered such an opportunity, this will be one of the most important reasons for changing a job, or an organization in which they work. However, one should also bear in mind that even discontent with the salary can increase the intensity of work, but only if there are clear rules, and if there is a possibility that greater wages will be achieved by more intensive work and greater commitment.

The working conditions are also a significant factor of employee satisfaction or dissatisfaction. Good working conditions are, for some employees, related to career advancement (eg at the university or other institutions and enterprises for employees with faculty education), and, for others, with health, lifestyle, standard, and so on. Poor working conditions and lack of employers' incentives to improve them will negatively affect the motivation of employees for work and may also be an important factor in deciding to leave the company. Good working conditions will enable the creative energy of the employees to be activated and release feelings of inconvenience, characteristic of poor working conditions.

And the organization of work is an important factor that the management should deal with in order to encourage employees to increase their efforts and achieve better results. Poor organization of work is canceling the effects of employee engagement and acting destimulatively on them. A good organization of work will enable each employee to find his place and contribute to the achievement of the work tasks and goals of the organization.

It is very important that management fosters proper interpersonal relationships and cooperation among employees, builds a climate of understanding and respects the legal rights of workers. Satisfaction with this factor will not provide greater motivation for work, but dissatisfaction can have a negative effect.

Finally, based on the survey results, it can be concluded that employees who already have a solid salary (and, presumably, satisfied at least the most important living needs), work in an organization that has good working conditions, correct interpersonal relationships and relationships with managers, respect for the rights of employees, etc., predominantly emphasize intrinsic needs - the need for career advancement, acknowledgment for their work, personal affirmation, professional development, a job that, by itself, is more attractive, more dynamic, more responsible, creative, interesting and similarly. Creating conditions for activating these needs will

ensure that they themselves find ways to become competent in their work, but also built personalities that have met their own needs for self-actualization, as they have universally developed their creative potential.

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