

Theoretical Approaches

When building your business case, you may find it useful to make reference to various theoretical approaches linked to employee recognition. Here is one example:

Frederick Herzberg Hygiene and Motivation Theory

Frederick Herzberg (1923-2000) is regarded as one of the great original thinkers in management and motivational theory.

Frederick Herzberg's Hygiene and Motivation Theory states that there are **two** separate factors related to job performance. According to Herzberg's studies, the factors that lead to job satisfaction are different from the factors that lead to employee motivation. To achieve an optimal work environment for employees, these different factors need to be met at the same time.

The **first** set of factors – hygiene factors, involve the job environment and those things that keep an employee coming back to work. For example, salary, safety and an employee's relationship with their supervisor. Hygiene factors are extrinsic to an employee's job and although they do not lead to higher levels of motivation, if they do not exist, then the employee will be dissatisfied.

The **second** set of factors – motivators, involve what employees actually do at work. For example, their opportunities for growth, their level of responsibility and the amount of recognition they receive. These factors will motivate employees, lead to job satisfaction and make employees feel a sense of accomplishment in their work. All humans are different and have different factors that motivate them. The key for managers is finding out what motivates each of their employees".¹

Hygiene Factors	Motivators
<ul style="list-style-type: none">★ Policies and administration★ Management styles★ Work conditions★ Job status★ Salary and benefits★ Relationships with managers/peers★ Safety and security	<ul style="list-style-type: none">★ Personal growth★ Responsibility★ Pride in work★ Achievements★ Recognition★ Growth and career advancement★ Challenging work

Simultaneously, hygiene factors and motivators lead to job satisfaction and pride in one's work. Recognizing employees is one way to contribute to a supportive work environment where employees feel valued and appreciated. By acknowledging and showing interest in an employee's performance and providing the tools and supports they need to do their job well, employees feel respected and valued, and in turn strive to do their best. A simple gesture of saying "great job" or "thank you" to an employee for their participation on a specific project or task makes them feel like a valuable contributor to the work unit and organization as a whole.

¹ Wootton, Paul. *Effective Motivation during Recessions in the IT Client Services Industry*. Master of Science Field Project. Fall Semester 2005.

² www.businessballs.com/herzberg.htm