Although automation is helping to phase out the unstimulating aspect of many jobs, a job should provide an opportunity for personal satisfaction or growth When it does, it becomes a powerful motivating force

People, Herzberg further theorizes, must be given the opportunity to do work that they think is meaningful Merely telling a man who is doing a routine job that he is happy and that he is doing something meaningful accomplishes nothing But job rotation is not the answer, either, it does not enrich a job—it only makes it bigger

Another point Herzberg observes, "Resurrection is more difficult than giving birth" Obsolescence must, therefore, be eliminated by continued retraining—not just a once-in-a-while effort Jobs should be kept up-to-date, and people doing the jobs must be kept up-to-date

Even though a company may provide the hygiene factors, they must also provide a task that has challenge, meaning, and significance If an unchallenged man does not quit, he stays on—but with poor morale That, says Herzberg, is the price a company pays for not motivating people

In summary, seven principles of job enrichment can be itemized

- Organize the job to give each worker a complete natural unit of work
- Provide new and more difficult tasks to each worker
- Allow the worker to perform specialized tasks in order to provide a unique contribution
- Increase the authority of the worker in his job
- Eliminate unneeded controls on the worker while maintaining accountability
- Require increased accountability of the worker for his own work
- Provide direct feedback through periodic reports to the worker himself

Frustration and Conflict

A motivated individual is one who is attempting to reach a goal Often, however, a barrier is placed between the goal and the one who is seeking it When this occurs, the individual becomes frustrated This differs from mere *lack of satisfaction* of a need, which is called deprivation The *thwarting of behavior* directed toward a goal results in frustration

The barrier may come from within the individual himself The person who sets impossible goals for himself may become frustrated when he is unable to reach the goals because he cannot work that fast The "way out" may be an accident

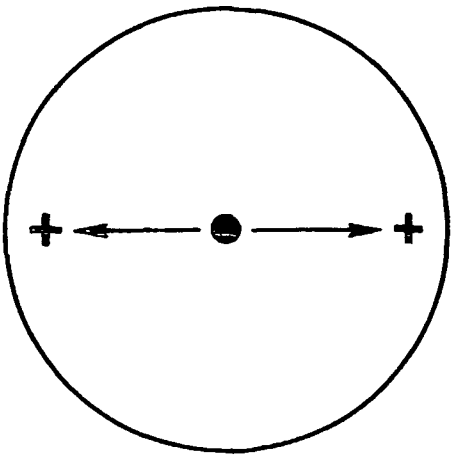


FIG 11–3 —Approach-approach conflict The individual is attracted to two equally appealing goals

The barrier may also arise from the environment An example—if the person mentioned above (who set a very high production output goal for himself) is unable to reach such limits because of faulty equipment

A third type of frustration is caused by conflict If two motives somehow conflict, the satisfaction of one means the frustration of the other For example, the worker who sets high production and safety standards for himself, but is unable to meet both under the present system, must satisfy one and sacrifice the other

It is to the conflict-caused frustration that we will now address ourselves Basically, there are three types of conflicts—called "approach-approach," "avoidance-avoidance," and "approach-avoidance"