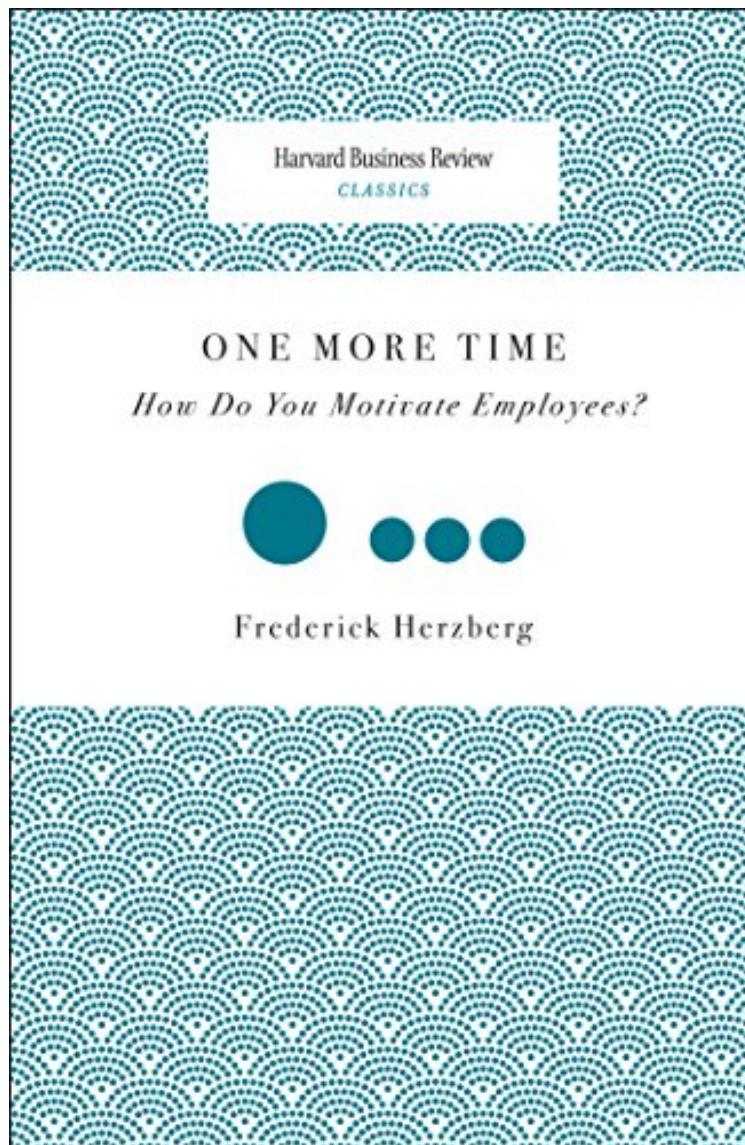


(Download free ebook) One More Time: How Do You Motivate Employees? (Harvard Business Review Classics)

One More Time: How Do You Motivate Employees? (Harvard Business Review Classics)

Frederick Herzberg

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Frederick Herzberg : One More Time: How Do You Motivate Employees? (Harvard Business Review Classics) before purchasing it in order to gauge whether or not it would be worth my time, and all praised One More Time: How Do You Motivate Employees? (Harvard Business Review Classics):

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was simple and flawless. I had the work immediately and was able to start. I would recommend purchasing this publication. 13 of 13 people found the following review helpful. People want interesting work, challenge and responsibility. By Gerard Kroese. Frederick Herzberg was Head of the department of Psychology at Case Western Reserve University in Cleveland when he wrote this Harvard Business Review-article in 1968. He currently is Professor of Management at the University of Utah. In this article the author tries to answer one of the main questions in management: "How do I get an employee to do what I want?" There is the traditional method to get someone to do something is to administer a kick in the pants, or "KITA" as Herzberg terms it. He then discusses the different myths about motivation and explains how each of them only results in short-term movement. Based on results from various studies he concludes "that the factors involved in producing job satisfaction (and motivation) are separate and distinct from the factors that lead to job dissatisfaction." Or, in other words, "the opposite of job satisfaction is not job dissatisfaction, but, rather, no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no job satisfaction." This concept has an important impact on management: The growth or motivator factors are intrinsic to the job, while dissatisfaction-avoidance or hygiene factors are extrinsic to the job. Both factors are described in detail, with various tables and graphs explaining each. Herzberg provides us with ten steps for job enrichment, or principles to institute the motivator idea with their employees. But it is important to note that job enrichment is not a one-time proposition, it is a continuous management function. Yes, this is a fantastic article on motivating employees. Herzberg explains in simple words that the things that make people satisfied and motivated on the job are different in kind from the things that make them dissatisfied. It debunks the traditional myths about motivation and explains that people are motivated by interesting work, challenge, and increasing responsibility. Highly recommended to all managers supervising people. The article is written somewhat old-fashioned business US-English.

Imagine overseeing a workforce so motivated that employees relish more hours of work, shoulder more responsibility themselves; and favor challenging jobs over paychecks or bonuses. In *One More Time: How Do You Motivate Employees?* Frederick Herzberg shows managers how to shift from relying on extrinsic incentives to activating the real drivers of high performance: interesting, challenging work and the opportunity to continually achieve and grow into greater responsibility. The results? An ultramotivated workforce. Since 1922, Harvard Business Review has been a leading source of breakthrough management ideas-many of which still speak to and influence us today. The Harvard Business Review Classics series now offers readers the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world-and will have a direct impact on you today and for years to come.

About the Author Frederick Herzberg was distinguished professor of management at the University of Utah in Salt Lake City and head of the department of psychology at Case Western Reserve University in Cleveland. His writings include *Work and the Nature of Man* and *The Motivation to Work*.