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Subject: Psychology of Human
Behaviour at Workplace

Assignment - 1

Q3. Frederick Herzberg's two factor model is a early theory of motivation which is based on the author's study to find out what employees really wanted from their jobs. Herzberg found that factors producing satisfaction were entirely ~~different~~ different and separate from factors responsible for dissatisfaction. For example, although unpleasant working conditions may cause dissatisfaction, pleasant working conditions may not lead to satisfaction.

Herzberg found that satisfaction is due to intrinsic or internal factors and dissatisfaction is due to extrinsic or external factors. Herzberg then labelled the factors that motivate or produce job satisfaction as "motivators". Motivators include the following :-

- i) Authority & responsibility
- ii) ~~Adv~~ Advancement Opportunities
- iii) ~~Reco~~ Recognition & appreciation
- iv) Work itself.
- v) Achievement.



Herzberg labelled the factors that are related to job dissatisfaction as 'hygiene' or maintenance factors. Hygiene factors include:-

- i) Company policy & administration
- ii) Supervision
- iii) Salary
- iv) Interpersonal relations
- v) Working conditions

Hygiene factors and motivators come together to form the two factor model. Hygiene factors are only preventive in nature. They simply prevent dissatisfaction. Taking care of them ~~to~~ will prevent dissatisfaction among the employees but will not motivate the employees.

Motivators are those factors that cause good feelings and lead to satisfaction. It is the motivators that truly motivate human being on the job.

Hygiene factors are important to maintain the human resources of a company, but they are ^{not} sufficient to motivate the employees. It is the ^{motivators} that are important. Herzberg believed that only a job having opportunities for advancement, responsibility, challenge and achievement will truly motivate the employees.

Q4. The Big Five model assumes that there are five basic dimensions of personality that underlie many specific traits. These are:-

- i) Extraversion - Introversion → It is the degree to which a person is ~~dependable~~ social, ambitious, energetic, outgoing, assertive, talkative and expressive.
- ii) Conscientiousness → It is the degree to which a person is dependable, disciplined, committed, organized, thorough, ~~or~~ perseverant and honest.
- iii) Agreeableness → It is the degree to ~~the~~ which a ~~person~~ person is polite, trusting, good-natured, accepting, co-operative and forgiving.
- iv) Emotional stability → It is the degree to which a person is emotionally stable, secure, content, and free from depression. ~~The~~ This dimension taps a person's ability to withstand stress.
- v) ~~Open~~ Openness to experience → It is the degree to which a person is curious, imaginative, flexible, artistic, playful and creative.

The Big Five model has found to be a related

~~cons~~ to personality ~~traits~~ traits of a leader because:-

- i) Extraversion has been found to be a very good predictor of who will emerge as a leader. Extraversion which includes being social, dominant and assertive is an important determinant of being a leader.
- ii) Although extraversion is a good predictor of who will become a leader, it is not a reliable determinant of leader effectiveness. In fact leaders, who are very high on assertiveness are less effective than those who are moderate on ~~assert~~ assertiveness.
- iii) Conscientiousness and openness to experience are ~~two~~ two other traits that have been found to be consistently related to leadership.
- iv) Agreeableness and emotional stability are not strongly correlated to leadership.

Therefore individuals who like to have people around them, are assertive, are disciplined, keep their commitment, are creative, flexible, are more likely to emerge as leaders.