

Herzberg's Motivation-Hygiene Theory

Motivation Factors

Factors that deal with *job content* and lead to *job satisfaction*.

Growth

Work Itself

Responsibility

Achievement

Advancement

Recognition

Hygiene Factors

Factors that deal with *job context* and lead to *job dissatisfaction*.

Company Policies & Administration

Supervision

Interpersonal Relations

Status

Working Conditions

Security

Salary

The key to understanding Herzberg's Motivation-Hygiene Theory is that the factors that involve **job content** (motivation factors) tend to lead to job satisfaction. When these factors are not present on the job, workers do not tend to be dissatisfied – they are simply “not satisfied.” Workers who are “not satisfied” do not tend to restrict productivity, they just don't get involved in their job or put forth the extra effort to do a good job. Workers who are “satisfied” put forth that extra effort and productivity increases.

Factors that involve **job context** (hygiene factors) tend to lead to job dissatisfaction. When these factors are considered good, or acceptable, workers do not tend to become “satisfied”, they simply become “not dissatisfied.” Productivity is not restricted – it is just held at an acceptable level. When workers become dissatisfied with any of these factors they tend to restrict output.

Definitions of Motivation-Hygiene Factors

Motivational Factors

Growth

This includes actual learning of new skills, with greater possibility of advancement within the current occupational specialty as well as personal growth.

Work Itself

The actual content of the job and its positive or negative effect upon the employee whether the job is characterized as interesting or boring, varied or routine, creative or stultifying, excessively easy or excessively difficult, challenging or non-demanding.

Responsibility

This includes both the responsibility and authority in relation to the job. Responsibility refers to the employee's control over his or her own job or being given the responsibility for the work of others. Gaps between responsibility and authority are considered under the *company policies and administration* factor.

Achievement

This includes the personal satisfaction of completing a job, solving problems, and seeing the results of one's efforts.

Advancement

The actual change in upward status in the company. Increased opportunity changes with no increase in status are considered under *responsibility*.

Recognition

This is the recognition by others for a job well done or personal accomplishment.

Hygiene Factors

Company Policies & Administration

The feelings about the adequacy or inadequacy of company organization and management. This includes poor communications, lack of delegated authority, policies, procedures, and rules.

Supervision

The competency or technical ability of the supervisor. This includes the supervisors willingness to teach or delegate authority, fairness, and job knowledge.

Interpersonal Relations

The relationships between the worker and his or her superiors, subordinates, and peers. This includes both job related interactions and social interactions within the work environment.

Status

Factors that involve some indication of status: private office, important sounding title, secretary, company car, and other "perks." Changes in status would be considered under *advancement*.

Working Conditions

Factors that involve the physical environment of the job: amount of work, facilities for performing work, light, tools, temperature, space, ventilation, and general appearance of the work place.

Job Security

The employee's job tenure and/or the company's stability or instability – objective signs of the presence or absence of job security, not the feelings of security.

Salary

This includes all forms of compensation and focuses on wage or salary increases or unfulfilled expectation of increases.