Employee Motivation/Hygiene

Herzberg's Two-Factor Theory

Creates Satisfaction

Motivation Factors (Job Content)

Job content leads to satisfaction. If missing, workers aren't typically dissatisfied, they are simply not satisfied. Not satisfied workers don't tend to reduce productivity. Satisfied workers are more productive.

Growth
Learning new skills, possibility of advancement within their occupational specialty, and personal growth.

The Work
Job content, is it interesting or boring, varied or routine, creative or stultifying, excessively easy, or excessively difficult, challenging or undemanding?

Responsibility
Responsibility and authority—control over own job or work of others. (See Company Policies & Administration for gaps between responsibility and authority)

Achievement
Personal satisfaction of completing the job, solving problems, seeing results from one's efforts.

Advancement
Change in upward status in the company.

Recognition
Recognition by others for personal accomplishment or a job well done.

Creates Dissatisfaction

Hygiene Factors (Job Context)

Job context leads to dissatisfaction. If missing, workers restrict output. If good or acceptable, they don't produce satisfaction, workers are simply "not dissatisfied."

Policies and Administration
Feelings about the adequacy or inadequacy of company organization and management, such as poor communication, lack of delegated authority, policies, procedures and rules.

Supervision
Competency of the supervisor. Willingness to teach, delegate authority, fairness, and job knowledge

Interpersonal Relations
Relationships with superiors, subordinates, and peers. Job-related and social interactions at work.

Status
Perks such as private office, title, support staff or direct reports, company card, etc.

Working Conditions
The physical environment: how much work, tools/facilities, general appearance, space, ventilation, etc.

Job Security
Company stability, objective signs of security, tenure.

Salary
All forms of compensation, wages or salary increases, unfulfilled expectations of increases.

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