

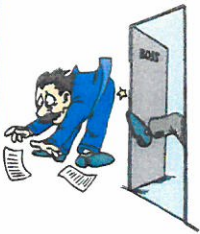
Herzberg - Two Factor Theory

Introduction

Herzberg was an American psychologist who conducted research into motivation in the 1950s, questioning 200 engineers and accountants about the aspects of their jobs that led to job satisfaction or dissatisfaction. The results of his survey suggested that there were factors that were commonly identified as sources of satisfaction, and factors that were regularly identified as sources of dissatisfaction.

The Theory

There are two sets of factors that are important for motivating workers – motivators and hygiene factors. However, they work in different ways:



Motivators

- Responsibility
- A sense of achievement
- Interesting tasks
- Recognition of effort
- The chance of promotion
- Training and development



Hygiene Factors

- Working conditions
- Pay and status
- Health and safety
- Relationships with managers & colleagues

The presence of these 'motivators' at work will make workers want to work. If they are absent from a job, this will lead to a lack of motivation, although not necessarily dissatisfaction, amongst the workforce.

Unsatisfactory levels of any hygiene factors will lead to a dissatisfied workforce. However, no matter how good these factors are, they cannot motivate workers in themselves – this can only be done by the "motivators".

Examples

Job enrichment – i.e., ensuring that jobs are made up of a variety of tasks, skills and responsibilities to make work interesting.

Regular training to allow workers to develop and carry out their jobs effectively

Recognising the need for **good working conditions**, **competitive salaries** and company **working policies** that are seen to be fair.

Criticisms

Herzberg's research focused on engineers and accountants – subsequent studies involving different groups of workers have failed to confirm his findings.

It may not be possible to 'enrich' some jobs, especially those requiring very low levels of skill, or where workers are not interested in responsibility or promotion.

Task

Do you have a part-time job? If so, which of Herzberg's two sets of factors are more important to you in the workplace? Why do you think this is?