

Two Factor Theory

Motivation and Hygiene Factors

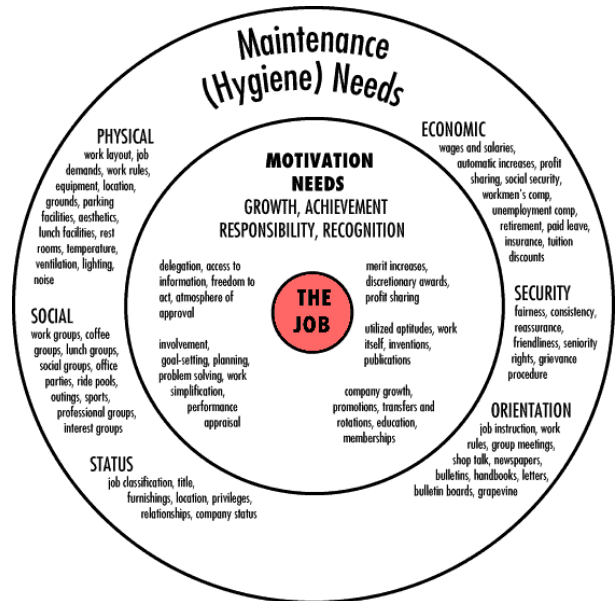
Background: In the late 1950's Frederick Herzberg received a grant while working at the Psychological Services in Pittsburgh, PA to investigate the whole area of job attitudes. Their first task was to review the available literature of 3,000 books and articles. The result of this task was the book *Job Attitudes: Review of Research and Opinion*.

Admittedly, even Herzberg couldn't make much sense out of it. What they discovered was that the premise in the research at the time appeared to be flawed. Their premise was that job satisfaction and dissatisfaction were opposing factors at different ends of a single continua.

As they continued to examine the data Herzberg states, "...perhaps we're talking about two different modalities. Job satisfaction, let's use that term, and job dissatisfaction are not opposites; they are completely separate continua, like hearing and vision. If this is true, if we recognize that they are separate continua, then they must be produced by different factors and have their own dynamics."

So they decided to test this new hypothesis. To test this hypothesis they realized they had to take a different approach to the survey. In an interview Herzberg said, "Instead of asking people what makes them happy or unhappy, I thought it would be better to get at the kinds of experiences that produced satisfaction or dissatisfaction with a job."

Herzberg, considered by many to be a pioneer in motivation theory, interviewed 200 Pittsburgh engineers and accountants to find out what made them satisfied and dissatisfied on the job. He asked the employees essentially two sets of questions:



1. Think of a time when you felt especially good about your job. Why did you feel that way?
2. Think of a time when you felt especially bad about your job. Why did you feel that way?

By approaching the issue this way he was able to establish that two factors existed where previous beliefs thought that only one did.

What they learned from this new survey was that the factors which make people happy were all related to what people did: the job content. Additionally, they learned "that what made people unhappy was related to the situation in which they did their job: job environment, job context -- what I called hygiene factors" says Herzberg. So now he had findings that made much more sense. What makes people happy is what they do or the way they're utilized, and what makes people unhappy is the way they're treated. This was the basis of Herzberg's next book.

Facilitators Body of Knowledge Research Project

Frederick Herzberg's book '*The Motivation to Work*', written with research colleagues B. Mausner and B. Snyderman in 1959, first established his theories about motivation in the workplace. His work has become one of the most replicated studies in the field of workplace psychology. He was the first to show that satisfaction and dissatisfaction at work nearly always arose from different factors, and were not simply opposing reactions to the same factors, as had always previously been (and still now by the unenlightened) believed.

According to Herzberg, man has two sets of needs; one, as an animal, to avoid pain, and two, as a human being, to grow psychologically. His research proved that people will strive to achieve hygiene needs because they are unhappy without them, but once satisfied the effect soon wears off - satisfaction is temporary. True motivators were found to be those factors that fulfill individuals' needs for meaning and personal growth. From these interviews Herzberg went on to develop his Two Factor Theory.

Hygiene issues, according to Herzberg, cannot motivate employees but can minimize dissatisfaction, if handled properly. In other words, they can only dissatisfy if they are absent or mishandled. Hygiene topics are issues related to the employee's environment. Hygiene examples include; policy, relationship with supervisor, work conditions, salary, company car, status, security, relationship with subordinates, personal life.

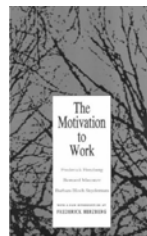
Motivators, on the other hand, create satisfaction by fulfilling the individuals' need for creating meaning and personal growth. Motivation examples include; achievement, recognition, the work itself, responsibility and advancement and personal growth. Once the hygiene areas are addressed, said Herzberg, the motivators will promote job satisfaction and encourage production.

Application: To get people to do things, move them. They respond as an animal because they want to avoid pain. This movement Herzberg called the KITA, for 'kick in the ass.'

When a human being does something they feel is worthwhile, they are motivated. Their initiative comes from within they move themselves. By changing what people do or how they are engaged, you motivate them to do better work.

This is an important factor in why facilitation is important to groups. Facilitators engage people in ways that allow them to feel they and what they are doing are worthwhile.

Resources:



Motivation to Work –

Frederick Herzberg
Transaction Publishers, U.S.
April 1993 ISBN: 156000634X
\$33 (£19)



One More Time: How Do You Motivate Employees? -
Frederick Herzberg

Herzberg's Management Review interview -
<http://www.geocities.com/Athens/Forum/1650/herzberginterview.htm>

<http://www.netmba.com/mgmt/ob/motivation/herzberg/>

<http://www.aafp.org/fpm/991000fm/26.html>