**Herzberg’s Two Factor Theory**

This theory stems from research conducted in the 1950’s into factors affecting worker’s **job satisfaction** and dissatisfaction.

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| Frederick Herzberg interviewed 203 American accountants & engineers, chosen because of their professions growing importance in the business world. The subjects were asked to relate times when they felt exceptionally good or bad about their present job or any previous job, and to give reasons and a description of the sequence of events giving rise to that positive or negative feeling.Responses tended to be consistent revealing two different sets of factors affecting motivation at work. One set of factors if absent or weak caused dissatisfaction. These related to the job environment / the context in which the job was performed and thus extrinsic to job itself, e.g. the quality of supervision, or level of pay. Herzberg labelled these as the Hygiene or Maintenance Factors. The second set of factors if present lead to feelings of satisfaction. These relate to the job itself, for example its complexity, or importance, which Herzberg named the Motivators or Growth Factors. |

Herzberg argues that both factors are equally important, but that good hygiene will only lead to average performance, preventing dissatisfaction, but not by itself creating a positive attitude or motivation to work. To motivate the employee management must enrich the content of the work they ask them to do, building into tasks for example greater levels of responsibility, and the opportunity to learn new skills. In advocating making work more interesting, and improving the quality of the work experience for the individual, Herzberg coined the phrase 'Quality of Working Life'.

**Herzberg and Money**

It's often wrongly assumed that Herzberg did not value money, in the sense that he does not consider it a motivator. This is misleading, as Herzberg argues that the absence of good hygiene factors including money, will lead to dissatisfaction and thus potentially block any attempt to motivate the worker. Herzberg prefers us to think of money as a force which will move an individual to perform a task, but not generate any internal desire to do the task well. In fact to get an individual to perform the task again, we will need to offer more money.

Although the original studies have been repeated with different types of workers, and results have proved consistent with the original research, Herzberg's theory has been criticised. Critics point out that a single factor may be a satisfier for one person, but cause job dissatisfaction for another. Whatever the criticisms however, Herzberg has drawn our attention to the importance of job design in order to bring about job enrichment, emphasised in the phrase 'Quality of Working Life'.

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