

Herzberg's Motivation Theory – Two Factor Theory

Herzberg's Motivation Theory model, or Two Factor Theory, argues that there are two factors that an organization can adjust to influence motivation in the workplace.

These factors are:

- »**Motivators**: Which can encourage employees to work harder.
- »**Hygiene factors**: These won't encourage employees to work harder but they will cause them to become unmotivated if they are not present.

Note

Herzberg's Motivation Theory model goes by a number of different names, including Two Factor Theory, Herzberg's Motivation-Hygiene Theory, and Dual Structure Theory. We will use these terms interchangeably in this article.

Frederick Herzberg developed the model in 1959. He did this by interviewing over 200 professionals. The interviews delved into when the interviewees were at their most and least happiest with their jobs.

Other motivation theories you may want to learn about include [Equity Theory](#) and [Maslow's Hierarchy of Needs](#).

Herzberg's Theory of Motivation tries to get to the root of motivation in the workplace. You can leverage this theory to help you get the best performance from your team.

The two factors identified by Herzberg are motivators and hygiene factors.

1. Motivating Factors

The presence of motivators causes employees to work harder. They are found within the actual job itself.

2. Hygiene Factors

The absence of hygiene factors will cause employees to work less hard. Hygiene factors are not present in the actual job itself but surround the job.

The impact of motivating and hygiene factors is summarized in the following diagram. Note that you will often see motivators referred to as factors for satisfaction, and hygiene factors referred to as factors for dissatisfaction.

Examples of motivating and hygiene factors are shown in the following diagram.

Two Factor Theory of Motivation

Motivators

Achievement
Recognition
The work itself
Responsibility
Advancement
Growth

Hygiene Factors

Company policies
Supervision
Relationships
Work conditions
Remuneration
Salary
Security

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Motivating factors include:

- »Achievement: A job must give an employee a sense of achievement. This will provide a proud feeling of having done something difficult but worthwhile.
- »Recognition: A job must provide an employee with praise and recognition of their successes. This recognition should come from both their superiors and their peers.
- »The work itself: The job itself must be interesting, varied, and provide enough of a challenge to keep employees motivated.
- »Responsibility: Employees should “own” their work. They should hold themselves responsible for this completion and not feel as though they are being micromanaged.
- »Advancement: Promotion opportunities should exist for the employee.

- »Growth: The job should give employees the opportunity to learn new skills. This can happen either on the job or through more formal training.

Hygiene factors include:

1. »Company policies: These should be fair and clear to every employee. They must also be equivalent to those of competitors.
2. »Supervision: Supervision must be fair and appropriate. The employee should be given as much autonomy as is reasonable.
3. »Relationships: There should be no tolerance for bullying or cliques. A healthy, amiable, and appropriate relationship should exist between peers, superiors, and subordinates.
4. »Work conditions: Equipment and the working environment should be safe, fit for purpose, and hygienic.
5. »Salary: The pay structure should be fair and reasonable. It should also be competitive with other organizations in the same industry.
6. »Status: The organization should maintain the status of all employees within the organization. Performing meaningful work can provide a sense of status.
7. »Security: It is important that employees feel that their job is secure and they are not under the constant threat of being laid-off.