

Herzberg's Two Factors

Business & Management

Why removing dissatisfaction does not produce satisfaction.

Hygiene — prevents dissatisfaction

- Salary
- Company policy
- Supervision
- Working conditions
- Job security
- Absent → unhappy. Present → merely neutral.

Motivators — create satisfaction

- Achievement
- Recognition
- The work itself
- Responsibility
- Advancement and growth

THE DIFFERENCE THAT MATTERS

The two are separate scales, not ends of one. Fixing pay removes a complaint; it does not create engagement.

This is why pay rises produce a short-lived effect. Salary is a hygiene factor and returns quickly to neutral.