



## TenStep Supplemental Paper

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### Motivation - Hygiene Theory

Fredrick Herzberg is responsible for the Hygiene Theory addressing motivation. This theory suggests that it is the employee's attitude that determines his or her success at work. He states that motivation is nothing but creating an atmosphere within the organization that elicits the right attitude and points employee energies in the right direction.

Herzberg's theory differs from the traditional view of satisfaction, which states that by default all employees who are not dissatisfied are thus satisfied. However, this does not lead to an understanding of why, when keeping ability, education and situational factors constant, a few employees excel while others perform at an average level. Herzberg's theory attempts to explain this phenomenon.

After a detailed study, Herzberg arrived at the conclusion that all employees who are not dissatisfied are not essentially satisfied; they are merely in an intermediary stage where they are neither satisfied nor dissatisfied.

Herzberg says that hygiene factors like safety, security, salary, relationships, etc. lead an employee from the state of dissatisfaction to that of no satisfaction. Here he is in a comfort zone where things are non-menacing, and he now begins to perform at the minimum level that ensures survival in the organization.

Motivation is creating not these extrinsic factors, but facilitating intrinsic factors like growth, achievement, reorganization and work - this is what leads to satisfaction. Thus, motivation, according to Herzberg, is just matching the intrinsic factors of a job to the expectations of the employee who is performing that job.

To understand this theory better, let's take a look at an employee who enjoys all the extrinsic factors in his job, yet does not excel. If you delve deep into the issue, you find that this employee neither enjoys enough authority during decision-making nor finds his excellence acknowledged with a promotion or a raise in pay. Thus, his intrinsic needs are not being fulfilled. However, he does not want to leave the cozy position that is providing him all the extrinsic factors that are mandatory for a decent life.