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### *The Motivation to Work*

*The Motivation to Work* is a study by Frederick Herzberg, Bernard Mausner, and Barbara Bloch Snydermann performed in 1959, aimed at answering the question: “What does the worker want from his job?” Previous studies did not answer this satisfactorily, and did not provide a practical theory.

Herzberg suggests studying F-A-E (factors, attitudes, effects). In this way, we can understand both what factors affect job attitudes, and what effects are caused by job attitudes. To do this, Herzberg asks participants of the study:

*“Start with any story you like – either a time when you felt exceptionally good or a time you felt exceptionally bad about your job, either a long-range sequence of events or a short-range one”*

The participant may give a response, such as:

*“I was promised a pay raise and it didn’t come through one pay period after another for three pay periods. I was extremely unhappy even when I received the pay raise because I felt that I should have been given the pay raise when it was promised or at least information about why it was not forthcoming.”*

In this case, the factor is salary (lack of pay raise). The attitude is a negative job attitude. The effect is a change in personal feelings about the profession, and perhaps the worsening of an interpersonal relationship with a manager that produced the raise.

Herzberg collected many such stories from 203 accountants and engineers from 9 industrial firms in Pittsburgh. The most important results are summarized in the table below.

**TABLE 6**  
**Percentage of Each First-Level Factor Appearing in High and Low Job-Attitude Sequences**

	Duration of Feelings					
	High			Low		
	Long *	Short	Total	Long *	Short	Total
1. Achievement	38	54	41 †	6	10	7
2. Recognition	27	64	33 †	11	38	18
3. Work itself	31	3	26 †	18	4	14
4. Responsibility	28	0	23 †	6	4	6
5. Advancement	23	3	20 †	14	6	11
6. Salary	15	13	15	21	8	17
7. Possibility of growth	7	0	6	11	3	8
8. Interpersonal relations—subordinate	6	3	6	1	8	3
9. Status	5	3	4	6	1	4
10. Interpersonal relations—superior	4	5	4	18	10	15 †
11. Interpersonal relations—peers	4	0	3	7	10	8 †
12. Supervision-technical	3	0	3	23	13	20 †
13. Company policy and administration	3	0	3	37	18	31 †
14. Working conditions	1	0	1	12	8	11 †
15. Personal life	1	0	1	8	7	6 †
16. Job security	1	0	1	2	0	1

\* The Long column includes the frequency of lasting attitudes resulting from both long-range and short-range sequences.

† Differences of totals between high and low statistically significant at .01 level of confidence.

We observe *intrinsic factors* related to the work performed, such as achievement, recognition, work itself, and responsibility, and advancement, were most highly correlated with job satisfaction. We call these *motivators*. On the other hand, *extrinsic factors* related to the job environment, such as company policy and administration, supervision, and salary, tend to be correlated with job dissatisfaction. We call these *hygiene factors*. The word “hygiene” refers to the idea of medical hygiene, which “operators to remove health hazards from the environment of man. It is not a curative; it is, rather, a preventive ... Improvement in these factors of hygiene will serve to remove the impediments to positive job attitude.”

This forms the *motivator-hygiene theory*: factors tend to fall into two groups. Satisfying motivators tends to lead to job satisfaction, but not satisfying them doesn't lead to dissatisfaction. Not satisfying hygiene factors leads to dissatisfaction, but satisfying them doesn't lead to motivation.