

Q. Hygiene theory of motivation

In 1959, Frederick Herzberg proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, there are some job factors that result in satisfaction while there are other job factors that prevent dissatisfaction. According to Herzberg, the opposite of “Satisfaction” is “No satisfaction” and the opposite of “Dissatisfaction” is “No Dissatisfaction”.

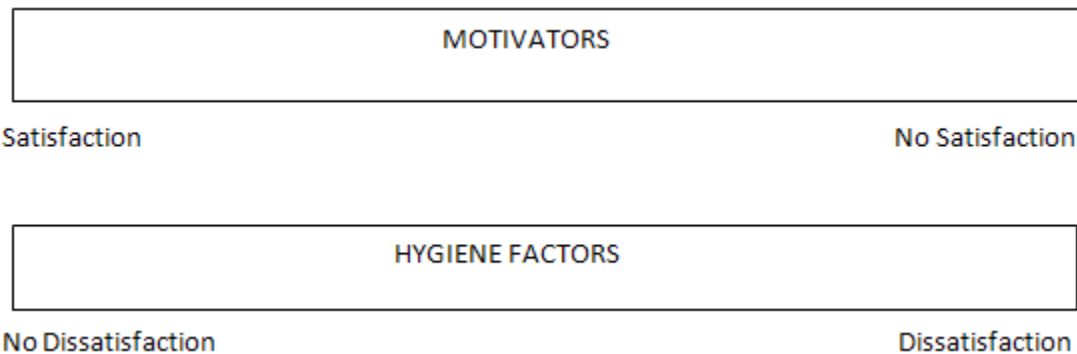


FIGURE: Herzberg’s view of satisfaction and dissatisfaction

Herzberg classified these job factors into two categories-

1. **Hygiene factors-** Hygiene factors are those job factors that are essential for the existence of motivation in the workplace. These do not lead to positive satisfaction in the long term. But if these factors are absent / if these factors are non-existent at the workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors that when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. The hygiene factors symbolized the physiological needs that the individuals wanted and expected to be fulfilled.

Hygiene factors include:

- Pay .
- Company Policies and administrative policies
- Fringe benefits
- Physical Working conditions
- The employees' status within the organization.
- Interpersonal relations
- Job Security.

2. **Motivational factors-** According to Herzberg, hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit.

Motivational factors include:

- The employees should be praised and recognized for their accomplishments by the managers.
- The employees must have a sense of achievement. This depends on the job.
- There must be growth and advancement opportunities in an organization to motivate the employees to perform well.
- The employees must hold themselves responsible for the work. The managers should give them ownership of the work.
- The work should be meaningful, interesting, and challenging for the employee to perform and to get motivated.

Q. What is the Difference Between Aptitude and Attitude

Aptitude is a person's natural ability to learn something. It's an inborn potential to excel in a certain area. For example, a person with an aptitude for language can learn foreign languages easily. He or she may be able to memorize words and learn the structure of a language with ease. An aptitude can be mental or physical. There are different types of aptitudes, such as mechanical aptitude, linguistic aptitude, artistic aptitude, organizational aptitude, physical aptitude, etc.

An attitude is one's opinion or standpoint about something. It can be described as "a set of emotions, beliefs, and behaviors toward a particular object, person, thing, or event". Attitudes are based on a person's experiences, values, beliefs, and emotions. Therefore, they are personal responses set according to personal preferences. For example, two people can have two very different attitudes towards the same issue, i.e., one person may show a positive attitude while the other may show a negative attitude. This is why there is so much controversy around issues like homosexuality, abortions, and religion. Attitudes of a person have a strong influence over his or her behaviour. Moreover, the way a person behaves in a situation depends on his or her attitudes.