

What Is Herzberg's Two-Factor Theory?

Worksheet

Herzberg's theory has two factors: hygiene (salary, environment, security) - prevent dissatisfaction; motivators (achievement, recognition, responsibility) - create true satisfaction and engagement.

Questions

1. Hygiene factors

- A) create satisfaction
- B) prevent dissatisfaction
- C) are the same as motivators
- D) don't affect happiness

2. Which is a motivator?

- A) salary
- B) working conditions
- C) achievement and recognition
- D) job security

3. Absence of hygiene factors

- A) creates high motivation
- B) causes dissatisfaction
- C) has no effect
- D) motivates improvement

4. Two factors are separate because

- A) they happen simultaneously
- B) removing one removes both
- C) satisfaction absence of dissatisfaction
- D) they use the same factors

5. A company raises everyone's salary by 10%. Employees celebrate for two weeks, then return to normal engagement. Why?

6. Two employees earn identical salaries. One feels motivated; one feels bored. What's the difference?

7. A manager improves the office environment and adds a ping-pong table. Do engagement scores rise?

8. Define: What are hygiene factors?

9. Define: What are motivators?

10. Define: Does raising salary always boost motivation?

Answer Key

1. B) prevent dissatisfaction - Hygiene factors (salary, conditions) prevent unhappiness but don't motivate.
2. C) achievement and recognition - Achievement, recognition, and growth create true satisfaction.
3. B) causes dissatisfaction - Poor salary or conditions make employees unhappy.
4. C) satisfaction absence of dissatisfaction - Herzberg proved they're independent - a satisfied employee with good hygiene still needs motivators.
5. Salary is a hygiene factor - it prevents dissatisfaction. When removed or cut, employees are unhappy. But raising it doesn't create lasting satisfaction or motivation. Only motivators (achievement, recognition) build long-term engagement.
6. Salary and conditions (hygiene) are equal. The motivated employee likely has: recognition, challenging work, growth opportunity, autonomy. The bored employee lacks these motivators - hygiene isn't enough.
7. Better conditions are hygiene factors - they prevent unhappiness. But they don't directly motivate performance. To boost engagement, add motivators: meaningful work, clear path to growth, recognition of achievement.
8. Factors that prevent dissatisfaction: salary, environment, security, policies, supervision quality.
9. Factors that create satisfaction: achievement, recognition, responsibility, growth, interesting work.
10. No - salary is hygiene (prevents unhappiness) but doesn't generate lasting satisfaction.

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