

MOTIVATORS	HYGIENE FACTORS
Concern the work itself and motivate people when they are present at work but they seem demotivating when they are missing.	Concern the framework of the work performance and do not motivate when they are present in the job but are demotivating when they are lacking or unsatisfactory in relation to those you can compare yourself to. Thus, hygiene factors prevent dissatisfaction and demotivation, if maintained in the job.
Motivators thus promote job satisfaction and trigger motivation.	Thus, hygiene factors affect the level of dissatisfaction but cannot trigger motivation.
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Recognition (real, that is; feeling that others respect what you do)	Status (status seen through management and colleagues' eyes, titles)
Achievement (feeling that you have made a great effort)	Salaries and benefits
Responsibility and control (over own work situation)	Job security
Promotion	Working conditions
Personal development (growth)	Company policy and administration (company as a whole)
The nature of the work (challenging and meaningful)	Management (manager's competence and behaviour)
	Relationship with colleagues
	Personal life

FIGURE 6.24
Herzberg's Two-factor theory.