

**ELSS810**  
**S2 L5**

**Improving Leadership: Analyzing  
and Managing Organizational  
Phenomena by Reframing;  
human resource frame**

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# Hertzberg's two-factor theory of motivation

- **Exercise - discussion**  
Select two cases
- **Factor I – motivators or elements causing work satisfaction**
- **Factor II – de-motivators or elements causing dissatisfaction**



# Testing Herzberg's theory

ACHIEVEMENT, SUCCESS

RECOGNITION, ENCOURAGEMENT

1 WORK ITSELF

RESPONSIBILITY

ADVANCEMENT

OPERATING PRINCIPLES AND RULES

CONTROL

WAGES

HUMAN RELATIONSHIPS

WORKING CONDITIONS



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# Hertzberg's two-factor theory of motivation I

- People who are satisfied with their work focus on the work itself and the factors of self-actualization in Maslow's hierarchy of needs (work content, achievement, and self-development)

***=> motivators or satisfiers***



# Hertzberg's two-factor theory of motivation II

- People who feel dissatisfied focus on the factors external to the work itself (supervision, administration, rules, and control)  
*=> dissatisfiers, hygiene factors or maintainers*



