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Why No Complaints Doesn't Mean Motivation: Herzberg's Two-Factor Theory

Article URL
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Some people say they have no enthusiasm for work even though their pay went up, their office became more comfortable, and the company rules were made more reasonable. Others, with the same pay as before, lose track of time because the work itself is interesting. If the opposite of satisfaction were dissatisfaction, removing dissatisfaction alone should create motivation, yet in reality things often do not work that way. The person who explained this mismatch with a single theory was the American psychologist Frederick Herzberg, and his theory is Herzberg's Two-Factor Theory. Its core is the vi