

MOTIVATIONAL FACTORS	HYGIENE FACTORS
Motivate people when they are found in our jobs and they have a demotivating effect when they are lacking.	Do not motivate us when they are found in our jobs, but have a demotivating effect when they are lacking or are unsatisfactory in relation to the people we can compare ourselves with.
Motivational factors thus promote job satisfaction.	Hygiene factors are thus connected with aspects of the working environment.
Motivational factors:	Hygiene factors:
Recognition (genuine, it should be noted, the feeling that others respect what we do)	Status
Achievement (the feeling that we have performed well)	Pay
Responsibility and control (over our own work)	Job security
Promotion	Working conditions, including a secure environment
Personal development (growth)	Virksomhedens politik og administration (virksomheden som helhed)
Work itself (challenging and meaningful)	Company policy and administration (company as a whole)
	Relationship with colleagues
	Personal life

FIGURE 3.15  
Herzberg's two factor theory.