

| MOTIVATORS | MAINTENANCE FACTORS |
|---|---|
| Concerns the work itself and motivates people when they are present at work and they seem demotivating when they are missing. | Concerns the framework of the work performance and does 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, the maintenance factors prevent dissatisfaction and demotivation, if maintained in the job. |
| The motivators thus promote job satisfaction and trigger motivation. | Thus, the maintenance factors affect the level of dissatisfaction but cannot trigger motivation. |
| Motivators: | Maintenance Factors: |
| Recognition (real, that is; feeling that others respect what you do) | Status (status seen with 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 4.32
Herzberg's Two-factor theory.