

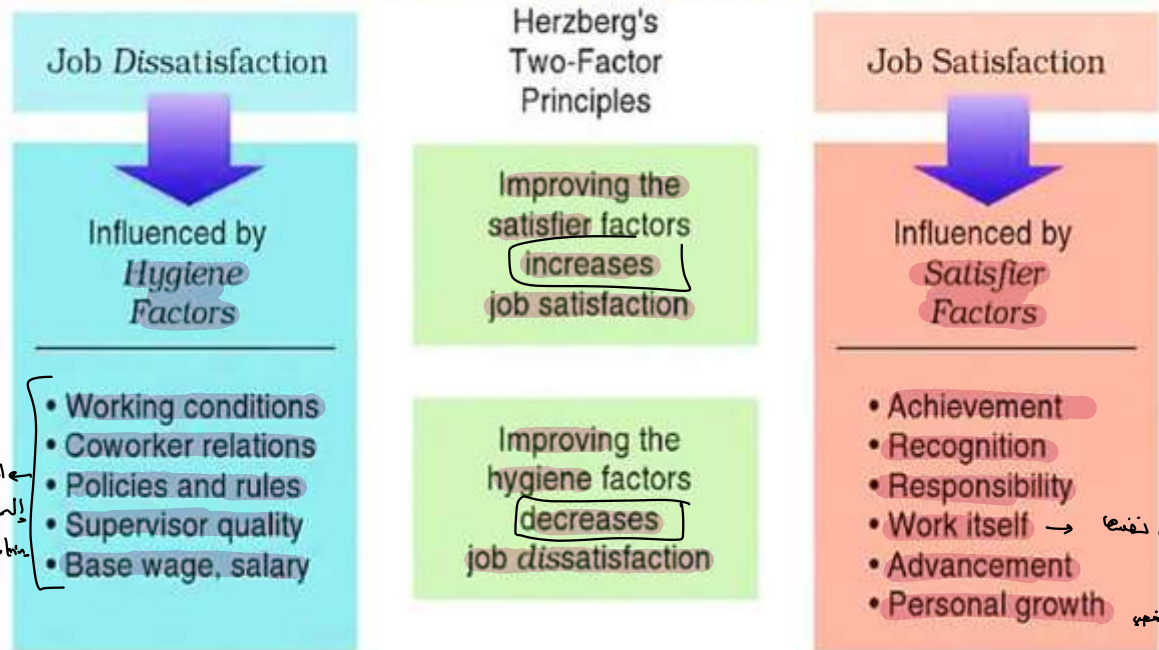


Direct impact in your life  
personal or professional

## 2. C) Herzberg Theory OR Motivation-hygiene theory Or Two factor theory.

not dissatisfaction is opposite of job satisfaction. ليست dissatisfaction opposite of dissatisfaction. job satisfaction

# Herzberg's Two-Factor Theory | Motivation- Hygiene



Frederick Herzberg was clinical psychologist and considered as the pioneer of 'job enrichment', Herzberg showed that satisfaction and dissatisfaction at work nearly always arose from different factors, were not simply opposing reactions to the same factors. For example, if low salary is a dissatisfaction factor, high salary will not be considered a motivator factor.

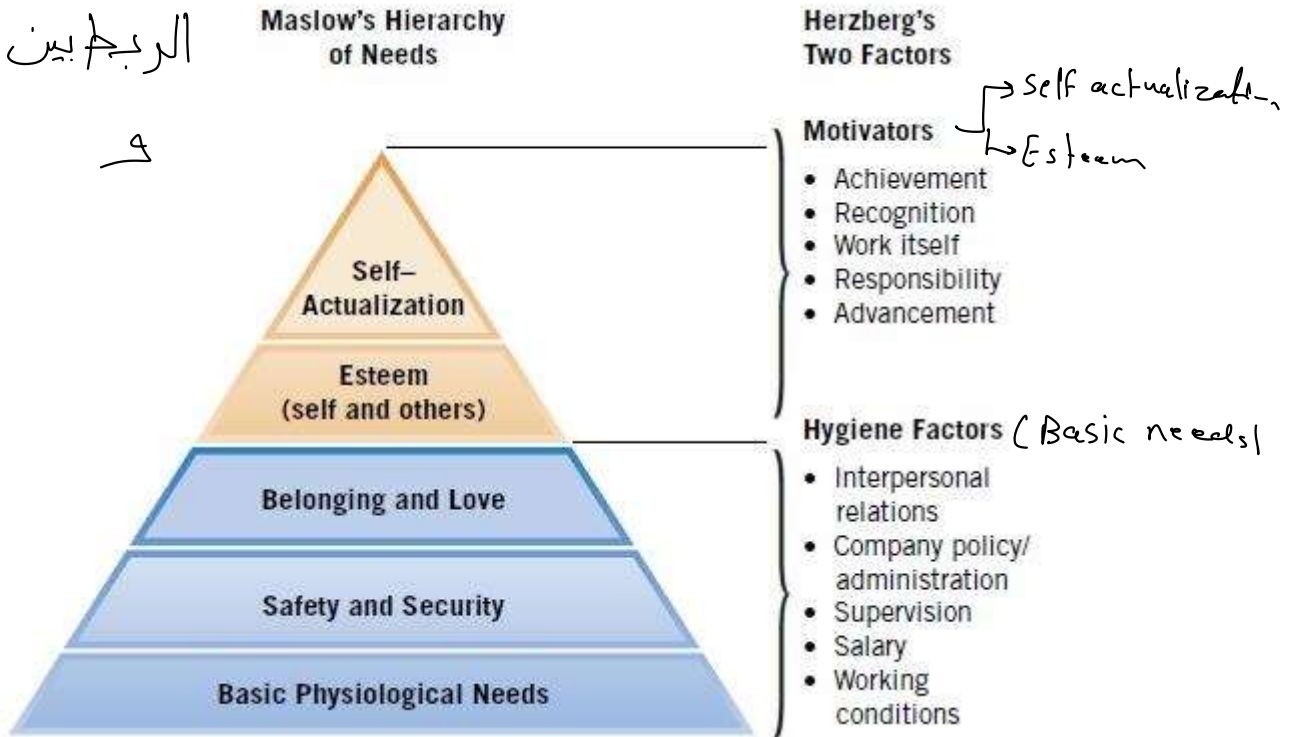
According to Herzberg and his colleagues (Herzberg, Mausner, & Snyderman, 1959), Man has two sets of needs; one to avoid pain, and two to grow psychologically.

The group of needs to avoid pain are described as **'Hygiene needs' Or 'Maintenance factors'** they are main drivers for **Job dissatisfaction**, examples of such factors are: Salary (Pay), Job Security, Company policies, Supervision, Relationship within work and Physical work conditions.

The group of needs to grow are described as **'True motivators'** they are main drivers for **Job satisfaction**, these include: Achievement, Recognition, Work itself, Responsibility, Promotion, Advancement, personal growth.



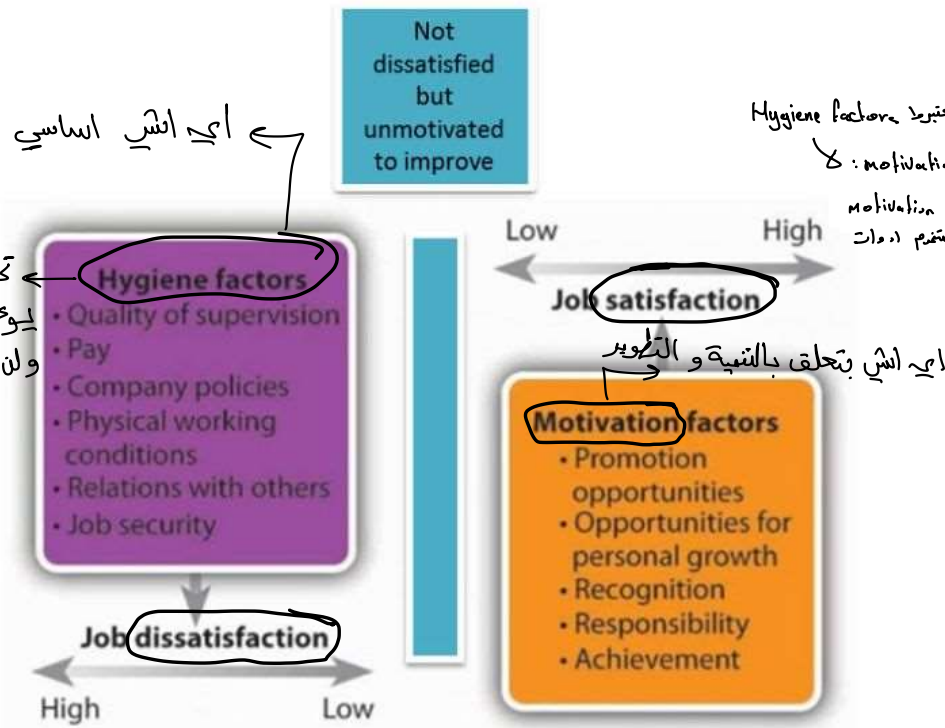
Herzberg الرتبة بين  
Maslow



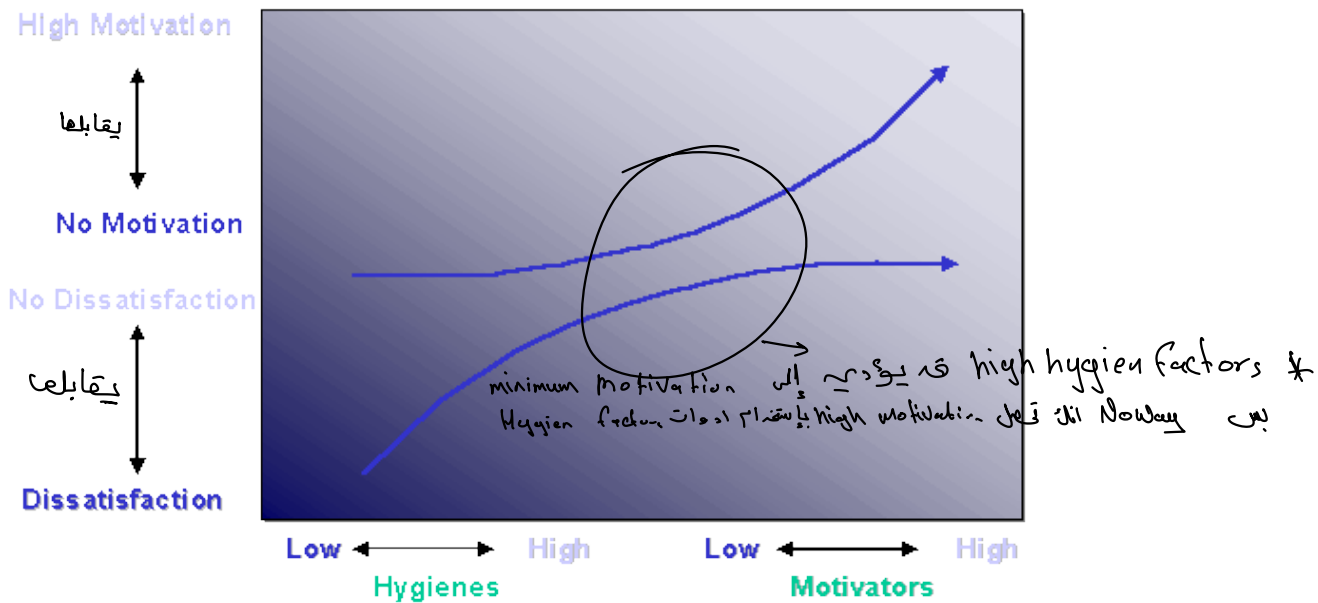
Despite that Herzberg theory may be linked to Maslow theory, it delivers an important addition which states that: **The opposite of satisfaction is No satisfaction. The opposite of dissatisfaction is No dissatisfaction.** Satisfaction is not the opposite of dissatisfaction, accordingly remedying the causes of dissatisfaction will not create motivation. (Herzberg, 1987).

So High Motivational factor lead to satisfaction, Motivation and Commitment

High Hygiene factors lead to: Prevention of dissatisfaction



## Herzberg's Two-Factor Theory



### 2. D) McGregor X, Y Theory.

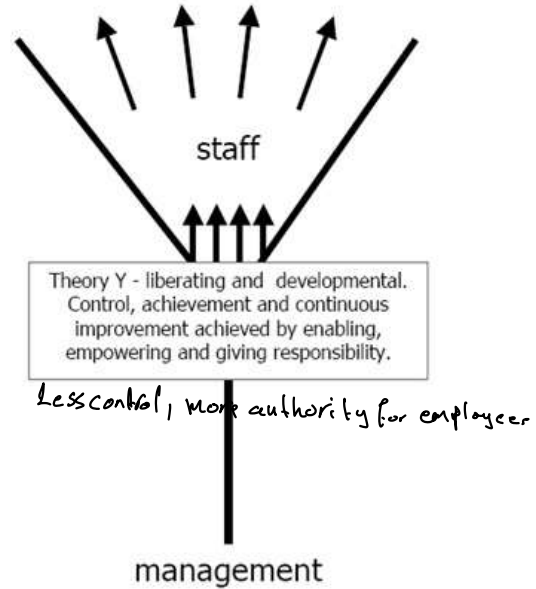
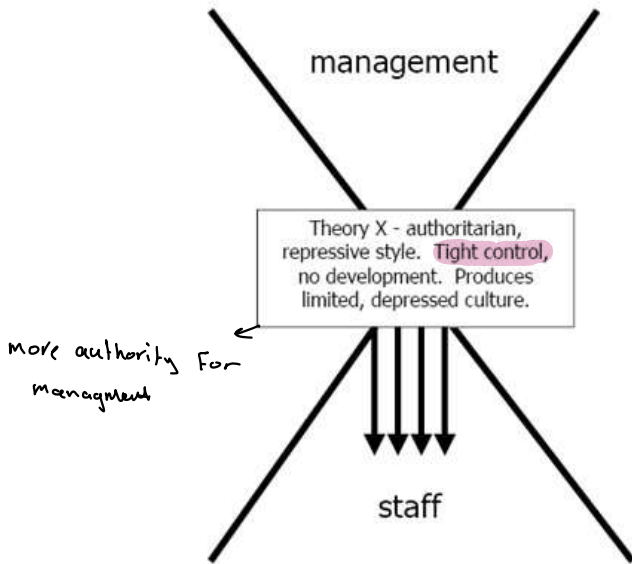
Douglas McGregor, an American social psychologist, published his idea in 1960, in which he reported some observations about the attitudes of management, he identified two sets of manager's attitudes towards human nature and behaviour at work X and Y. (McGregor, 1960) His work later on became popular and known as X-Y theory. Since then



this theory remains a valid basic principle from which to develop positive management style and techniques.

restricted ← 'Theory X'  
نظام الإدارة الشمولي الدكتاتوري

← 'Theory Y' → more flexible  
النظام المفتوح



Attitudes toward workers	X named group	Y names group
Management style and control	Authoritarian and centralized control is retained. Management all	Participative: Management involves employees in decision making but retains power to implement decisions.
The essential task of management	To organise the elements of productive enterprise— money, materials, equipment, people—in the interest of economic ends. بحقه على productive material	To arrange organizational conditions and methods of operation. So that people can achieve their own goals best by (people empowerment) directing their own efforts toward organizational objectives. بحقه على Human material
Attitude toward work	People have an inherent dislike for work and will avoid it whenever possible. يعتقد انه الناس يتسبغل فقط under/control	People will exercise self-direction if they are committed to the objectives; Work is as natural as work and rest.
Ambition & Responsibility	People are not ambitious, they want to avoid responsibility.	People are ambitious; they are willing to take on responsibility.