

This Week's Citation Classic™

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Herzberg F, Mausner B & Snyderman B B. *The motivation to work*.

New York: Wiley, 1959. 157 p.

[Dept. Psychology, Western Reserve Univ., Cleveland, OH and Dept. Psychology, Beaver College, Glenside, PA]

The book describes the original research leading to the development of motivation-hygiene theory. It suggests that there are no antonyms for affective states. In this instance, job satisfaction and job dissatisfaction are separate continua produced by different sets of job factors. [The *Social Sciences Citation Index*® (SSCI®) indicates that this book has been cited in over 795 publications since 1966.]

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"In 1950, I received my PhD in psychology. I was offered a fellowship to attend the Graduate School of Public Health at the University of Pittsburgh. My major was to be in industrial mental health under the direction of an industrial psychiatrist from McGill University in Canada by the name of Graham Taylor. Unfortunately, I soon discovered that the concepts of industrial mental health were really a restatement of the concepts of mental illness that I had previously studied in clinical and abnormal psychology. Reflecting this disappointment, I entitled my Public Health Practice thesis *Mental Health Is Not the Opposite of Mental Illness*. After receiving my master's degree in public health, I took a job as research director for Psychological Services of Pittsburgh. A local industrialist came to see me after a nasty labor relations

disturbance and asked me plaintively, 'What do people want from their jobs?' I answered him in typical academic fashion, 'Sir, I don't know but if you give me enough money I will find out.'

"I followed up on my School of Public Health thesis by designing a study to test the hypothesis that job satisfaction and job dissatisfaction were separate concepts. The result was the book, *The Motivation to Work*, which led to a fundamentally different approach to the study of people's affective states. This is the twenty-fifth anniversary of the publication of *The Motivation to Work*. The original study has produced perhaps more replications than any other research in the history of industrial and organizational psychology. The new approach to viewing job attitudes was the beginning of many present-day concepts and applications of industrial and organizational psychology (e.g., job enrichment, quality control circles, quality of work life, cafeteria-style benefits, guaranteed annual wage, flextime, etc.).

"Bernard Mausner and Barbara Snyderman were two senior members of my research staff. Both of them contributed significantly to the carrying out of the research and to the publication of *The Motivation to Work*.

"I have since published three major amplifications of motivation-hygiene theory: *Work and the Nature of Man*,¹ *The Managerial Choice*,² and *Herzberg on Motivation*.³

1. Herzberg F I. *Work and the nature of man*. New York: Crowell, 1966. 203 p.
2.? *The managerial choice*. Salt Lake City, UT: Olympus, 1982. 360 p.
3. *Herzberg on motivation*. Cleveland, OH: Penton/IPC, 1983. 52 p.