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## Employee Behavior and Job Satisfaction in an Organization Using Herzberg's Two-Factor Model: A Theoretical Study

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### ABSTRACT

A person's behaviour encompasses not just how they handle themselves in social situations but also how they express strong emotions like joy, anger, love, and sadness while at work. Organizations consist of groups of people who share a common purpose and work together to realise it. If a business wants to succeed in its mission, it requires the full cooperation and coordination of all its personnel. The efficiency and success of a company hinge on the efforts and outlook of its employees. Changes in behaviour have effects on the group. Psychologist Fredrick Irving Herzberg, or "Fred," of the United States, developed the Motivation Hygiene Theory of Job Satisfaction. His idea is an attempt to explain what motivates people to work together toward a common objective in an organisation. The goal is to ensure the organization's success. The mood at work can be affected in both positive and negative ways by employees' levels of satisfaction with their jobs. This article demonstrates how workplace cleanliness concerns including company regulations, oversight, position, and job security can contribute to employee motivation and satisfaction. This research examines how employees' attitudes and happiness with their work change inside an organisation that practises the Herzberg two-factor theory

## **INTRODUCTION**

Feelings such as emotions, love, and rage, as well as how people react to different circumstances in life, are what determine the behaviour of the people that live in a society. Frederick Herzberg came up with the idea for the Two-Factor hypothesis in the year 1959. It is based on a response received from around two hundred accountants and engineers in the United States of America addressing their personal feelings such as emotions, love, and wrath towards the working environment. The survey was conducted in the United States of America. Herzberg came up with two different sets of factors that connect to the employees' attitudes toward their jobs and their levels of productivity on the job. The two criteria in question were factors of motivation and hygiene. All the following are hygiene factors: company policy and administration, technical supervision, interpersonal connections with supervisors, peers, and subordinates; salary; job security; personal life; working environment; and status. Work itself, responsibility, recognition, achievement, advancement, and growth are all examples of variables that might serve as motivators. Both contentment and discontentment with one's work environment are key factors that inspire individuals to perform their jobs effectively. According to Herzberg's Two Factor Theory, the internal factor is motivation, while the external factor is factors related to hygiene. Because employees come at their jobs from a variety of perspectives, it can be challenging to motivate a workforce in a company because of the wide range of ways in which they approach their work. In a scenario like this one, the Two-Factor Theory offers some suggestions for elements that can assist in assisting the organisation in encouraging the employees to operate successfully and efficiently.

## **METHODS**

If a business wants to succeed in its mission, it requires the full cooperation and coordination of all its personnel. The efficiency and success of a company hinge on the efforts and outlook of its employees. Changes in behaviour have effects on the

group. Psychologist Fredrick Irving Herzberg, or "Fred," of the United States, developed the Motivation Hygiene Theory of Job Satisfaction. His idea is an attempt to explain what motivates people to work together toward a common objective in an organisation. This article demonstrates how workplace cleanliness concerns including company regulations, oversight, position, and job security can contribute to employee motivation and satisfaction. This research examines how employees' attitudes and happiness with their work change inside an organisation that practises the Herzberg two-factor theory.

## **RESULTS AND DISCUSSION**

### **Motivational Factors**

A psychological phenomenon or an internal emotion that energizes a person to perform task is referred to as motivation. Motivation is a crucial aspect that pushes a person to deliver their best performance to assist an organisation in reaching the goal that it has set for itself. A willingness to acquire a reward is another component of the concept of motivation. When an employee can contribute their skills and talents to the accomplishment of defined goals, they experience an increase in motivation. Both positive and negative aspects might contribute to one's level of motivation. An employee with positive motivation is confident that he will be rewarded for his efforts, whereas an employee with negative motivation is concerned that he will be punished for the errors he makes on the job. The engine that keeps a machine going is something called motivation. For the employees to make progress toward achieving their objectives, it is necessary for them to do so.

According to Herzberg's Motivation and Hygiene Theory, the elements that contribute to motivation are fundamental to nature. It never fails to have a favorable effect. The readiness of an individual to carry out the activities and behaviors necessary to fulfil their requirements is an example of motivation in that individual. An individual will join the organisation to take on a certain role inside the company. The individual's behaviour as well as their

overall performance are significantly impacted by the characteristics of the work environment. The organisation is required to reorganize and revamp the job structure whenever an employee expresses dissatisfaction with their work or indicates that they have no interest in executing a certain job. Job satisfaction can be increased using motivating elements. When an employee is aware of the environment that he works in, he is better equipped to make the required adjustments so that he can adapt to the circumstances that exist within the firm. Every worker's life is unique in some way, and the emotions they experience in their personal lives are never same. To achieve success, one must first finish a challenging task and then find a solution to a challenging issue. The act of praising and rewarding employees with prizes for achieving set objectives is referred to as "recognition." Within an organisation, each member receives a unique workspace in which to carry out their responsibilities. They will acquire a sense of responsibility in this manner. The term "advancement" refers to a person's rise to a more prestigious position or rank within an organisation. The level of complexity of a job as well as the approach that is taken to do it influences how satisfied or dissatisfied an employee is with their workplace. Experience and progression in one's career both have a role in one's personal growth.

### **Hygiene Factors**

The elements that make a person less likely to be dissatisfied with their position in an organisation are referred to as hygiene considerations. According to Herzberg's theory, hygiene factors are external. The employee's personal hygiene is never a motivating factor. Instead, these elements simply contribute to minimizing the discontent of the employee. This discontent is remedied by elements related to hygiene. A worker who is working in a firm must be aware of the operational structure and hierarchy of management within the company. An employee's commitment to their position should be unwavering, and they should have complete confidence in the quality of their work. It's crucial to have good interpersonal interactions with the management,

supervisor, and other employees at an organisation. During breaks, the worker is expected to engage in conversation with his subordinates and show deference to the direction provided by his superiors. A person gets rewarded monetarily for the work that they do through the receipt of a wage. Every person has a certain minimum wage that they anticipate receiving. It is possible for a person's level of discontent with their employment to decrease if they receive a raise in salary as well as additional compensation for extra labour.

When it comes to working conditions, the physical surroundings of a job are a factor that might alter the attitude of the individual while they are performing an assigned activity. The personal life of a person decides his feelings and emotions while executing a work. If a person is not psychologically strong, their performance will be feeble. It is important for the company's policies and choices, which are made by the administration, to be explicable to prevent confusion and misunderstanding among the workforces.

### **Critical Evaluation of Herzberg's Two Factor Theory**

Only engineers and accountants participated in Herzberg's research on the topic. Some people believe that the argument cannot be conclusively proven because other qualified specialists were not included in the research. Wages and additional incentives, on the other hand, are what drive workers in general to perform their jobs. It's possible that the effects of factors like hygiene and motivational factors will have the full opposite effect on some other workers. If variables related to hygiene and those related to motivation are of equal significance, then both should be able to motivate employees (Jones, 2011).

The idea is also susceptible to criticism over the methodology and data collecting that was used. It was requested from the interviewees that they discuss both the positive and negative aspects of their experience. Since the interviewers provided information that was subjective and prejudiced, the technique that was employed to develop the theory is flawed. The two-factor theory is inapplicable if a

company shifts to mass production and innovation since it is only concerned with the behavioural changes of individuals (Bassett-Jones and Lloyd, 2005).

The two-factor theory placed a significant amount of focus on job enrichment but paid no attention whatsoever to the level of job satisfaction experienced by workers. Pay, status, and interpersonal ties are frequently cited as examples of powerful motivators; nevertheless, Herzberg does not place weight on these factors. The two-factor theory only offers managers some guidance for designing their employment in a way that considers the variables that motivate employees.

### CONCLUSION

The work of Herzberg, specifically his Two-Factor Theory, has found widespread application across a variety of business sectors. The Two-Factor Theory developed by Herzberg combines features of intrinsic and extrinsic motivation in a way that makes it capable of effectively encompassing other motivation theories. Similarities have been established between Herzberg's motivation and hygiene components and other motivation theories; each theory carries various employees' desire for motivation in comparable terms (Borkowski, 2011). The contribution of the motivation elements to the increase of the employees' level of satisfaction is one way that the hygiene factors contribute to the reduction of the employees' level of dissatisfaction. It is essential to have both components of motivation and hygiene. Both aspects never cause the workers to become dissatisfied or unwilling. In contrast to previous motivational theories, the Two-Factor Theory offers more comprehensive sets of components, which consider both the fundamental internal and external demands of the individual. However, the two-factor theory has been proven to be less applicable to businesses in today's world. This is since Extrinsic Factors have influenced the level of job satisfaction felt by the respondents, and Extrinsic Factors should either show up with feelings of job unhappiness. It is advised that the factors that are

designated as Extrinsic Factors be regarded as having direct impact on the job satisfactions of employees.

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