

Factors affecting Job Satisfaction among Faculty Members

Herzberg's two factor theory Perspective

A Study of Shah Abdul Latif University, Sind, Pakistan

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Abstract

This paper studies the Herzberg's two factor notion of job satisfaction. The purpose of this paper was to examine the relationship between job motivator and job hygiene with job satisfaction. It also aimed to explore whether these job attributes reflect the same notion put forward by Herzberg or not. The study was being conducted on faculty members at SALU. An instrument containing five job hygiene facets and five job motivator facets was used to collect data from respondents. The faculty members were generally found satisfied with their job but satisfaction level varies across gender, age, tenure, rank as well as towards the various attributes of Job motivator and Job hygiene. The facet "Work itself" was found to be the most satisfying job attribute while "Policy" was the least satisfying aspect of job respectively. The result also showed that both job motivator and Job hygiene are moderately to substantially relate with job satisfaction. The factor job Hygiene was found more influential in predicting job satisfaction than Job Motivator. It contradicts Herzberg's conception that only content factor tends to develop a positive attitude towards job. On the other hand demographic variables showed an insignificant impact in determining the level of job satisfaction among faculty members at SALU.

Key Words: Job Hygiene, Job Motivator, Job satisfaction

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Introduction:

Excellence of a university is the excellence of its faculty Higher education is the foundation for nearly all professional careers. Higher education plays an important role in socio-economic development of a country. Today fast pace of growing technology and changing environment has raised concern for countries like Pakistan to be more adoptive to the changing trends in order to face the challenges of globalized world.

A quality higher education is now becomes an integral part in development and prosperity of a country. The countries paying greater attentions to their higher education, bringing structural and technological reforms, efficiently utilizing their intellectual resources consistently to the needs of higher education are now the leading giants in this globalized world. A country which has been equipped and highly facilitated with quality institutions, enriched with creative, talented pool of academic staff, will definitely be the market leader in innovations. So to have that particular aspect of quality education and creative academic staff, job satisfaction among academic staff is the key and therefore its various dimensions should be studied because satisfaction contributes highly in productivity and performance of individuals so as to the organization.

There is an increasing interest in order to determine the level of job satisfaction in higher education and its impact on the performance of academics. Many studies have been done in developed countries but very few have been done in this part of the world in term of job satisfaction, especially Herzberg two factor theory perspective of Job Motivator and Job Hygiene. This study also aims to fill this gap and to understand the importance of both Job Hygiene and Job Motivators determinants of job satisfaction.

Purpose of study:

In Pakistan only few research studies have been done in this area of job satisfaction among faculty members. The main Purpose of this study is to explore the level of job satisfaction and the factors affecting the job satisfaction among faculty members in Pakistan. This study aims to find out the general level of job satisfaction, in addition it also aims to explore whether Intrinsic “Job Motivator” or Extrinsic “Job Hygiene” factors are the basis for Job satisfaction among university’s academic staff.

- 1: What is the general level of job satisfaction among faculty members at SALU?
- 2: What is the level of job satisfaction among faculty members at SALU with that of Intrinsic (Motivator) factor?
- 3: What is the level of job satisfaction among faculty members at SALU with that of Extrinsic (Hygiene) factors?

4: Which factor, Intrinsic (Motivator) or Extrinsic (Hygiene) Contributing/Influencing more to job satisfaction/dissatisfaction among faculty members at SALU?

5: Demographic variables and their impact on overall job satisfaction?

6: To find out whether this study support Herzberg's theory that Intrinsic factors (Motivators) are the only one which develop positive attitude towards job than the extrinsic factors (Hygiene)?

Literature Review:

The job satisfaction of an employee has received considerable attention by researchers and managers alike (Gautam, et al, 2006). Locke, (1969) defined job satisfaction as "an emotional state related to the positive or negative appraisal of job experiences". Smith (1969) stated job satisfaction as "the extent to positive orientation an employee expresses towards his or her job". Many empirical studies have been done mostly in the industrialized world, which examined various aspects of academics satisfaction with their job. The Herzberg's two factor theory has got considerable attention from researchers around the globe. The Herzberg's dual factor theory concept has been studied and tested in variety of contexts to date. Massive research has been done on the academics in order to analyze its significance and validity to this context as well. Ping du et al. (2010) analyzed job satisfaction of academic staff in nine universities of china and found that Chinese university professors display a basic level of job satisfaction. However, there is a high dissatisfaction with salary, Furthermore; this study found that professors are satisfied with teaching and research services and facilities. Hill, (1986) examined the job satisfaction of college faculty with Herzberg's two factor theory perspective. He found that intrinsic factors contribute primarily in job satisfaction while extrinsic factors lead towards the job dissatisfaction; He noted that ministering students and work itself are the major source of job satisfaction among academic staff while salary, fringe benefits, administrative features and collegial association are the principal contributor of job dissatisfaction that support Herzberg's Notion. Research requirements and teaching dimensions are the most satisfying job attributes of academic work environment as investigated by (Pearson and Seiler, 1983). They also observed that support and compensation aspects of academic environment are the most dissatisfying aspects of job among academics, which again support Herzberg conception. In another study (Bowen, 1980; Bowen Radhakrishna, 1991; Padilla-Valvez, 1993) reported that Hygiene factors are more related to job satisfaction than Job Motivator which contradicts the Herzberg theory, who stated that only Motivator factors induce the positive attitude towards one's job.

Blezek,(1987) investigated the factors affecting job satisfaction among academic staff where he examined the Herzberg notion of job satisfaction. He noted that faculty members at university of Nebraska are more satisfied with the motivator factors than the hygiene factors. In another study (Castillo & Cano, 2004) also analyzed that content factors are the principle contributor in job satisfaction among faculty members and the facet “work itself” was the most satisfying attribute found in study while working condition found to be the least satisfying aspect of job. Herzberg theory also applied on Malaysian academics, the study reveals that Policy and Salary are the major source of job satisfaction; While Working Condition and Interpersonal Relationship are major contributor to job dissatisfaction as discussed by Wong and Heng, (2009). Ssanga and Garrett, (2005) while studying Herzberg’s conception found that both Hygiene and Motivator induce job satisfaction among university academics they observed that Co-Workers behavior, Supervision and work itself are more related to job satisfaction while working environment and Promotion are more related to Job dissatisfaction.

Conceptual framework intrinsic/extrinsic facets of job satisfaction

Herzberg’s two factor theory perspective:

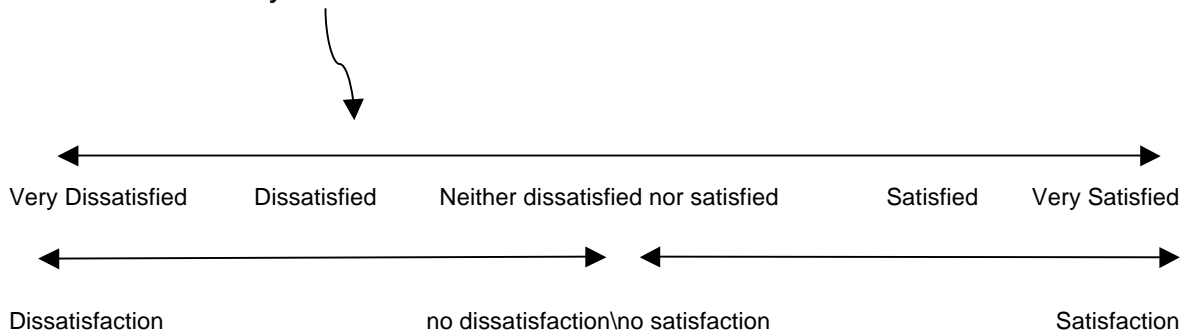
Herzberg’s theory is called either the motivation-hygiene or the dual-factor theory. Herzberg's work categorized motivation into two sets of factors: Motivators and Hygiene's. According to Herzberg’s two factor notion of motivation “Motivators” stimulates positive orientation towards one’s job, arising from content factors of job such as Achievement, Responsibility, Recognition, Advancement, Work itself. While “Hygiene” does not induce positive orientation towards job rather reduce the extent of dissatisfaction level experienced by individuals. “Hygiene” is termed as to be the context factor of job such as working condition, Salary, Interpersonal Relationship, Policies\Administration and Supervision. In other words these are also known to be the extrinsic factors related to job.

According to Herzberg, (1959) the factor causing satisfaction are different from the factor causing dissatisfaction. The two feelings can’t be treated as opposite to each other, the opposite of satisfaction is not dissatisfaction but rather no satisfaction, while opposite of dissatisfaction is no dissatisfaction. He argued that higher level needs also said to be psychological needs i.e Status, Self-actualization, Growth and Achievement, tended to dominate in motivation and satisfaction level among employees which are related to job contents. While lower order needs also known to be physiological needs i.e salary, safety etc. are more towards the dissatisfaction side, that there will be no dissatisfaction once these needs have been fulfilled. Herzberg concluded that satisfaction and dissatisfaction are not on the same continuum. As a result, he argued that motivational factors can cause satisfaction or no

satisfaction, while hygiene factors cause dissatisfaction when absent, and no dissatisfaction when present.

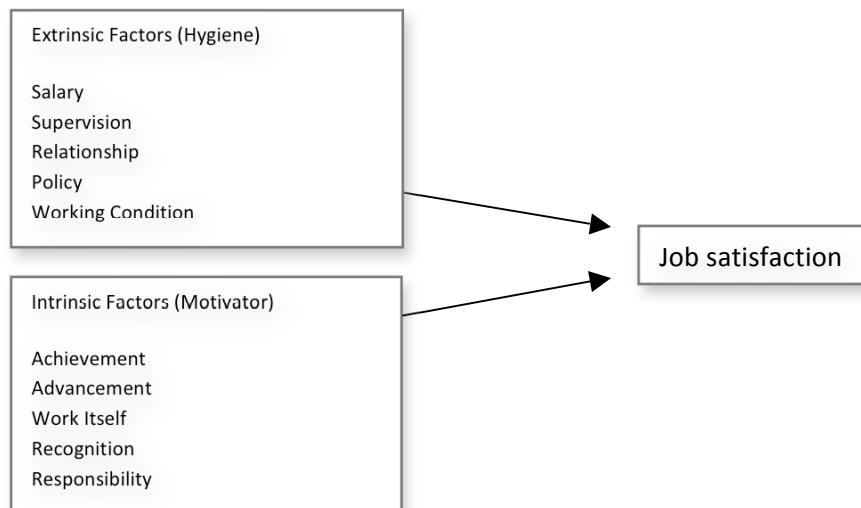
Herzberg's two factor theory of job satisfaction has been adopted for this study purpose but both Intrinsic (Motivator) factor as well as Extrinsic (Hygiene) factor are placed on same continuum of job satisfaction and dissatisfaction rather than the Herzberg's one of Job satisfaction or no satisfaction (Motivator), dissatisfaction and No dissatisfaction (Hygiene) on separate continuum. The findings will determine that faculty members are satisfied or dissatisfied more with Intrinsic or Extrinsic factors.

Scale used in this study



Scale used by Herzberg

Job satisfaction Model



Hypothesis:

H1: There is a positive relationship between Job Motivator and job satisfaction

H2: There is a positive relationship between Job Hygiene and job satisfaction

H3: Demographic variables have impact on the job satisfaction

H4: Job Motivator has stronger influence on job satisfaction than Job Hygiene

Methodology:

Study was being done on Faculty Members of Shah Abdul Latif University. Data was collected through convenience sampling procedure. Participants were contacted directly and self administered questionnaires were distributed accordingly among them. Participants were given ample time to fill the Questionnaire. About 155 Questionnaires were distributed among SALU faculty members and 94 faculty members returned their questionnaire, which constitutes about 60.6% of the response rate. Respondents consist of 74.5% were male and 25.5% were female. Most of the faculty members were found to be age between 40 to 49 years. Assistant professors were highest in number in term of response rate which constitutes about 35.1% (Table 1). The Questionnaire contains 23 items, 18 items related to the intrinsic and extrinsic job factors, 1 item of general satisfaction level while 4 items based on the demographics. A five point likert scale ranging from 1(very dissatisfied) to 5(very satisfied) was used to measure the data. In order to check the content validity of the construct, questionnaire was presented to group of experts to assess the wording, length, format, and clarity among the contents of the questionnaire. After reviewing; they found it an appropriate and feasible one to be studied. Cronbach's alpha was used to measure the instrument's reliability. The reliability coefficient for the 18 item instrument found to be .81 which depicts a highly reliable instrument in terms of measuring job satisfaction.

Results/ Findings:

Based on five point Likert scale with response ranging from 1(very dissatisfied) to 5 (very satisfied) the overall level of job satisfaction was "3.63". This indicates that the faculty members were more towards the satisfaction side of the scale. Job satisfaction level among female faculty members was found to be "3.71" and among male faculty members was "3.60". This shows that female faculty members to some extent are generally more satisfied with their job than the male faculty members.

Frequency Distribution Table 1

Gender	Frequency Distribution	Percentage Distribution
Female	24	25.5
Male	70	74.5
Age		
Less than 30	15	16.0
30-39	27	28.7
40-49	33	35.1
50-59	19	20.2
60 or more		
Tenure in Present Institute		
Less than 5 years	24	25.5
5-9	12	12.8
10-14	18	19.1
15-19	16	17.0
20 or more	23	24.5
Academic Rank		
Professor	22	23.4
Associate professor	2	2.1
Assistant professor	33	35.1
Lecture	29	30.9
Others	8	8.5

Table 2 shows Mean Standard Deviation and inter-item correlation of Job Motivators, Job Hygiene and demographic variable. Based on five point likert scale, the faculty members provided the following mean score on Job Motivator and Job Hygiene. On job motivator the facet “work itself” was found to be the most satisfying attribute with mean score of “4.13” and Responsibility was on lower side having mean score of “3.42”. On the other hand in Job Hygiene “Relationship” was the most satisfying attribute of job having mean score of “4.08” while “Policy” was found to be on the lower side of satisfaction level with mean score of “2.91”. Inter co- linearity was found to be acceptable one, showing weak to moderate correlation among predicting variables, significant at 1% & 5% respectively. The Variance inflation factor (VIF) a multi co linearity measure statistic run to detect the co linearity among predicting variables, the job Motivator and Job hygiene. The VIF between both Job hygiene and Job motivator falls between 1 and 3 which is an acceptable one. So multi co linearity among predicting variables were not an issue here.

Table 2: Mean Standard deviation and Inter-item Correlation

	M	S	1	2	3	4	5	6	7	8	9	10
Gende	1.74	0.43										
Ag	2.	0.98										
Tenur	3.0	1.53										
Ran	2.9	1.27										
Work	3.1	0.71	1									
Recognitio	3.4	1.1	.24	1								
Advancemen	4.59	1.87	.34 *	.350*	1							
Achievemen	3.9	0.83	.35	0.07	.283*	1						
Responsibilit	9.4	1.0	.45 **	.641	.25 *	0.05	1					
Working	3.0	1.0	.21	.51	.49	0.00	.27	1				
Salar	8.9	1.95	.06 *	.06 **	.40 **	.19	.14 **	0.11	1			
Polic	2.9	1.1	.23	.56	.55	-0.0	.41	.66	0.10	1		
Relationshi	4.0	0.86	.42 *	.95 **	.99 **	.32	.89 **	.89 **	.17	.39	1	
Supervisio	3.7	0.98	.44	.49	.42	0.20	.49	.41	0.12	.50	.64	1
n	7	8	8 **	7 **	4 **	3	0 **	4 **	9	4 **	6 **	

**P < .01, *P < .05

Coefficient of Correlation has being done to explain the relationship between faculty members overall level of job satisfaction with that of job motivators and job hygiene. Correlation coefficients found in the range of moderate to substantial one. In job Motivator the “Advancement” attribute shows a strong positive correlation of (r = .702) with overall level of job satisfaction. In Job Hygiene the facet “Supervision” shows a very strong positive correlation of (r = .778) with overall level of job satisfaction among faculty members at SALU. On the other hand the facet “Achievement” is the only one which shows a weak but positive correlation of (r = .297) with Overall level of job satisfaction (Table 3).

Table 3: Coefficient of Correlation between Job Hygiene, Job Motivator with Job satisfaction

Job Motivator	Job Hygiene
Recognitio	.62 *
Advancemen	.70 *
Responsibilit	.59 *
Achievemen	.297 *
Work	.60 *
itself	.3
Polic	.72 *
Salar	.632 *
Relationshi	.73 *
Supervisio	.2 *
Workin Condition	.778 *
g	.67 *
	1

*P < .01

Table 3 shows that Job Hygiene & Job Motivator both have a positive relationship with job satisfaction at 1% significance level, but their correlation magnitude varies across the job attributes. Thus the findings support both of our Hypothesis H1 & H2 that there is a positive relationship between Job Motivator & Job Hygiene with job satisfaction.

Table 4 on the other hand shows regression analysis and influence of predicting variables with job satisfaction. It shows that Job Hygiene is the most influential factor found in predicting the overall level of job satisfaction among faculty members with beta(.606). The finding opposes our hypothesis H4 which states that the Job motivator has the stronger influence in determining the job satisfaction. The hypothesis H4 was being developed in the light of Herzberg's two factor theory which states that only job motivator tends to induce positive attitude towards one's job than job Hygiene. The findings contradict the conception put forward by the Herzberg (Table 4).

Table 4: Job Hygiene, Job Motivator, Demographic effects on Job satisfaction

Variable	Job	
	B	t
Gende	-0.06	-0.5
Ag	-0.06	-0.3
Tenur	0.03	0.2
Ran	0.07	0.4
Job	0.607	0.8
Job Hygiene	0.477	1.2
Motivator	*	5

*P < .01

Regression analysis of demographic variable shows an insignificant relationship with job satisfaction. It shows that demographic variables are insignificantly related to job satisfaction. Thus the findings did not support our Hypothesis H3 that there is an impact of demographic variables on job satisfaction. It also suggests that demographic variables are tended to be least influential in predicting the job satisfaction.

Discussion:

The main objective of the study was to examine the construct and concept of job satisfaction put forward by Herzberg. The compact review of past studies shows mixed results against Herzberg's conception of job satisfaction. (Hill, 1986; Blezek, 1987; Castillo & Cano, 2004; Pearson & Seiler, 1983) findings support Herzberg notion of job satisfaction that Motivators are major contributor in job satisfaction. While (Bowen, 1980; Bowen Radhakrishna,1991;Padilla-Valvez, 1993) in their respective studies found that Hygiene factors are major source of job satisfaction and contributes more to it, which opposes and contradicts the Herzberg's

Statement. Ssanga & Garrett, (2005) also found that Both Motivator and Hygiene factors induce job satisfaction, again contradicting the Herzberg's theory. Apart from the mixed results there are certain other limitations as well to the constructs and concepts put forward by Herzberg in his Dual factor theory which are very important to be addressed here. First of all the methodology and questionnaire designed by Herzberg was not up to mark. Interviews were conducted from 203 accountants and engineers, the open ended questions asked from respondents and there were also some probing questions as well to answer. The open ended questions as we know are very difficult to measure especially on the scale used by Herzberg. He used those recorded response, analyze them and put them into their respective factors, so this technique also raised concerns about the subjective treatment & distortion of the data. The Sample Size used by Herzberg was also too small to generalize some thing, that's why many studies have been done to check its validity across different contexts and target population and found much variance in that. The other thing very important to be discussed here, the Correlation and Causation effects of Hygiene and Motivator factors to job satisfaction that not clearly defined by Herzberg, Although he did mention that Intrinsic factors tends to develop positive attitude towards job but to the context of contribution rather correlation and Influential relationship. What does it mean "develop a positive attitude"? Does it mean Contribution (Mean)? Correlation (Relationship)? or Causation (Influence)? How we will determine this "positive attitude" and factors determining this attitude? This study explores these aspects through empirically testing both of the factors with job satisfaction and finds the following results. Both Motivator and Hygiene factors contributing to the satisfaction among faculty member with mean scores over of 3.5 on a five point likert scale. Intrinsic factors contributing more to the satisfaction with mean score of 3.71 than Hygiene factors with mean score of 3.56. On the other hand both of the factors found moderately to highly correlate with job satisfaction (Table 3). Hygiene factors found strongly correlated with job satisfaction than Motivators. While Hygiene factors tends to be more influential in predicting job satisfaction found in this study (Table 4). It suggests that although Motivators contributing more in job satisfaction but they depict a weaker correlation and low predicting power to determine job satisfaction than Hygiene. So to develop a positive attitude you need to find out the cause of that attitude rather its contribution. The Hypothesis H1 & H2 suggests the same thing, the relationship of Motivator and Hygiene with job satisfaction. Both show a positive relationship with job satisfaction. Hypothesis H3 & H4 shows causation or influence of predicting variable with job satisfaction. After testing hypothesis H4, we found that Motivator factors are less influential in predicting job satisfaction than Hygiene that mean hygiene causes more positive attitude towards job satisfaction. So the basic tenant of Herzberg's notion of job satisfaction is conflicting with the findings we have in this study.

Conclusions\Implications:

Faculty at SALU was generally satisfied with their job however female faculty members were more satisfied with their jobs than the male faculty members. All the job motivator and Job hygiene attributes were moderately or substantially related to job satisfaction. The facet "Work itself" was the most satisfying aspect while "Policy" and "Working condition" were the least satisfying aspects of job found in this study respectively. The admin of SALU should pay attention to those facets creating dissatisfaction among faculty members' especially the academic policy implementation; they should also come up with certain relevant training & development sessions not only to enhance the KSA's of faculty members but also to bridge the gap between satisfaction and dissatisfaction. The other facet creating dissatisfaction is the 'working conditions" the admin should try to improve institutes working conditions by aiding more research facilities to faculty members and also by making necessary adjustments in improving the classroom environment as well.

The demographic variables found negligibly related to overall job satisfaction. The demographic variables show an insignificant impact on job satisfaction. This implies that demographic variables are not the significant predictor of job satisfaction. This study also concludes that the extrinsic factors (Hygiene) are the most influential factor in predicting the overall level of job satisfaction among faculty members at SALU. The basic tenant of Herzberg's two factor theory of job motivator and job hygiene were found conflicting and contradicting to this study, in which Herzberg stated that only content factor stimulate and create a positive attitude towards one's job. The study suggests some how the importance of Hygiene factors in Pakistani context.

Limitations:

There are certain limitations this study have had first one the scope of study was confined and limited only to one university it should be widen up and take private sector institutes as well in this experiment. Second the sample size is not the sufficient one in order to generalize something from that. The reasons behind this low response rate was most of the faculty members were too much busy in conducting annual exams & viva voce etc. and few of them were very much reluctant and felt inconvenient to attribute their feelings in term of job satisfaction. Third the time constraints for the completion of this study also did become a major hurdle in execution of this study.

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