

Review Article

ROLE OF HERZBERG MOTIVATION-HYGIENE THEORY ON EXPLANATION OF JOB SATISFACTION AMONG STAFF AT ORGANIZATION

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ABSTRACT

A study of staff job satisfaction in organizations assumed as one of the fundamental factors that has significant contribution in performance and efficacy of personnel. Furthermore, there are several theories and approaches that considered to this organizational behavior and evaluated different facets of job satisfaction. Herzberg Motivation-Hygiene Theory is one of these theories that focused on job satisfaction in details and also overall. In this comprehensive theory considered to all practical factors (internal and external) on job satisfaction and explained the importance of job satisfaction at organizations.

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INTRODUCTION

Herzberg Motivation-Hygiene theory proposed by Fredrick Herzberg in (1959) and focused on the effect of internal and external factors on job satisfaction as fundamental human needs. Most of the researchers such as Tan & Waheed (2011) employed this theory in their studies and referred to the role of active factors on job satisfaction. In fact, this theory determined comprehensive views toward the key role of job satisfaction amongst staff at organization (Herzberg, 1964). Human needs are one of the main factors that in present theory concentrated on them and determined job satisfaction as one of these essential factors at organizations (Heylighen, 1992). In this theory considered to job satisfaction as one of the primarily needs among staff and explained this organizational factor affected by various internal and external factors (Klassen, Usher, & Bong, 2010). In general, this theory has been followed the Maslow Hierarchical needs (1943); and it clarified that job satisfaction is same as other primary needs (water, food, and shelter) should be satisfied till provides an appropriate situation for developing and satisfying other requirements (Reid-Cunningham, 2008). According to the importance of job satisfaction in human needs, focusing on practical factors that appear as internal and external factors is very vital.

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Before explaining about these factors should be mention that Herzberg Motivation-Hygiene theory has been separated job satisfaction and job dissatisfaction; also, it explained that these two organizational phenomena have separately impact on organization's outcomes that they appear by various factors. Furthermore, more studies and results of job satisfaction and its level derive from different elements of the organization (Stello, 2011). In the same vein, Olorunsola (2012) described that job satisfaction is results of several internal and external factors that presence in the private and social life of the staff. In present literature review considered to the role of Herzberg Motivation-Hygiene Theory on explanations of job satisfaction and effect of other motivators on this organizational feeling.

Role of Internal Factors and Job satisfaction in View of Herzberg Motivation-Hygiene Theory

Regarding the previous explanations about the role of various factors on job satisfaction, internal factors are one group of factors that impact on job satisfaction and motivate inner feeling toward job of staff and their workplace which this issue can be significant for organization. Presences some of these internal factors lead to job satisfaction that some of them have a negative effect on job satisfaction and removing these factors does not appear job dissatisfaction. This issue exactly follows and emphasizes the approach of Herzberg Motivation-Hygiene theory that separate satisfaction and dissatisfaction, completely (McNeil, Lowman, & Fleeson, 2010).

The presence of internal factors on job satisfaction cover behaviors, reactions, and attitudes of staff at the organization and also in some cases conduct their working relationships at the workplace. These internal factors involved personality, emotions etc. that have great contribution in changing the level of job satisfaction (Herzberg, 1964, Nasir, Fatimah, Mohammadi, Wan Shahrazad, & Khairudin, 2011).

External Factor and Job Satisfaction based on Herzberg Motivation-Hygiene Theory

Regarding Herzberg Motivation-Hygiene theory external factors are factors that have an extrinsic presence at the workplace and derive from environmental items that supported by the organization and its policy; they organized by managers and leaders at the workplace. These external factors included salary, work, co-worker, supervision, promotion etc. (Tan & Waheed, 2011). Effects of external factors are same as internal factors, but their sources are dissimilar, considerably. These factors derive from environmental factors and most of the time depends on various situations at organizations (Mohammad, Quoquab Habib, & Alias, 2011).

Theoretical Framework

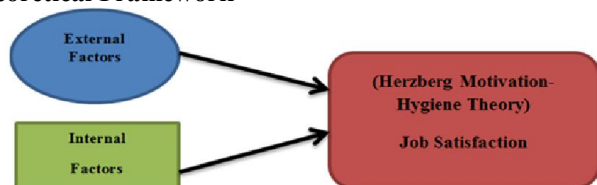


Figure 1. Theoretical Framework

Conclusion

General, findings of present literature review have been referred to the Herzberg Motivation-Hygiene Theory that emphasized to the primary and useful role of internal and external factors in the context of job satisfaction. The most imperative point is that each of these factors has separately and definite impact on job satisfaction of staff.

In the current paper, the researcher focused on internal and external factors that have a significant role on appearing job satisfaction amongst staff; likewise identified these factors, change levels of job satisfaction in organization and increase or decrease the amount of their performance and efficacy at work environment. Furthermore, attention to job satisfaction and imperative factors subjected by policymakers that should be supported and guaranteed by self, government, public and private organizations, and it presented a comprehensive set of suggestions that determine a successful pattern amongst staff and create acceptable atmosphere at organization.

Addressing toward job satisfaction and role of practical factors are complex that in Herzberg Motivation-Hygiene Theory categorized, accurately.

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