

Impact Of Herzberg's Two Factors Theory On Faculty Members Of Pakistani Universities

DR. ABDUL AZIZ¹, DR. MUHAMMAD HARIS MIRZA², Dr. FARAZ AHMED WAJIDI³, DR. ERUJ WAJIDI REHAN⁴, SALMAN HUSSAIN⁵

ABSTRACT

The purpose of this study is to investigate Herzberg's theory especially its Hygiene factors among faculty members working in Pakistani public sector universities. It is a novice idea because analysis is based post pandemic situation. A structured questionnaire has been developed and circulated among the 500 faculty members. These 500 questionnaires have been distributed using simple random sampling and out of 500, 392 responses have been received. The 21 responses got discarded due to insufficient data and finally utilized 371 responses. The impact of Herzberg's factors on job performance has been tested through structural equation modeling. It is found that job performance is significantly influenced by the job security, remuneration package and work environment. On the other hand there is insignificant impact found of appraisal systems and promotional opportunities on job performance. On the basis of the results it is found that faculty members are more concern about job security, compensation and organization culture but less concern about performance evaluation and promotional opportunity. These findings indicate faculty members are worried about competitive remuneration, security, and organization culture in post pandemic because of worst economic conditions. It is recommended that concerned authorities should consider the reservations of the faculty member in order to ameliorate quality of higher education in Pakistan.

Key Words: Novice, Idea, structured, Hygiene, insufficient, Factors, Herzberg's, Motivation

INTRODUCTION¹

The pandemic has changed the life style of the people across the world. It has totally changed the human's working pattern from physical to virtual. The pandemic situation introduced new terminologies social distancing, quarantine, and immune system which were previously known by only medical experts. The people stayed at homes and new trends emerged. A new concept work from home emerged in human history. This working pattern totally changed the life style of the employees all over the world. It seemed difficult for employees to perform their job responsibilities from home which was not experienced previously at large scale. The Herzberg's theory is based on office working environment and introduced motivators as well as hygiene factors. This theory has received positive feedback from HR experts. There have been conducted several researches to test the hygiene factors of Herzberg's two factor theory but these factors were tested when organizations were performing in normal routine. The

¹Assistant Professor Department of Business Administration Federal Urdu University of Arts, Science and Technology, Karachi

²Assistant Professor Department of Business Administration Federal Urdu University of Arts, Science and Technology, Karachi

³Associate Professor Institute of Business and Health Management Dow University of Health and Sciences, Karachi

⁴Lecturer Institute of Health & Business Management Jinnah Sindh Medical University Karachi

⁵Lectrer Department of Business Administration Iqra University Karachi

working environment changed 180 degrees when world witnessed pandemic situation. Employees started working from their homes. The main purpose of this study is to check either Herzberg's two factory theory still valid after pandemic when people has experienced to work from homes or it is only useful for normal working environment. The job satisfaction and motivation of employees are the most important concern for HR experts. The Elton Mayo was the first in the history of modern HR management who introduced job satisfaction theory; later Herzberg introduced two factors theory which was based on Elton Mayo's theory. The main factors job security, remuneration package; appraisal system, promotion opportunities, and organization culture were introduced by Herzberg. These factors were empirically tested by several researchers and endorsed the validity of above factors (Naseem & Salman, 2015).

Education is the most important part of our life. The faculty members are affiliated with this sector. The prosperity and growth of any nation depends upon quality education. To attain the goal of quality in education it is mandatory that faculty members should be satisfied. The dissatisfied faculty members cannot give their optimum output rather they would create disappointment among the youth. Therefore it needs proper attention to keep satisfied the faculty members. They play their role in nation building therefore education sector requires special attention. The satisfied faculty can help to produce a quality work force for the nation that can play a vital role in the economic development. The motivation to conduct this study is highlight important factors which need to be addressed. This study would be conducive to identify such factors which can be useful in gaining satisfaction of faculty members working in the public sector universities of Pakistan. The factors of Herzberg's theory have already been tested in different studies but before pandemic situation. This study has attempted to test same factors but after pandemic situation when there has been a drastic change in the organization culture and appraisal system. To the best knowledge of the researcher Herzberg's theory has not been tested after pandemic situation therefore this study will be a value added in the existing literature and has attempted to fill this gap.

Research Questions

How the job performance of the faculty members working in Pakistani public sector universities is influenced by hygiene factors of Herzberg's two factors theory? Do these factors are also essential in the post pandemic situation?

Research Objectives

This study investigates Herzberg's two factor motivation theory especially hygiene factors among the faculty members of Pakistani public sector universities.

LITERATURE REVIEW

Several studies suggest job security is the main concern for employees who are working in any organization. The most recent studies suggest pandemic has caused severe depression among the employees (Possenriede & Plantenga, 2020). The performance of employees is improved when organization pay market competitive salary to their employees. Along with appropriate salary, fair performance evaluation is also motivating factor for employees (Mohammd, Rand, & Ra'ed, 2019). The pandemic situation changed the way of life style; organizations introduced new performance evaluation to assess the performance of their employees who are working from home. This situation has also created economic recession therefore organizations cut down remuneration to overcome this situation (McMaster, LeardMann, & Speigle, 2017) and (Buheji & Ahmed, 2020). It was noticed several organizations changed their performance evaluation to motivate their employees (Macke & Genari, 2019). A study found that appropriate performance evaluation and remuneration were the key factors to motive employees. This study was held in Poland and included 763 faculty members (Wolniak & Szromek, 2020). Another study also validated that appropriate system of appraisal and security

are the prominent factor to ameliorate performance of employees (Leter & Casuneanu, 2018). The Herzberg's theory especially hygiene factors was found significant in a study which was held in Pakistani context (Zulfiqar, Singh, Niazi, Khan, & MohibUllah, 2020). The application of this theory was tested when there were normal working conditions. But when pandemic occurred a study was held to test the Herzberg's theory and found employees performance was negatively influenced by work environment. The performance of employees got decreased when they perform their job from their homes, there may be several reasons and one of the reasons was that they do not feel conformable to perform their responsibilities due to casual environment. It was also found that organization cannot promote employees due to worst economic conditions and they were very conscious about their future (Hameed, Ahmed-Baig, & Cacheiro-González, 2021). The working environment played a vital role to attain high level of productivity (Chang, et al., 2018). It was tested in the several studies that job security and working environment were prominent factors to ameliorate job performance of the employees. A study was held in China and included 1210 faculty members who were working in different Chinese universities. The findings of the study suggested working environment and job security were key factors to improve the employees' performance (Shen, Yang, Pan, Wang, & Liu, 2015). A comparative study was held between Pakistani faculty members and Finland faculty members and found there was positive significant impact of working environment on job performance. The study suggested universities should take actions to provide ideal working environment to their faculty members. The study was included 531 respondents from both Pakistan and Finland (Chaturvedi, 2020). A Romanian study found employees considered growth and working environment were the most important factors to ameliorate employees' performance (Giovanis, 2019). The faculty members who are working in Pakistani universities considered compensation, security, environment, promotion, and performance evaluation conducive in ameliorating their performance. This study included 258 respondents across the Pakistan. (Raza & Ahmed, 2017). Another study also revealed the same findings and endorsed the previous results that employees got influenced by appraisal system, remuneration, ideal working environment, promotion. It was a review papers and based on literature (Viseu, Neves, Rus, Canavarró, & Pe, 2016).

Research Hypotheses and Theoretical Framework

- H₁: The Job security is conducive in ameliorating job performance.
- H₂: The remuneration package is conducive in ameliorating job performance.
- H₃: The performance evaluation is conducive in ameliorating job performance.
- H₄: The career growth is conducive in ameliorating job performance.
- H₅: The organization culture is conducive in ameliorating job performance.

The overall literature discussed in the previous section, we have developed following theoretical framework:

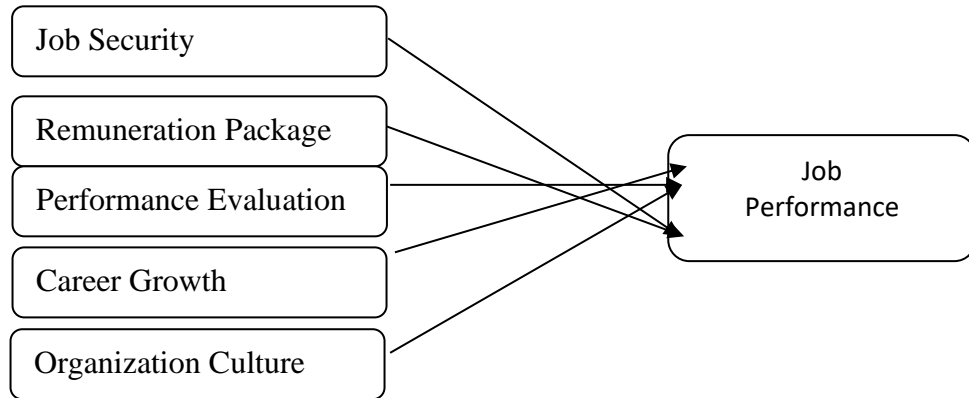


Figure 1. Theoretical Framework

RESEARCH METHODOLOGY

This research analyzes the causal effect and it quantitative in nature. This research investigates Herzberg's theory of motivation known as two factor theory on the faculty members working in Pakistani universities. The PLS smart has been applied to test the effect of Hygiene factors of Herzberg's theory. The target population of this study is the visiting, contractual, and permanent faculty members of the different universities working in Pakistan. The probability sampling in which simple random techniques has been applied. A structured questionnaire has been distributed among 500 respondents, 392 questionnaires out of 500 have finally been received. There are 21 questionnaires which are found incomplete and they have been discarded, this study has analyzed 372 questionnaires to draw the conclusions. The questionnaires have been distributed using Google doc link via emails and WhatsApp. The response rate was very low initially but when this instrument was resent many times and respondents were personally approached to cooperate in the survey, the response rate increased and desired number of responses was received. The questionnaire was designed in such a way each factor contained particular number of questions. The reliability test of each factor has been applied by using Cronbach's Alpha.

DATA ANALYSIS AND DISCUSSION

The 113 female teachers and 258 male teachers have participated in the survey conducted for this study. The PhD faculty members are 85; MS or 18 years are 286. The majority of faculty members falls in ages bracket of 31-45 years.

Table 1 Construct Validity

Constructs	Cronbach's Alpha
Job Security	0.831
Remuneration Package	0.754
Performance Evaluation	0.768
Career Growth	0.729

Organization Culture	0.832
Job Performance	0.851

The table 1 summarizes the results of Cronbach's Alpha to check the reliability of each construct. The results of above table show they are greater than 0.7 and guidelines suggests Cronbach's Alpha greater 0.7 is desirable. It is confirmed that all construct are reliable and can be used for the purpose they have been used.

Table 2 Hypothesis Testing

	O	M	STDEV	t-stats	Sig.
Job Security -> Performance	0.159	0.135	0.066	2.409	0.029
Remuneration package -> Job Performance	0.182	0.184	0.061	2.984	0.000
Performance evaluation-> Job Performance	0.111	0.009	0.056	1.982	0.0479
Career Growth-> Job Performance	0.136	0.002	0.245	0.555	0.625
Organization Culture -> Job Performance	0.185	0.147	0.071	2.606	0.029

Where (O) is Original Sample, (M) is Sample Mean; and (STDEV) is Standard Deviation

The table two presents the results of hypothesis testing. The result suggest four factors are found statistically significant out of five factors it confirm this theory is also useful after pandemic situation.

The first factor is job security, the t-value is 2.409 and sig value is 0.029 it confirms the rejection of null hypothesis

H₁: The Job security is conducive in ameliorating job performance.

It is found that faculty members of Pakistani universities are more concerned about job security. The results are found consistent with the previous studies. It shows that after pandemic situation results still suggest that job security is the prominent factor in ameliorating job performance of faculty members.

The second factor is remuneration package, the t-value is 2.984 and sig value is 0.000 it confirms the rejection of null hypothesis

H₂: The remuneration package is conducive in ameliorating job performance.

It is found that faculty members of Pakistani universities are more concerned about remuneration package. The results are found consistent with the previous studies. It shows that after pandemic situation results still suggest that remuneration package is the prominent factor in ameliorating job performance of faculty members.

The third factor is performance evaluation, the t-value is 1.982 and sig value is 0.0479 it confirms the rejection of null hypothesis

H₃: The performance evaluation is conducive in ameliorating job performance.

It is found that faculty members of Pakistani universities are more concerned about performance evaluation. The results are found consistent with the previous studies. It shows that after pandemic situation results still suggest that performance evaluation is the prominent factor in ameliorating job performance of faculty members.

The fourth factor is career growth, the t-value is 0.555 and sig value is 0.625 it confirms that we fail to reject null hypothesis

H₀₄: The career growth is not conducive in ameliorating job performance.

It is found that faculty members of Pakistani public sector universities are not concerned about career growth. The results are found inconsistent with the previous studies. It shows that after pandemic situation faculties members perceive that economic situation has got worsen and HEC has also cut down the allocated budget of universities therefore they do not expect promotions from their respective universities.

The fifth factor is organization culture, the t-value is 2.606 and sig value is 0.029 it confirms the rejection of null hypothesis

H₅: The organization culture is conducive in ameliorating job performance.

It is found that faculty members of Pakistani universities are more concerned about organization culture. The results are found consistent with the previous studies. It shows that after pandemic situation results still suggest that organization culture is the prominent factor in ameliorating job performance of faculty members.

CONCLUSION

It was found that job security, remuneration package, performance evaluation and organization culture had a significant impact on job performance. Conversely there was no impact of career growth on job performance found in post pandemic situation among the faculty of public sector universities of Pakistan. The most of factor were found significant; it meant hygiene factors had key importance even just after pandemic situation. The faculty member perceived Herzberg's two factor theory was still valid after such a critical situation in all over the world. It was found that faculty members of Pakistani public sector universities were not concerned about career growth. The results were found inconsistent with the previous studies. It showed that after pandemic situation faculty members perceived that economic situation had got worsens and HEC had also cut down the allocated budget of universities therefore they did not expect promotions from their respective universities. It was concluded that their performance got affected by job security, remuneration package, performance evaluation and organization culture after pandemic situation but career growth was not so important. It showed faculty members were more concerned about these factors they considered job security, remuneration, performance evaluation and culture as prominent factors. They expected they should have been given secure job guarantee, attractive package, fair evaluation, and the conducive work environment in order to perform well. The government should ensure the proper implementation of these factors in the public sector universities across the country and take necessary action to provide reasonable work environment to the faculty member in order to ameliorate education quality in the public sector universities of Pakistan.

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