

Application of Two-Factor Theory of Motivation by Fredrick Herzberg: A Case of Female Workers Serving Pakistani Media Organizations

Abstract: *Fredrick Herzberg's two-factor theory of motivation, a widely-applied theory with respect to varied contexts and organizational set-ups, advocates that hygiene and motivator factors influence employee satisfaction, motivation and ultimately job performance. Some of the past studies suggest the hygiene factors take precedence in influencing workers while others claim the motivator factors being more persuasive. Some studies also weigh upon both factors to create an impact on workers' motivation and performance. This mixed-method study is an attempt to understand the application of the subject theory with respect to Pakistani media organizations with female media workers as the population of the study and Islamabad-based employees as its sample. It concludes that both hygiene and motivator factors are equally effective in employee motivation/demotivation in the given context and that Pakistani female media workers are not satisfied with the organizational settings and facilitation provided.*

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Key Words: Hygiene Factors, Motivator Factors, Female Media Workers, Pakistani Media Organizations, Employee Motivation

Introduction

Modern-day Organizations often adopt various employee-engagement strategies to get a competitive edge in the market ranging from better productivity to holding a skilled workforce. It is significant to understand that contemporary business set-ups are heavily reliant on their frontline skilled workforce to maintain their niche as well as ensure survival in the highly-competitive environment (Vance, 2006). Though, not the service providers, media industries can be quoted as the perfect example of using a frontline

workforce, keeping in view the way reporter, camera persons and other related personnel work to make the news gathering, production and dissemination process successful in highly volatile and competitive work environments.

Being a social capital, the workforce with a positive attitude can contribute to organizational success (Gopinath, 2020). It not only helps workers accomplish their task effectively but also ensure quality outcomes. Any such results are possible only when there is a healthy relationship between the management and workforce that

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turn assignments as pleasure-seeking achievable goals. Effective organizations always practice various strategies to motivate workers to yield better results. Employee motivation appears to be a key factor for desired organizational performance and workforce retention (Bundtzen, [2020](#)). One of such strategies adopted by the organizations is the consideration for worker's job satisfaction. With the increased competition in the media industry, uncertain market trends with a restricted economy resulting in the loss of jobs by many media workers, every journalistic set-up in Pakistan needs to consider the element of job satisfaction of their employees as a vital component of the organizational infrastructure to keep the business running.

Ausloos and Kalski ([2007](#)) view job satisfaction as a key factor in an individual's sense of fulfillment through achievements, recognition, appreciation, rewards and incentives. Worker's job satisfaction has been a key factor to measure organizational performance globally. Aziri ([2011](#)) defines job satisfaction as a balance of positive feelings of the workers towards their organizational tasks. Job satisfaction, a sense of workers' achievements, is among the main factors of organizational effectiveness and efficiency that leads to motivation, a driving force for the workers to positively contribute to the organization's growth and success (Akhtar, Aziz, Hussain & Salman, [2014](#); Dziuba, Ingaldi, & Zhuravskaya, [2020](#); Scheers & Botha, [2014](#)). Employee motivation is the fundamental criterion to gauge the market placement of any organization. It is a substantial factor to urge workers effectively work to yield the best possible results as outlined by the management (Jain, Gupta & Bindal, [2019](#)).

Wexley and Yukl ([1977](#)) explain job satisfaction as attitudes and feelings of the workforce towards organizational tasks that can be ensured by controlling the motivator factors as defined by Herzberg ((Herzberg, Mausner & Snyderman, [1959](#)). The managers in the organizations should remember that workers' job satisfaction carries associated aspects like feeling comfortable and secure at workplace that further leads to better performance and ultimately stakeholder relationship with the enterprise. Various aspects impacting the motivation and job

performance of the workers in any organization as proposed by the two-factor theory of motivation by Fredrick Herzberg are:

Working Environment

Working environment of any organization is fundamental to comfort of the employees (Chaudhry, Jareko, Mushtaque & Mahesar, [2017](#)). This involves both the technical and physical conditions of the organizations. It plays a formidable role towards workers' performance with either negative or positive outcome (Bushiri, [2014](#)). Other than the technical and physical conditions, this work environment also includes facilities provided to the workforce (Alshmemri, Shahwan-Akl & Maude, [2017](#)).

Company Policies

Company policies when designed to facilitate workers are a great source of motivation whereas regressive approaches bring discouragement and demotivation (Vance, [2006](#)).

Work/ Job Description

Workers receive a lot of motivation at the time when nature of tasks falls in their area of expertise and interest (Vance, [2006](#)). Along with this, employees are able to understand and carry the tasks effectively if their jobs are properly described and conveyed.

Salary Package

The salary package is one of the major hygiene factors to contribute to workers' motivation (Teck-Hong & Waheed, [2011](#)). Better remuneration helps workers fulfill their basic needs in a better way.

Supervision Style

Supervision style or organizational behavior adopted by the management is another important factor that contributes to motivation among the workers (van Pham & Nguyen, [2020](#)). Formal and authoritative supervision doesn't contribute to employee motivation whereas as participative and facilitative approach builds motivation and healthy working environment in the organizations.

Recognition & Rewards

Recognition of a worker's contribution to the organization with subsequent appreciation either verbally or through incentives and rewards bring encouragement and motivation for the employees (Jain et al., 2019). This in return shapes them as responsible individuals, ready to positively contribute to the organizational objectives.

Interpersonal Relations

With a participative approach, the management often attempts to ensure worker participation in organizational decision-making. This health practice gives rise to positive interpersonal relations and ultimately the stake-holder association of the employees with the organization. Interpersonal relations in the organization are a great source of motivation for individuals that lead to a positive contribution from them (Aydin, 2012).

Growth Potential

Growth potential can be defined as bipartite. On one hand, it is the organizational arrangements and facilitation that offers the workers a growth potential and on the other hand, it can be viewed as individuals' intrinsic motivation to grow in their career. Growth potential, taken in whatsoever manner, offers a great deal of motivation for the workforce and affects their performance positively (Eshun & Duah, 2011).

Literature Review

In view of the already existing literature on the subject, Herzberg conducted a survey on accountants and engineers to build his initial framework on job design which led to the proposition of theory of motivation (Bundtzen, 2020). The two-factor theory of motivation presented by Fredrick Herzberg (Herzberg, 1966) presents an insight of various organizational factors associated with workers' motivation (Alrawahi et al., 2020; Yousaf, 2020). While explaining his theory, Herzberg divides the factors influencing or motivating workers into two different categories. The hygiene factors, extrinsic in nature and though indirectly linked to motivation include company policies and

procedures, nature of supervision, wages, sociability among coworkers and safety whereas motivating factors, intrinsic in nature and directly linked to motivation involve accomplishment, acknowledgment, work itself, and responsibility (Herzberg, 1966; Herzberg et al., 1959).

Furthermore, Herzberg's two-factor motivation theory further drives inspiration from Abraham Maslow's theory of the hierarchy of needs as the hygiene factors contribute to the fulfillment of needs that help avoiding unpleasantness whereas the motivators endorse self-actualization (Alshmemri et al., 2017; Dartey-baah & Amoako, 2011). Fredrick Herzberg's two-factor theory of motivation has been widely applied by many scholars across the globe to understand working patterns of organizations and the subsequent impact on employee motivation and satisfaction.

Ataliç, Can and Cantürk (2016) conducted a study among 198 Turkish high school teachers to examine job satisfaction and motivation in view of Herzberg's hygiene and motivator factors indicating both factors leading to worker satisfaction with the former one as slightly more effective. Similarly, Aydin (2012) carried out another research to measure the impact of motivation and hygiene factors on the performance of 150 researchers and academics in a Turkish university. The study was aimed at understanding the difference of the impact of the hygiene and motivator factors on the research performance of the participants of the study. The results indicated a more positive perception of the respondents about the impact of hygiene factors than the motivator factors.

Yusoff, Tan, and Idris (2013) discussed the contrariwise findings of various studies conducted in view of the conservative settings of the two-factor theory where the hygiene or extrinsic factors affected respondents' job satisfaction instead of turning up with dissatisfaction or neutralization of feelings towards work assignments. The study concluded, presenting a proposal to combine both hygiene/extrinsic and motivators/intrinsic factors as a single set of determinants to for employee satisfaction. Dziuba et al. (2020)

conducted a study on metallurgical industry workers stating that the element of satisfaction greatly impacted employee performance to which both hygiene and motivator factors contributed.

Similarly Jain et al. (2019) undertook a study on employee motivation, stating it as a key factor in building stakeholder relation with the organization. (Dartey-Baah and Amoako (2011) investigated the application of the two-factor theory by Frederick Herzberg in terms of employee motivation at the workplace in Ghanaian perspective. They concluded that though the absence of hygiene factors may cause dissatisfaction at workplace but when even if catered for at the best, these are insufficient to workers' satisfaction and motivation whereas the motivator factors lead to higher motivation.

Alrawahi et al. (2020) while conducting a research on the application of two-factor motivation theory in Omani hospitals concluded that the absence of hygiene factors as well as some of the motivators resulted in dissatisfaction and that the healthcare managers needed address the issues in view of Herzberg's propositions to improve worker satisfaction and motivation. Nanayakkara and Dayarathna (2017) investigated to identify the aspects that may affect the turnover intention of second-line management by testing Herzberg's propositions in the Sri Lankan context and found that motivation was negatively linked to the turnover intent of the workers where the hygiene factors were more effective than the motivators.

Lalwani and Lalwani (2017) attempted to ascertain the viability of the Herzberg's theory in contemporary scenario in the Indian context. The study drew certain conclusion like increased scope of the motivating factors than the hygiene factors as contributory to employee satisfaction with an exception of salary increments and economic incentives that may still come into effect as motivator, as well as the conducive work environment however that may reduce job dissatisfaction. Similarly, Koorella and Perumal (2018) carried out a research in Hyderabad, India stating that the employees were the most important resource for any organization. They found out the effect of job satisfaction of employee performance, pointing out various

underlying factors through a quantitative survey. The results depicted a direct impact of both hygiene and motivator factors on employee satisfaction and performance.

Yousaf (2020) while investigating the empirical evidence from Pakistan's telecommunication sector worked on dissection of two-factor theory of motivation by Herzberg. She attempted to draw conclusions about job satisfaction of employees in view of financial incentives/wages, work itself interpersonal relationship with peers and supervisors, and recognition. The research concluded that a positive and direct relationship of these factors was found with job satisfaction of the employees. Ahmed and Fariduddin (2005) undertook a study on 30 professionals working with finance and marketing units of various Pakistani organizations. They concluded the both hygiene and motivator factors contributed to employee satisfaction, motivation and performance. Habib, Awan and Sahibzada (2017) examined various aspects of the performance management system with respect to two factor theory of employee satisfaction by conducting a research on 292 employees of three private-sector banks in Pakistan. They found a positive link between hygiene factors and employee motivation. Batool, Shahnawaz and Habib (2021) also conducted a research on teachers teaching subjects on science to understand the application of Herzberg's postulates on their job satisfaction and motivation. The study concluded that the motivator factors were more influential than the hygiene factors in affecting employee satisfaction and motivation towards work.

The above-cited works by many scholars from across the globe provide a deep insight into the two-factor theory of employee motivation as proposed by Fredrick Herzberg with obvious conclusion about the varied but equally effective impact of hygiene and motivator factors on one hand and limitation of the research on the other hand in view of dearth of scholastic application of the theory on media sector, particularly in Pakistan. Furthermore, a report compiled by the UKs Research Center on Women and Media (*More Women in Media: The Way Forward*, 2009) suggests that female media workers in

Pakistan constitute a lesser than five percent of the overall journalistic workforce in the country and are rare to be found in decision-making roles. It is also pertinent to note that female media workers in Pakistan are rare to be at the top positions, hence they cannot contribute to decision-making processes. Furthermore, women are discriminated objects who are denied opportunities of presenting their ideas and often criticized by male colleagues. Byerly (2011) in the International Women's Media Foundation Report asserts that the lack of fundamental facilities at workplace has been a cause of gender inequality.

The Study

The current study was designed to investigate the application of two-factor theory of motivation to understand the job satisfaction and motivation level of female media workers in Pakistan. This research asked the respondents about work environment (including both technical and physical conditions) organizational policies (in terms of worker facilitation), work assigned (as per individual's expertise and interest)/job description, salary packages, supervision style (behavior of the management), recognition and rewards (including incentives), interpersonal relations (with management) and growth potential (offered by the organizations) The study also focused on qualitative opinion of the respondents about the given aspects.

Rationale for the Study

A lot of studies have been conducted across the globe about worker satisfaction, motivation and job performance. A few of studies have also been carried out in telecommunication, education and banking sectors in Pakistan to ascertain the application of Fredrick Herzberg's two-factor theory of motivation. There has been either no or limited literature available about application of the same approach on media set-ups across the globe as well as Pakistan that too not specifically involving female workers. This study is an attempt to understand the application of various aspects proposed by two-factor theory of motivation by investigating the perception of Islamabad-based female media workers

associated with various print and electronic media organizations.

Objective of the Study

- To ascertain the application of Fredrick Herzberg's Two-Factor Theory of Motivation on Islamabad-based Female Media Workers

Research Question

- What is the degree of application of Fredrick Herzberg's Two-Factor Theory of Motivation on Islamabad-based Female Media Workers?

Methodology

The study adopted a mix-method concurrent research design with an exploratory nature. It collected quantitative and qualitative responses from the responded through Google Forms. Population of the study was female workers serving in different media organizations in Pakistan. Responses were received from 143 female media workers serving different print and electronic media organizations in Islamabad, the Federal Capital on different positions.

Results

Quantitative Response

Satisfaction Level of Female Media Workers on Organizational Policies in Terms of Facilities Provided

Keeping in view Herzberg's Hygiene and Motivating Factors, the female media workers were inquired about their satisfaction level about company policies and procedures about worker facilitation. Some of the aspects inquired were about the facilities provided to female workers in the media organizations including medical facility if anyone fall ill and requires treatment with subsequent medical leave, daycare facility for infants of the female workers and the transportation facility (pick and drop). Majority of the respondents showed dissatisfaction for the existing organizational policies relating to medical protection and leaves, daycare and transportation.

With respect to the medical facility/coverage (healthcare), 43.36% respondents showed discontentment towards organizational policies adopted by Pakistani media set-ups. Similarly, 53.85% participants did not respond positively towards organizational policies regarding medical leave. While responding to the question regarding availability of daycare facilities, 67.83% study participants were dissatisfied claiming either vague or no policies adopted by the organizations in this regard. About 24.18% respondents showed complete satisfaction for provision of conducive work environment. On the other hand, 49.30% female media workers were somewhat satisfied with the technical and physical conditions provided by the organization whereas 26.52% participants of this survey study were dissatisfied with the working environment

of the media organizations. Likewise, 40.56% female media workers were dissatisfied about the transportation facilities provided by the Pakistani media organizations.

From among the asked four areas on organizational policies regarding facilities, more discontentment was shown towards provision of daycare facilities, followed by medical leave, medical coverage and transportation facilities respectively. Similarly, more satisfaction was shown towards provision of transportation facilities that amounted to 38.46% of the total response. Respondent's satisfaction towards medical leave, medical coverage and daycare facilities was counted as 31.46%, 26.57% and 13.29% respectively. Table 1 provides a clear image on statistics gathered during the survey.

Table1. Satisfaction Level of Female Media Workers on Organizational Policies in Terms of Facilities Provided

| Organizational Policies (Facilities Provided by Media Organizations) | Satisfied | Somewhat Satisfied | Dissatisfied |
|---|------------------|---------------------------|---------------------|
| Medical facility/Coverage | 26.57% | 30.06% | 43.36% |
| Medical leave | 31.46% | 14.69% | 53.85% |
| Daycare facility | 13.29% | 18.88% | 67.83% |
| Transport Facility | 38.46% | 20.98% | 40.56% |

Satisfaction Level of Female Media Workers Associated with of Pakistani Media Organizations in View of Hygiene and Motivator Factors

Table 2 below depicts statistics on satisfaction level of female media workers associated with of Pakistani media organizations in view of hygiene and motivator factors. The areas covered under hygiene and motivator factors included working environment (including technical and physical conditions), work assigned (as per individual's expertise and interest)/job description, salary packages, supervision style (behavior of the management), recognition and rewards (including incentives), interpersonal relations (with management) and growth potential (offered by the organizations).

With respect to the working environment, majority of the respondents (49.30%) were somewhat satisfied. These figures were followed by 26.52% respondents who were dissatisfied. It was worthy to note that only 24.18% depicted

satisfaction with respect to technical and physical conditions (working environment) of the Pakistani media organizations. While asked about the nature of work assigned (job descriptions and appointment of the right person for the right job according to relevant expertise), 40.00% respondents were somewhat satisfied followed by 31.16% showing contentment and another 28.84% depicting dissatisfaction towards efficient personal selection with respect to the work assignments.

Pakistani media outlets have a poor reputе in terms of provision of competitive salary packages to the media workers as the results of the study suggest that only 8.37% of the female media workers showed satisfaction in view of wages drawn from employers in return to the services rendered. Likewise, 41.86% of the respondents were somewhat satisfied with the salaries and incentives they were offered by the respective media organizations. On contrary, majority of the respondents (49.77%) showed dissatisfaction for

Pakistani media organizations for offering poor financial incentives.

When asked about the mechanism of recognition and rewards adopted by the Pakistani media organizations, 31.16% female media persons working for Pakistani media organizations depicted complete satisfaction whereas 28.37% respondents were somewhat satisfied. The results also suggested 40.47% of the participants as being totally dissatisfied, showing that majority of the female media workers were either ignored for their contribution toward organizations or the outlets did not adopt any mechanism of recognition and rewards for employees.

While responding to building productive and professional interpersonal relationship with the management, majority of the respondents showed dissatisfaction as 46.51% female media workers did not respond positively to the

statement asking about their satisfaction level on the subject. Only 15.35% respondents positively responded on the matter saying the management had facilitated them enough that paved way for productive and professional interpersonal relationship in the organizational set-ups. However, a noticeable proportion of the female journalists (38.14%) were somewhat satisfied in this regard.

Supervision style or organizational behavior is another important factor in building motivation/demotivation among the workers. When asked, 44.19%, a majority proportion of the respondents was somewhat satisfied with the supervision style of senior people holding managerial positions where as 31.62% were totally discontent in this regard. Only 24.19% from among the study participants were satisfied with the behavior of the senior management of Pakistani media organizations.

Table 2. Satisfaction Level of Female Media Workers Associated with of Pakistani Media Organizations in View of Hygiene and Motivator Factors

| Organizational Factors | Satisfied | Somewhat Satisfied | Dissatisfied |
|-----------------------------|-----------|--------------------|--------------|
| Working Environment | 24.18% | 49.30% | 26.52% |
| Work/Job descriptions | 31.16% | 40% | 28.84% |
| Salary package | 8.37% | 41.86% | 49.77% |
| Recognition & Rewards | 31.16% | 28.37% | 40.47% |
| Interpersonal Relationships | 15.35% | 38.14% | 46.51% |
| Supervision Style | 24.19% | 44.19% | 31.62% |

Qualitative Response

While responding to question about organizational policies regarding facilitation on to female media workers regarding medical treatment and leaves, arrangement of daycares in case the female workers have to carry their infants with them and transportation/pick and drop facility, the respondents were wary of the facilitation by Pakistani media organizations in this regard. Rarely, the organizations facilitate/sponsor their workers with any medical treatment. Anyhow, having good terms with doctors and medical staff at public sector hospitals helps the journalists and their families get suitable treatment. Medical leaves usually are unpaid but the media organizations do not bear employees' absence for longer durations. Similarly, facilities of daycare either go missing or are discouraged by the management whereas

transportation is somewhat provided by many organizations and the respondents did not react negatively to the questions regarding transportation in general. With limited opportunities available at the organizational level, many female workers felt discontent and in turn were not able to use their full potential and skills when at work.

While talking about the working environment, few of the respondents were quite critical of discouraging remarks passed by their male counterparts but some others appreciated the male colleagues for being supportive and encouraging. Organizational workplace was not that discriminative for male and female workers as per the collected responses. However, a general perception about females being not that suitable for many situations in media job bothered the respondents. Female workers were

considered suitable for office work to reporting jobs more than appearing on screen as anchors unless with presentable face without *dupatta* or *hijab* in many cases. Similarly, they were also not considered suitable for technical operations like camera handling etc.

Female media workers were also found discontent about the salary packages they drew against the services rendered as most of them were unable to fulfill their needs from the salaries. Policies on economic incentives have not been effectively adopted by the Pakistani media organizations. Increments were not regular. Similar to the cases of their male counterparts, many females complained about delayed release of their salaries that caused demotivation. Mixed responses on recognition and rewards were received from the female media workers as majority of them were concerned about better salary packages. A common opinion prevailing among the majority of respondents stated that the only way to get increased salary packages was switching from one media organization to the other through reference, lobby placement, or at time with extra ordinary performance.

With mostly the authoritative supervision styles in many Pakistani media outlets, the employees whether male or female, were predominantly discouraged to build and maintain good interpersonal relationships. The situation

was found to be more critical in case of female workers as maintenance of productive or professional interpersonal relationships with the top management were not viewed as positive in some cases with a perception as “female worker may do it to garner some personal favors from the management”.

The limitations of conducive working environment and suitability of the nature of work assigned to below par economic incentives and authoritative supervision style affected the motivation levels and workers’ performance. Among the many, few of the respondents who received encouragement and opportunities to use their potential on work with organizational facilitation grew in careers and spoke high of the organizations they worked for.

Conclusion

Pakistani media organizations are not facilitative to workers, particularly the female staff. Many of the among the female media workers entered the profession with a passion but were demotivated by the working environment and many organizational factors including salaries, supervision style and interpersonal relations. The study viewed both the hygiene and motivator factors, equally effective and influential on workers’ motivation and their job performance.

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