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Impact Of Herzberg Two Factor Theory On Job Satisfaction – A Case Study Of Private Sector Bank Employees In Thane District

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In the contemporary business landscape, job satisfaction has emerged as a critical focus for human resources management, garnering attention from both businesses and academia. Amidst the intensifying global competition, recognizing the pivotal role of job satisfaction in organizational performance has become imperative. Frederick Herzberg's Two-Factor Theory, a seminal framework in organizational psychology, delineates hygiene factors and motivators as crucial elements shaping employee satisfaction and motivation.

This study delves into the application of Herzberg's theory within the private sector banking sector in Thane District, aiming to identify hygiene factors and motivators influencing job satisfaction among employees. Through a comprehensive research methodology employing primary data collection via questionnaires and employing linear regression analysis, the study investigates the relationship between Herzberg's factors and various facets of job satisfaction.

The findings reveal significant relationships between Herzberg's Two-Factor Theory and working environment, monetary benefits, non-monetary benefits, and overall job satisfaction among private sector bank employees in Thane District. The study underscores the importance of addressing both hygiene factors and motivators to enhance job satisfaction and motivation among employees.

The implications of this research extend to organizational strategies aimed at fostering a conducive work environment, recognizing and rewarding employee contributions, and aligning with employees' intrinsic motivational drivers. By integrating insights from Herzberg's Theory into human resource management practices, organizations can strive towards fostering greater employee engagement, productivity, and retention, thereby contributing to sustained organizational success.

Keywords: JOB SATISFACTION, HERZBERG'S TWO-FACTOR THEORY, HYGIENE FACTORS, MOTIVATORS, PRIVATE SECTOR BANKING, THANE DISTRICT.

Introduction-

The job of human resources has assumed essential significance in the constantly changing business landscape of today. Job satisfaction becomes an important and closely watched component in this area, attracting the interest of businesses and the academic community alike. There are a number of compelling reasons for this increased emphasis on job happiness, especially in light of the intensifying competition caused by globalization. It is becoming more and clearer that employee satisfaction is vital to organizational performance and not just a side issue.

The enormous worth of job satisfaction as a vital factor in employee engagement and commitment has come to be understood by managers and leaders. This understanding is supported by a large body of empirical studies that repeatedly highlight the deep influence of work satisfaction on a range of organizational outcomes. The key to developing a vibrant, effective, and motivated staff is job satisfaction. The relationship between job satisfaction and organizational commitment is particularly noteworthy. Research has repeatedly demonstrated that employees who experience high levels of job satisfaction are more likely to exhibit unwavering commitment to their organizations. They become ardent advocates for their companies, dedicating themselves to achieving the organization's goals and objectives. Such commitment is invaluable in an era where attracting and retaining top talent is a formidable challenge.Herzberg's Two-Factor Theory, also known as the Hygiene-Motivation or Dual-Factor Theory, is a seminal framework in the field of organizational psychology and management. Developed by Frederick Herzberg in the 1950s, this theory provides valuable insights into what motivates employees and how to enhance job satisfaction. It posits that there are two distinct sets of factors that influence employee motivation and satisfaction: hygiene factors (also referred to as maintenance factors) and motivators (or satisfiers).

Hygiene Factors:

Hygiene factors are elements in the work environment that, when lacking or deficient, can cause dissatisfaction among employees. However, improving these factors alone does not necessarily lead to increased motivation; their absence merely prevents dissatisfaction. Herzberg characterized these as "dissatisfiers." Hygiene factors include:

a. Salary and Compensation: Employees expect fair compensation for their work. If their pay is perceived as inadequate or unfair, it can lead to dissatisfaction.

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b. Working Conditions: Unpleasant or unsafe working conditions, such as overcrowded workplaces or inadequate equipment, can demotivate employees.
c. Company Policies: Unfavorable company policies, lack of clear communication, or rigid rules and regulations can create frustration.
d. Supervision: Ineffective or overly controlling management can lead to dissatisfaction.
e. Interpersonal Relations: Negative interactions with colleagues or superiors can contribute to a hostile work environment.

Motivators:
Motivators, as the name suggests, are factors that directly contribute to employee motivation and job satisfaction. These factors are often intrinsic to the job itself and fulfill employees' higher-level needs. Herzberg referred to these as "satisfiers." Motivators include:
a. Achievement: Opportunities for personal and professional growth, as well as the ability to achieve meaningful tasks, are powerful motivators.
b. Recognition: Being acknowledged and appreciated for one's contributions fosters a sense of value and motivation.
c. Work itself: Engaging and challenging tasks that allow employees to use their skills and creativity can be highly motivating.
d. Responsibility: Giving employees autonomy and responsibility in their roles can increase job satisfaction.
e. Advancement: Clear paths for career advancement and development encourage motivation.
Herzberg's Two-Factor Theory suggests that organizations should not only focus on eliminating hygiene factor deficiencies but also actively cultivate motivators to enhance employee motivation and job satisfaction. It highlights the importance of addressing both sides of the equation to create a truly fulfilling work environment. Successful application of this theory can lead to increased employee engagement, productivity, and retention, ultimately contributing to organizational success.

Objective of the Study
- To identify and analyze the hygiene factors affecting job satisfaction among private sector bank employees in Thane District.
- To identify and analyze the motivators that contributes to job satisfaction among the same group of employees.
- To assess the overall job satisfaction levels of private sector bank employees in Thane District.
- To examine the relationship between hygiene factors, motivators, and job satisfaction.
- To provide recommendations based on the findings to enhance job satisfaction and motivation among bank employees.

Hypothesis-
- There is no significant relationship between Herzberg's Two Factor Theory and Working Environment.
- The Herzberg's Two Factor Theory has no significant relationship with Monetary Factors.
- The Herzberg Two Factor Theory has no significant association with Non- monetary Factors.
- The Herzberg Two Factor Theory has no significant relationship between Job Satisfaction.

Research Methodology-
This investigation is exploratory in nature. It is heavily based on primary data and applies Herzberg's Two Factor Theory to a variety of job satisfaction topics. In an organized effort to gather data, analyze it, interpret it, and deliver a report on the group's current situation, a questionnaire method is used. The private sector banks which are providing their services in Thane District are the population universe for the study. At present there are 458 branches of 20 private banks in 7 Talukas of thane dist. As the technique is concerned in this study cluster random sampling been followed to collect the data. The Data gathered is analyzed by using Linear Regression.

Data Analysis and Interpretation
Analysis of Herzberg Two Factor Theory

Sr.No.	Statement	1	2	3	4	5	Total	Mean
1	I have a relevant role to play in decision making	12	32	172	354	288	858	4.01865
2	There is relevant delegation of work by my supervision	8	36	218	380	216	858	3.88578
3	I have developed cordial relation with everyone	10	32	186	360	270	858	3.98834
4	HR policies at my workplace are beneficial for me	16	42	222	360	218	858	3.84149
5	I receive handsome salary along with job security	36	46	224	336	216	858	3.75758
6	I receive same monetary compensation as compared to other people working on same designation	30	42	260	336	190	858	3.71562
7	I have excellent infrastructure at my	20	50	214	358	216	858	3.81585

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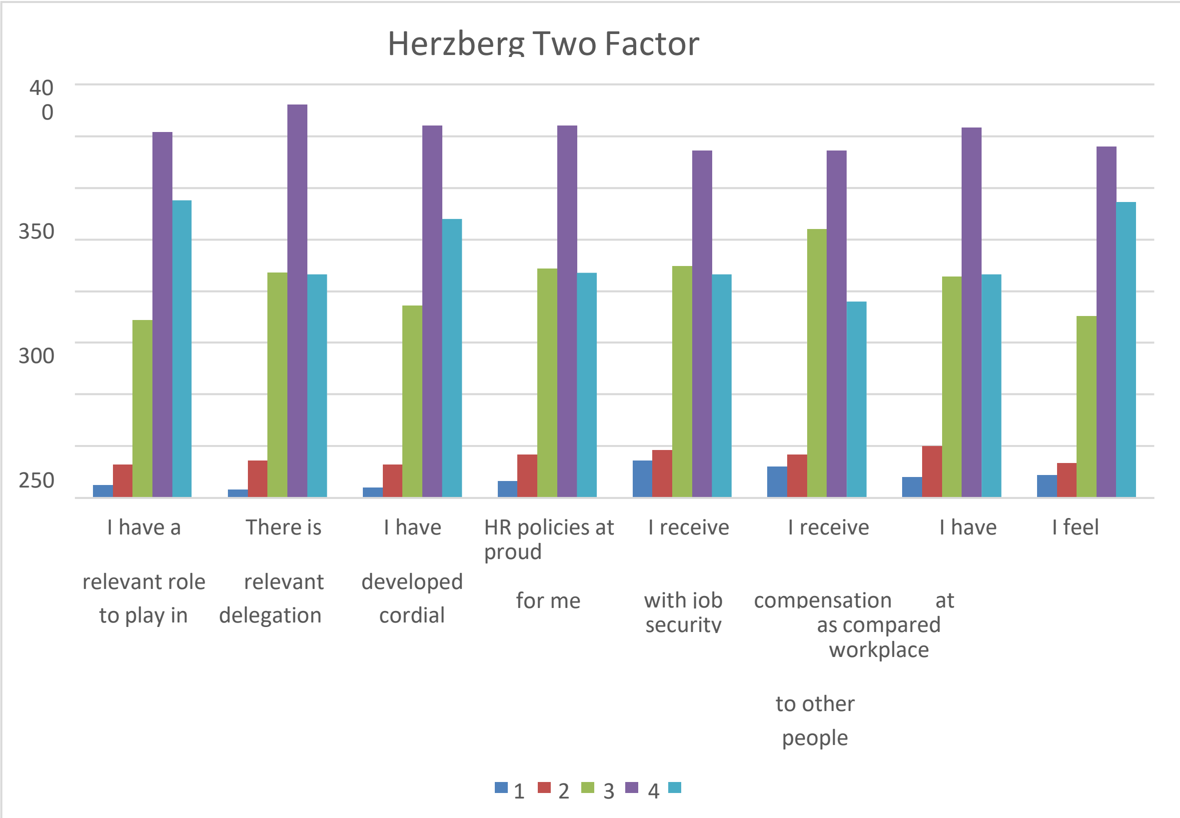
	workplace							
8	I feel proud on my job title	22	34	176	340	286	858	3.97203



H0- There is no significant relationship between Herzberg's Two Factor Theoryand Working Environment.

Results

The results of the linear regression model were significant, $F(1,747) = 554.02$, $p < .001$, $R^2 = 0.43$, indicating that approximately 43% of the variance in Work Environment is explainable by Herzberg Two Factor Theory.

Herzberg Two Factor Theory significantly predicted Work Environment, $B = 0.32$, $t(747) = 23.54$, $p < .001$. This indicates that on average, a one-unit increase of Herzberg Two Factor Theory will increase the value of Work Environment by 0.32 units. Table summarizes the results of theregression model.

Variable	*B*	*SE*	95% CI	β	*t*	*p*
(Intercept)	5.26	0.50	[4.28, 6.24]	0.00	10.54	< .001
Herzberg Two Factor Theory	0.32	0.01	[0.30, 0.35]	0.65	23.54	< .001
***Note.* Results: $F(1,747) = 554.02$, $p < .001$, $R^2 = 0.43$ Unstandardized Regression Equation: Work Environment = 5.26 + 0.32*Herzberg Two Factor Theory**						

H0 - The Herzberg's Two Factor Theory have no significant relationship with Monetary Factors.

Results- The results of the linear regression model were significant, $F(1,735) = 166.06$, $p < .001$, $R^2 = 0.18$, indicating that approximately 18% of the variance in Monetary Benefitsis explainable by Herzberg Two Factor Theory. **Herzberg Two Factor Theory significantly predicted Monetary Benefits,** $B = 0.37$, $t(735) = 12.89$, $p < .001$. This indicates that on average, a one-unit increase of Herzberg Two Factor Theory will increasethe value of Monetary Benefits by 0.37 units. Table summarizes the results of theregression model.

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Results for Linear Regression with Herzberg Two Factor Theorypredicting Monetary Benefits

Variable	*B*	*SE*	95% CI	β	*t*	*p*
(Intercept)	26.91	1.03	[24.90, 28.93]	0.00	26.23	< .001
Herzberg Two Factor Theory	0.37	0.03	[0.31, 0.42]	0.43	12.89	< .001
***Note.* Results: *F*(1,735) = 166.06, *p* < .001, R^2 = 0.18 Unstandardized Regression Equation: Monetary Benefits = 26.91 + 0.37*Herzberg Two Factor Theory**						

H0 - The Herzberg Two Factor Theory have no significant association with Non- monetary Factors.
The results of the linear regression model were significant, $F(1,727) = 195.55$, $p < .001$, $R^2 = 0.21$, indicating that approximately 21% of the variance in Non-Monetary Benefits is explainable by Herzberg Two Factor Theory.

Herzberg Two Factor Theory significantly predicted Non-Monetary Benefits, $B = 0.73$, $t(727) = 13.98$, $p < .001$. This indicates that on average, a one-unit increase of Herzberg Two Factor Theory will increasethe value of Non-Monetary Benefits by 0.73 units. Table summarizes the resultsof the regression model.

Variable	*B*	*SE*	95% CI	β	*t*	*p*
(Intercept)	45.38	1.90	[41.64, 49.11]	0.00	23.87	< .001
Herzberg Two Factor Theory	0.73	0.05	[0.63, 0.84]	0.46	13.98	< .001
***Note.* Results: *F*(1,727) = 195.55, *p* < .001, R^2 = 0.21 Unstandardized Regression Equation: Non-Monetary Benefits = 45.38 + 0.73*Herzberg Two Factor Theory**						

H0- The Herzberg Two Factor Theory have no significant relationship betweenJob Satisfaction.
The results of the linear regression model were significant, $F(1,707) = 328.57$, $p < .001$, $R^2 = 0.32$, indicating that approximately 32% of the variance in Job Satisfaction is explainable by Herzberg Two Factor Theory. **Herzberg Two Factor Theory significantly predicted Job Satisfaction**, $B = 1.40$, $t(707) = 18.13$, $p < .001$. This indicatesthat on average, a one-unit increase of Herzberg Two Factor Theory will increase the valueof Job Satisfaction by 1.40 units. Table summarizes the results of the regression model.

Conclusion

Variable	*B*	*SE*	95% CI	β	*t*	*p*
(Intercept)	78.48	2.80	[72.98, 83.97]	0.00	28.06	< .001
Herzberg Two Factor Theory	1.40	0.08	[1.25, 1.55]	0.56	18.13	< .001
***Note.* Results: *F*(1,707) = 328.57, *p* < .001, R^2 = 0.32 Unstandardized Regression Equation: Job Satisfaction = 78.48 + 1.40*HerzbergTwo Factor Theory**						

Herzberg two factor theory involves Hygiene factors and motivation factors in job. In banking environment, Hygiene factors predominantly prevent employees from experiencing dissatisfaction. Examples are existence of good working conditions like ACCubicles, spacious offices, good décor, and drinking water, safe and hygienic environment. Motivating factors which involve Challenging jobs, Job enrichment, praise recognition, migrating from probation officers post to management levels etc. act as the motivators which provides optimum Job satisfaction.

According to Frederick Herzberg, has two dimensions: "hygiene" and "motivation." Employee unhappiness with the work environment is reduced by hygiene concerns such asremuneration and supervision. Employeesbecome more productive, innovative, and committed because of motivators like praise and achievement.	Job satisfaction includes here few things like Allowing staff more freedom. Employees will feel more accomplished at work if they believe they are responsible andautonomous. Workplace conditions should be improved. Employees should be polled, and monetary rewards must be given. Take a broad look at employee well-being.	Reevaluate the company's weak policies. All employees should be supervised in a way that is both effective and supportive. Encourage a respectful work environment for all employees. Provide wages that are competitive. By taking on significantwork duties, you can help toimprove your job standing. Ensure that your work is secure.

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