

Herzberg's Theory In Libyan Environment

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Abstract: Herzberg's motivation-hygiene theory is a popular but controversial theory of employee satisfaction. This theory has classified factors that influence employees' satisfaction into two categories "Motivators and Hygiene factors". The theory was at the centre of a long debate that focused on conceptual and methodological problems. The objective of this comparative study is to understand both the hygiene factors and the motivators in the Libyan environment. The study aims to give a clear picture about the impact of implementing American theories of motivation in different environments. A ratio analysis method has been used in this study; where ratio > 50 percent illustrates positive relation with a theory's factor, ratio < 50 percent indicates inverse relation. The findings support Herzberg Two-Factor theory of work motivation, where all motivators defined by Herzberg were found to be significant satisfiers (motivators) in the Libyan workplace environments. On the other hand, some differences were found in the hygiene factors; thus these factors have been changed into motivators due to the differences between the two environments. Furthermore, the study recommends that, to avoid the dominance of the American theories it is important to develop culturally appropriate theories.

Keywords: Hygiene factors; motivators; environment; job satisfaction; Libya;

Introduction

There is a large body of literature, including research literature, on motivation at work. Much research focuses on what motivates and satisfies employees in the workplace. This is a difficult issue because it is not easy to understand what motivates employees, and this has become a monumental challenge for the managers and theorists. For instance, the bonus was found to be great motivator in some cultures such as Libya and Malaysia. However, it was found to be a factor that prevents dissatisfaction in United States. Most behavioural theories and studies were conducted in the United States to find out key factors that influence worker's performance through motivation. The other challenge is that the differences of culture, environment and attitude toward the job have a remarkable impact on employees' motivation. These studies assumed that organisations around the world exist within a similar environment to the United States. However, due to these substantial differences in environments and culture throughout the world more research is needed to determine the real motivators and satisfiers for each environment.

The two-factor of job-satisfaction theory is both a controversial and influential theory in the field of human behavior at work. It is not new, as a matter of fact; it dates back to 1959 and was an outgrowth of a research study project on job attitudes. The initial source of the theory was a comprehensive review of the literature on job attitudes and satisfaction. This review revealed often conflicting results, although with some slight overall tendency for job satisfaction to be positively correlated with job performance levels. To this finding Herzberg added an insight, derived from his background in the field of mental health, the idea that mental health is not just the obverse of mental illness, but rather a totally separate process. He developed the hypothesis that a similar discontinuity exists in the field of job satisfaction (Herzberg and Zautra, 1976). Later, the study revealed a set of factors that contribute to satisfaction at work (Motivators), and another separate list of factors that prevent job dissatisfaction (Hygiene Factors). Recently, some theorists believe that, it is difficult to measure employees' job satisfaction; because the answer to such a question depends upon the individual himself. They claim that, research has uncovered two important facts about job satisfaction. Firstly, under certain conditions some people will be satisfied while others are not. Secondly, job satisfaction often varies, depending on age, sex and/or hierarchical level (Hodgetts, 1991). Thus, the process is very complicated and more research is needed.

This is also problematic since individual's needs, behavior and attitude differ from cultures and environments. Theorists believe that culture has a substantial effect on person's behaviour. Therefore, the difference between two environments and cultures (Libya and the United States) might yield different results in terms of motivators and hygiene factors. This study has proved this fact where some hygiene factors have been changed into motivators. In addition, workers expect more from firms to satisfy their strong needs. For example, in the Libyan environment, employees expect the organisations to provide fair pay, safe working conditions, and a clear motivation program; where, the mentioned factors were relatively absent.

So, this study was an investigation into the real motivators and hygiene factors in the Libyan environment. The study was based on two hypotheses: (I) due to the differences in work environment between Libya and United States some hygiene factors have been changed into motivators; and (II) some motivators have been changed to maintenance factors. Accordingly, the study explores what motivates and what prevents dissatisfaction in the Libyan environment. The study supports Herzberg's theory in terms of satisfiers (motivators) where all motivators defined by Herzberg were found to be remarkably motivators in Libyan environment.

Herzberg's Motivation-Hygiene Theory

The original study was conducted by Herzberg and his associates (Mausner and Snyderman) in United States on 203 Pittsburgh engineers and accountants. This sample was given an instruction which is: "Recall of a time when you felt exceptionally good or exceptionally bad about your present job or any other job you may have had ... Tell us what happened" (House and Wigdor, 1967).

Herzberg's study concluded that people have two different categories of need that are essentially independent of each other and affect peoples' behaviour differently. They found that when workers felt dissatisfied with their job, it was due to some factors associated initially with an individual's relationship to the context of environment in which he or she does his job. These factors titled Hygiene (Maintenance) factors are associated with job dissatisfaction; they are extrinsic to the job itself. When these have been adequately dealt with, people will not be dissatisfied nor will they be satisfied. On the other hand, factors which bring about job satisfaction are commonly called Motivators (Satisfiers) and were found from the study to be associated with the work itself and the rewards that result from the performance of that work. Figure (1) shows the relationship between these factors.

Figure – 1 (Herzberg's Theory, 1976)



Therefore, these factors are linked to job content; which they intrinsic to the job. Table 1 illustrates both the hygiene factors and motivators as defined by Herzberg's team.

Table 1. The hygiene factors and motivators. (Herzberg's theory)

Factors for Satisfaction	Factors for Dissatisfaction
Achievement	Company Policies
Recognition	Supervision
The work itself	Work conditions
Responsibility	Salary
Advancement	Status
Growth	Security

According to Herzberg, the factors leading to job satisfaction are separate and distinct from those that prevent job dissatisfaction. Accordingly, if you set about eliminating job dissatisfaction you may create peace, but not necessarily

improve workers' performance. This appeases your workforce rather than motivating them to improve the productivity. A controversial result of the theory is that the opposite of satisfaction is not dissatisfaction but no satisfaction, and the opposite of dissatisfaction is no dissatisfaction is found to be true in the Libyan environment.

The Significance of the Two-factor Theory

Many theorists believe that a person's occupation rules many aspects of his/her life: it determines standard of living and social status. In fact, most men and women are members of the labor force at some time in their lives. Yet, until relatively recently human's relation to work had not been extensively studied (Toby and Stephenson, 2007). This theory is an empirical study of this relation despite the criticism that came up against it. Herzberg's conclusion about the causes of satisfaction and dissatisfaction may be used to increase job satisfaction for humanistic reasons, and claims are made that satisfaction so increased, leads to improved performance at work.

The impact of the theory on job attitude research is unrivalled by any other approach. Prior to Herzberg's theory, many other behavioural scientists were concerned with worker motivation. For several years there was an emphasis on what was termed "job enlargement" or "job rotation". This was purported to be an answer to the overspecialisation that had characterised many industrial organisations (Hersey and Blanchard, 1993). So, this theory has given an explanation of the idea of job enrichment. The pressure has been increased on organisations and managers to accomplish their objective within existing or even shrinking resources. This pressure has become a monumental challenge for these organisations. So, organisations try to address this challenge by enhancing worker productivity. It is concluded from the literature that this can and has been accomplished through job enrichment programs which increase worker motivation. One widely publicised and accepted approach to job enrichment is Herzberg's orthodox Job Enrichment based upon his two-factor theory of job satisfaction. The literature clearly indicates that Herzberg's two-factor theory of job satisfaction has been used as the basis of successful job enrichment programs which defined as "improving work processes and environments so they are more satisfying for employees". The theory has received fairly wide publicity and as a result is the most widely accepted job enrichment approach today (Noell, 1976). He also claims that the Herzberg approach is attractive in many ways and has been implemented in a number of different organizations with success. Due to the overall popularity of the Herzberg job enrichment approach; there exists more data and information on it than any of the other approaches. It is finally concluded that with the amount of information available on the two-factor theory a workable job enrichment program could be implemented by appropriately tailoring Herzberg's approach. According to (Furnham et al., 1999), the theory and its applications remain influential within the domain of organizational theory.

Criticism of Herzberg's Theory

Of all the available content theories, we believe the most criticised is Herzberg's (Gibson et al., 1994). The Two-Factor Theory has come up against a lot of criticism mainly regarding the distinction between motivators and hygiene factors. For instance, the Two-Factor Theory claims that job content or job enrichment by, for example, achievement, recognition and responsibility is the only way to increase work motivation (House and Wigdor, 1967) and (Parsons and Broadbride, 2006). On the other hand, (Ali and Ahmed, 2009), (Teck-Hong and Waheed, 2011) and (Rynes et al., 2004) claim that a hygiene factor such as rewards has a positive relationship with employee satisfaction so it can be a strong motivator rather than a dissatisfier.

Furthermore, (King, 1970) asserts that Herzberg's two-factor theory lacks an explicit statement of the basic theory by Herzberg. The subject of possible biases in the investigator and/or the respondent has also been raised as a potential weakness in the study method used to derive the Herzberg theory. When respondents answer critical incident questions, they may selectively recall situational factors and project failures to external factors. Evidence also questions how well the theory applies to individual variations like gender, culture and age categories not to mention organizational differences.

Do American theories of motivation have the same effect outside USA?

There are three reasons why organisational behavior theories developed in the United States are different from international organisational behavior theories (Hofstede, 1980); (Francesco and Gold, 1998). Firstly, the study of organisational behaviour in the United States is not sensitive to variations in national cultures; because the American researchers assumed that organisations existed within the culture of the United States or in a similar one such as Western Europe. Nevertheless, not all societies are based upon capitalist economic principles or the notions that emphasize individualism, and equality. As a matter of fact, because of the culture factor; western societies manage their

organisation differently to United States. According to (Hofstede, 1980) the culture is defined as the collective mental programming of the people in an environment. He also claims that, change this culture is difficult; if it changes at all, it does so slowly. This is not because it exists in the minds of people, but also these people have built together their family structures, educational structures, religious organisation, associations and forms of government, work organisations, law, and even scientific theories. Moreover, many American theories receive either minimal or mixed support from data collected in the United States. Therefore, it is unlikely that these theories would receive acceptance outside of the United States. So, to avoid the dominance of the American theories it is necessary to develop theories in other cultures rather than merely test U. S. theories with international samples.

Secondly, the units of analysis in studies conducted in the United States are usually individual roles and the functioning of groups. Although, socialists have studied organisations as entities, there are few studies that view organisations holistically as the product of a specific culture.

Lastly, according to (Adler and Boyacigiller, 1996) much U. S. organisational behaviour research emulates natural science methods that emphasize narrow research questions, hypothesis testing, and quantifiable data. They argue that culture is difficult to quantify, accordingly it is difficult to measure the multiple, and often subtle influences it has on behavior. So, other qualitative ways could be useful for studying culture such as ethnographic techniques which are defined as "the study and systematic recording of human cultures; also a descriptive work produced from such research" (Parker and Roffey, 1997). This sort of study: (I) situates the researcher in the context of the site, giving them sensitivity to the unique cultural understandings of that site. In doing this it permits an ethical stance for the researcher as it acknowledges ideological structures and value systems of both the researcher and the subjects that are in operation at the micro level organizational context and, (II) ethnographic methodology accommodates sensitivity to gender and marginalized groups (Rudkin, 2002). Therefore, this method helps researchers to understand life from inside organisations.

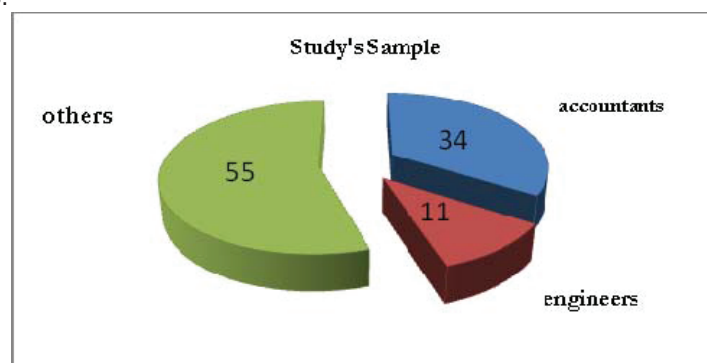
More and more, culture has an important effect on the way to motivate employees. According to (Treven et al., 2008) the culture of a country or region in which the organizations function influences the way of motivating employees a great deal. In collective countries, such as Japan, giving an individual reward to an employee could embarrass the recipient and thus be de-motivating. On the hand, this reward can be a good motivator to the employee in other societies, such as Libya. Therefore, it understood that the culture of a country plays a key role in individuals' motivation.

The generalisation of the American theories in other cultures is a very sensitive issue, because differences in cultural values need more understanding when attempting to motivate changes in behavior. Therefore, theorists and managers need to interpret the situation and design a strategy that corresponds to an individual's values and needs. This process is fairly aboveboard when working with people of similar backgrounds, however it is much more difficult when attempting to understand and motivate employees whose values and backgrounds may be different from your culture.

Methodology

A study of this type presents a number of data collection challenges. It requires as broad a sample as possible and at the same time requires that each data point provide comprehensive information. Thus, the sample consisted of 170 employees in five large companies: Zawia Company for Oil Refinery, Arabic Company for Engineering Industries, Grand Hotel, Libyan Post and Arabic Company for Chemical Industries. This sample comprised individuals working in all levels of organisations: managers, accountants, engineers, clerks and workers (45 percent engineers and accountant, 55 percent others).

Figure – 2: study's sample.



The individuals were working in both organisations industrial and service companies. Data was collected through a close format question - (questionnaire) and in-depth interviews selected from the sample. Since, the objective of study was to determine the motivators and the hygiene factors in the Libyan environment most of the questions based on this notion. The workers were asked about whether the factors of the theory were motivators or hygiene factors, and do these factors lead to satisfaction or just to prevent dissatisfaction. The aim of choosing this sample was to give a clearer picture about all working individuals' orientation and about the factors that lead to satisfaction and those that eliminate dissatisfaction.

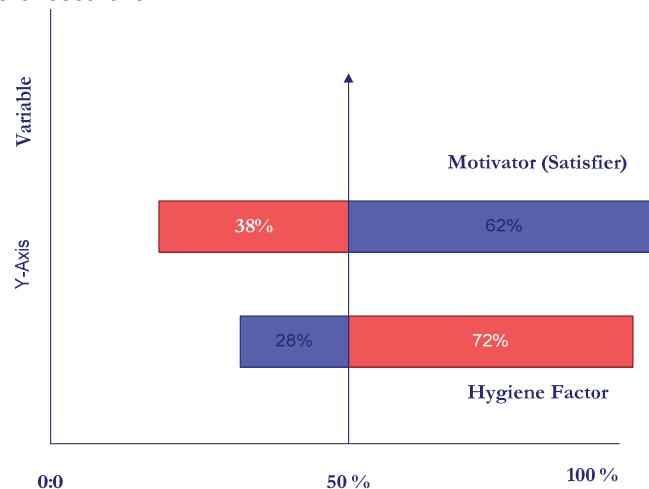
Data Collection

The questions used during the interviews were of the "open-end" type. This method was used due to the researcher's wish to draw a clear picture about the theory's factors in the Libyan environment. The researcher guided the respondents around themes such as achievement, financial rewards, responsibility, work condition, salary.....etc. the interviewer recorded all notes and answers to facilitate analysis of data. The questionnaire was distributed in the mentioned companies ($N=171$). A total of (100) questionnaire were returned, this provided a response rate of 58 percent.

Analysis and Results

In this study the objective was to understand the work motivation and hygiene factors in a sample of Libyan workers in both industrial and services firms. The findings support the first hypothesis where some hygiene factors have been changed into motivators; however the study rejected the second hypothesis, because no change has been made in terms of the motivators. A ratio analysis method was used in this study. The answers to the questionnaire were used to identify and measure motivators and hygiene factors in the presented model, Figure 3. Figures obtained from the questionnaire were analysed to reach these results. This method gives the percentage of the sample that agrees or disagrees with the theory factors in Libyan environment. Where ratio > 50 per cent indicates positive relationship to a theory factor; ration < 50 per cent shows inverse relationship to the same factor (variable).

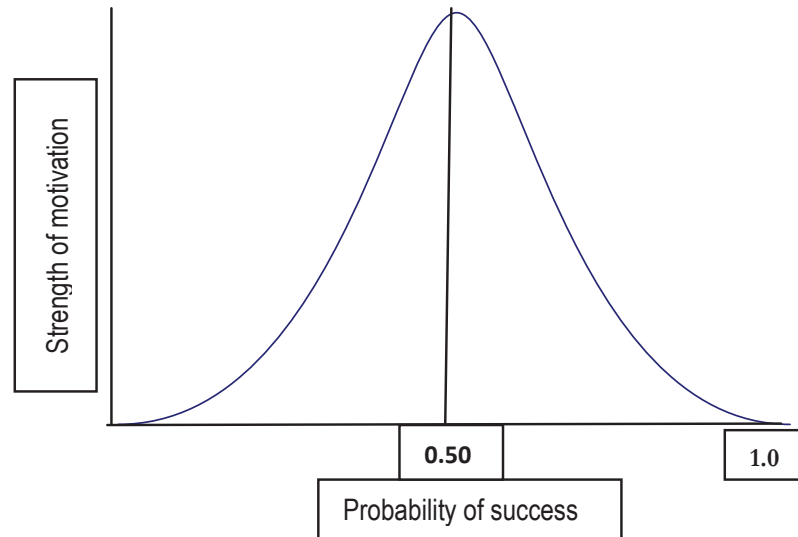
Figure 3: variable agreement: the researcher.



The study has revealed many results; firstly all motivators defined by Herzberg were found to be significant satisfiers (motivators) in the Libyan workplaces environment; these results support Herzberg's theory in terms of motivators. Secondly, "some" of hygiene factors have been changed into motivators. This result is strongly related to some studies on this theory conducted outside the U.S.A. such as (Ali and Ahmed, 2009); (Teck-Hong and Waheed, 2011). For instance, the hygiene factor "financial rewards or bonus" is a strong motivator in Libyan environment. This is probably due to the low income in Libya which averages from (250 – 300 U.S. \$) monthly. Another hygiene factor became a motivator which is the security and job conditions; the study shows that this factor is a strong motivator where 80 per cent of the sample considers that this factor is substantial motivator. The absence of this factor in many workplaces in Libya has been changed from hygiene factor to a motivator. According to (Hersey and Blanchard, 1993) the strength of motivator and its probability to success rises until 50 per cent, then begins to fall even though the probability of success continues to increase. This relation can be depicted in the form of a bell-shaped curve, as shown in figure 3. Analysing the

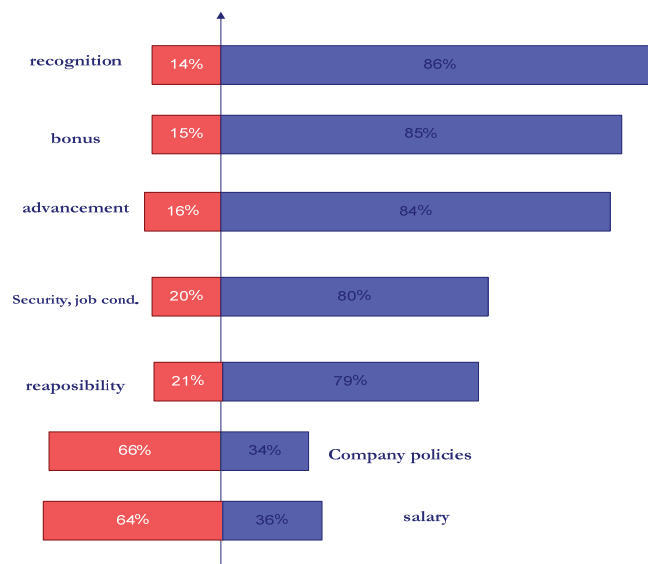
interview, the question: what do you think the most important factor that influences employee’s satisfaction? Why? Answers indicated that job security was an important factor, because it was relatively unavailable in workplaces. Therefore, the accessibility of this motivator is less than 50 per cent in the studied workplaces; which strengthened this factor a great deal. Accordingly, it has become firm motivator.

Figure 4: the relation of motivation strength and probability of success (Hersey and Blanchard, 1993).



Furthermore, figure 5 illustrates the results from the questionnaire where the blue colour indicates the percentage of agreement of the variable in the Libyan environment; on the other hand the red colour shows disagreement with the same variable; the figure shows some of theory’s factors in Libyan environment.

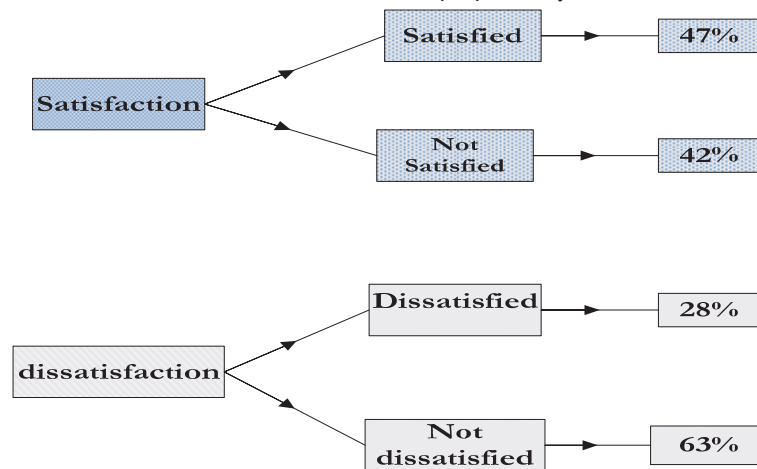
Figure -5: the theory’s factors in Libyan environment. Prepared by the researcher.



More and more, the study shows that in Libyan workplace environments employees place greater emphasis on some hygiene factors than motivators, namely financial rewards and security and job conditions. The study also found that these factors have a substantial effect on job satisfaction. The study indicated that, the motivation programs within the organisations are not so clear, where 65 per cent of the sample see that there is no a clear motivation program. Also, the study supported the idea of Herzberg of “the opposite of satisfaction is not dissatisfaction but no satisfaction” the study indicated that 47 per cent of workers were satisfied at the time of the study, and 42 per cent were not satisfied. On the other hand, the study revealed that only 28 per cent of the sample was dissatisfied at the same time. Accordingly, if the

opposite of satisfaction was dissatisfaction the result would be the complementary of percentage. Figure 6 shows this fact.

Figure 6: shows the opposite of satisfaction is not dissatisfaction prepared by the researcher.



By using the “Sets Theory” Venn diagram to explain this fact, where U is the Universal Set which the study’s sample =100

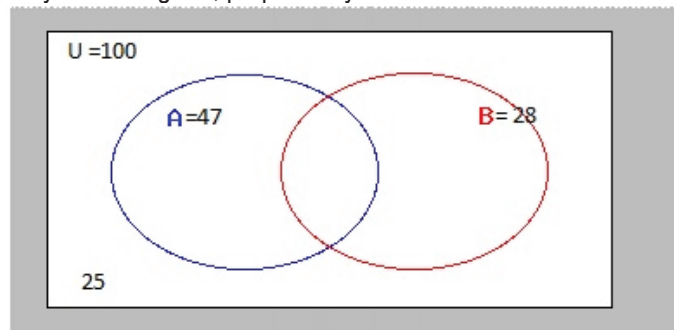
A is the set of satisfied people =47

B is the set that represents dissatisfied people =28

From the figure 7 it can be seen that the complement of A: is $U - A$ or;

$P(A) = P(B) + 25 = 28 + 25 = 53$. Thus, if the satisfaction is opposite of dissatisfaction the number of dissatisfaction people would be 53 not 28.

Figure -7: the complement set by Venn diagram, prepared by the researcher.



That is, job satisfaction and job dissatisfaction are two dimensions that are not on opposite ends of the same continuum.

Management Implication

The question is what are the implications of these results for business field whether in industrial or service sectors? First of all, the study indicated an important fact; the motivators are different from one environment to another. For instance, whereas bonus and financial rewards were hygiene factors in American environment; they are motivators in Libyan workplaces. The study also has illustrated that hygiene factors were of importance for the general satisfaction of the employees at their working environment. Accordingly, it is central for management of businesses to cope with these needs. Nevertheless, in terms of employees’ motivation the results suggest that security and job condition need to be fulfilled to satisfy the workers, and hence get remarkable performance and productivity. Furthermore, the results show that the issue of satisfaction and dissatisfaction is very complicated; where both can be found at the same time in workplaces. This result suggests that the managers should pay attention to both factors at the same time.

The study also has shown that, financial rewards were substantial for the wellbeing of the Libyan employees where 60 per cent favour increase in salary rather than promotion. Also, the strength of a motivator such as security and job conditions might result from the deficiency of this factor. So, more attention should be paid by the managers on this matter; this attention leads to more satisfaction and hence more performance and productivity. Therefore, enhancing employee productivity through motivation represents a method which can have far reaching benefits for an organisation. More attention must be given by management in the world of the industry and service to the use of motivation as a means of increasing productivity.

Conclusion

In this study the main aim was to understand both factors of Herzberg's Theory in the Libyan environment. The findings of the study support Herzberg's Two-factor theory; however some differences were ascertained in the hygiene factors. This study illustrates that all motivators were found to be satisfiers in the Libyan environment. Also, this study confirms that the opposite of satisfaction is not dissatisfaction but no satisfaction. On the other hand, this study indicates that some hygiene factors have been changed into motivators due to the differences in the two environments (Libyan and United States). That is, workers in Libya place greater emphasis on hygiene factors rather than motivators, namely working conditions and bonus. These findings suggest that, managers in Libya may need to consider the hygiene factors which might satisfy the employees and create a productive environment. The study also shows that conducting such studies is an important means for the managers not only to understand the real motivators and hygiene factors in their environment but also to avoid the dominance of American theories of human behavior because national culture does have a strong effect on worker's motivations. To sum up, more studies about human behavior throughout the world are needed to determine what really motivates workers in the local environment, and hence leads to job satisfaction.

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