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CONTEMPLATIVE SCRUTINY OF THE ADEQUACY OF HERZBERG'S MOTIVATION-HYGIENE THEORY: A VERDICT OF JOB SATISFACTION IN THE MID LEVEL MANAGER IN TELECOMMUNICATION INDUSTRY

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ABSTRACT

It is an explorative approach to determine the intensity of job satisfaction by concern of Herzberg two-factor theory. Job satisfaction is allied with salary, job-related trauma, empowerment, company and administrative strategy, triumph, personal growth, relationship with others, and the overall functioning circumstance. The sample size is 200 for the purpose of determining the adequacy of Herzberg two factor theories, a stratified random sampling method used to ascertain the satisfaction in the managerial level in telecommunication sector in/ Bangladesh. The result illustrated that hygiene factor making prevailing over ensuring job satisfaction, it designate that hygiene factor endow with job satisfaction that may frequently affects a person's physical health, mental health and social life and also it is ascertain that always motivating factor doesn't contain satisfaction especially in case of work itself, recognition. Therefore, satisfaction and dissatisfaction cannot be deliberate on the same continuum because employee job satisfaction is associated with affirmative employee actions.

KEYWORDS

Empowerment, Herzberg-two factor, Job satisfaction.

INTRODUCTION

This paper explores the effect of motivational variables on the job satisfaction in telecommunication sector in Bangladesh. Due to the privatization and trade liberalization telecommunication sector proliferate in our country. Motivation is an internal force, reliant on the needs that drive a person to accomplish job satisfaction. Motivation is a needs-satisfying process, which means that when a person's needs are satisfied by certain factors, the person will wield superior effort toward attaining organizational goals. Job satisfaction is an arousing response accompanying actions or thoughts relating to work, whereas motivation is the process that activates behavior. As satisfaction is an attitude, it is possible for a worker to be satisfied with his job but not be motivated. Hence, motivation and satisfaction are not synonymous with each other. Satisfied workers will be much more productive and be retained within the organization for a longer period, in contrast to dissatisfied workers not only perform better but also provide better service to customers, which could result in improving customer satisfaction. According to Dawson (2005), employee satisfaction is associated with positive employee behavior. It is undeniable that satisfied workers generate customers who are satisfied and loyal. Lease workers who will be less useful and who will have a greater tendency to quit their jobs.

REVIEW OF LITERATURE

Motivation and satisfaction are very similar and that, in many cases, they are considered to be synonymous terms. According to Hersey and Blanchard (1988), motivation and satisfaction are quite different from each another in terms of reward and performance. He pointed out that motivation is influenced by forward-looking perceptions about the relationship between performance and rewards, whereas satisfaction involves how people feel about the rewards they have received. In other words, motivation is a consequence of expectations of the future while satisfaction is a consequence of past events (Carr, 2005).

Huselid (1995) believes that if workers are not motivated, turnover will increase and employees will become frustrated and unproductive. Various other researchers who have investigated motivation and job satisfaction support this statement (Maidani, 1991; Tietjen & Myers, 1998; Robbins, 2001; Parsons & Broadbridge, 2006). Job satisfaction is an emotional response accompanying actions or thoughts relating to work, whereas motivation is the process that activates behavior. As satisfaction is an attitude, it is possible for a worker to be satisfied with his job but not be motivated. Hence, motivation and satisfaction are not synonymous with each other. It is vital to clarify the distinction between the concepts so that it is easier to understand that motivation leads to satisfaction, which ultimately leads to enhanced performance.

According to Robbins (2001), motivation is a needs-satisfying process, which means that when a person's needs are satisfied by certain factors, the person will exert superior effort toward attaining organizational goals. Theories of motivation can be used to explain the behavior and attitude of employees (Rowley, 1996; Weaver, 1998). The theories include content theories, based on the assumption that people have individual needs, which motivate their actions.

Theorists such as Maslow (1954), McClelland (1961), Herzberg (1966) and Alderfer (1969) are renowned for their works in this field. Herzberg's motivation-hygiene theory, also known as the two-factor theory, has received widespread attention as having a practical approach toward motivating employees. In 1959, Herzberg published his analysis of the feelings of 200 engineers and accountants from over nine companies in the United States. These professionals were asked to describe experiences in which they felt either extremely bad or exceptionally good about their jobs and to rate their feelings on these experiences. Responses about good feelings are generally related to job content (motivators), whereas responses about bad feelings are associated with job context (hygiene factor). Motivators involve factors built into the job itself, such as achievement, recognition, responsibility and advancement. Hygiene factors are extrinsic to the job, such as interpersonal relationships, salary, supervision and company policy (Herzberg, 1966). Job satisfaction is associated with salary, occupational stress,

empowerment, company and administrative policy, achievement, personal growth, relationship with others, and the overall working condition. It has been argued that an increase in job satisfaction increases worker productivity (Wright & Cropanzano, 1997; Shikdar & Das, 2003). As mentioned by Dunnette, Campbell and Hakel (1967) and Robbins (2001), job satisfaction is an emotional state in which a person perceives various features of his/her work or the work environment. Herzberg perceived motivational and hygiene factors to be separated into two dimensions affecting separate aspects of job satisfaction. This belief differed from the traditional approach of viewing job satisfaction and dissatisfaction as opposite ends of the same continuum (Herzberg, 1966). Hygiene factors prevent dissatisfaction but they do not lead to satisfaction. On the other hand, motivators are the real factors that motivate employees at work. Locke (1976) indicated that job satisfaction most commonly affects a person's physical health, mental health and social life. According to Dawson (2005), employee satisfaction is associated with positive employee behavior. It is undeniable that satisfied workers generate customers who are satisfied and loyal. The two-factor theory was tested by many other researchers, who showed very different results. Some research has shown that some of the factors declared by Herzberg (1966) as hygiene factors are actually motivators. The results of Herzberg's theory can vary if the test is conducted in different industries. The differences are due to the intensity of the labour requirement and the duration of employment (Nave, 1968). Under Herzberg's (1966) theory, workers who are satisfied with both motivation and hygiene factors would be top performers, and those who are dissatisfied with both factors would be poor performers. Christopher (2005) found no support for this, and his research concluded that Herzberg's results prove accurate only under his original methodology. Shipley and Kiely (1986) agreed that the two-factor theory was a good starting point for managers but is not recommended for strict implementation due to the over-simplification of the theory. Fatehi-Sedeh, Derakhshan, and Manoochehri (1987) also argued that the two-factor theory is an over-simplification of job satisfaction and cannot be used as a reliable model. Overall job satisfaction was related to age and educational level, and that levels of intrinsic and extrinsic job satisfaction were not the same for different occupational groups – findings that contradicted Herzberg's findings (Schroder, 2008).

OBJECTIVES

The main objective of this paper is to determine the adequacy of Herzberg Two-factor theory in the Mid-level manager in telecommunication sector. There are also substitute objectives regarding the Contemplative Scrutiny of the Adequacy of Herzberg's Motivation- Hygiene Theory:

- To evaluate whether the factors in the motivation (achievement, advancement and so on) always promote satisfaction.
- To determinate the acceptability of the component of hygiene factors (Company policy, work security) provides any kind of satisfaction of the employees in the work places.
- To make an overall assessment of the perceptibility of the two factor theory of Herzberg.

RESEARCH METHODOLOGY

The study is base on the applicability of Herzberg two factor (motivation –hygiene) theory in telecommunication sector .Primary data have been used to make a conspicuous assumption about the current scenario in Bangladesh. We accumulate the different database on the questionnaires from the different Telecommunication Company (Grammen Phone, Bangla Link, Airtel, Robi, City cell, Teletalk) among the mid level managers. The sample size consists of 200 that are equally distributed among the different telecommunication company. The employees were asked to rate statements about questions in a likert scale from 1 to 5, where 1 means, strongly agree; and 5 indicates the strongly disagree with the statement. The questions are largely based on extensive study of literature review. In this case a stratified random sampling method was applied such stratification was enacted from the dimension of Herzberg two-factor theory.

DATA COLLECTION

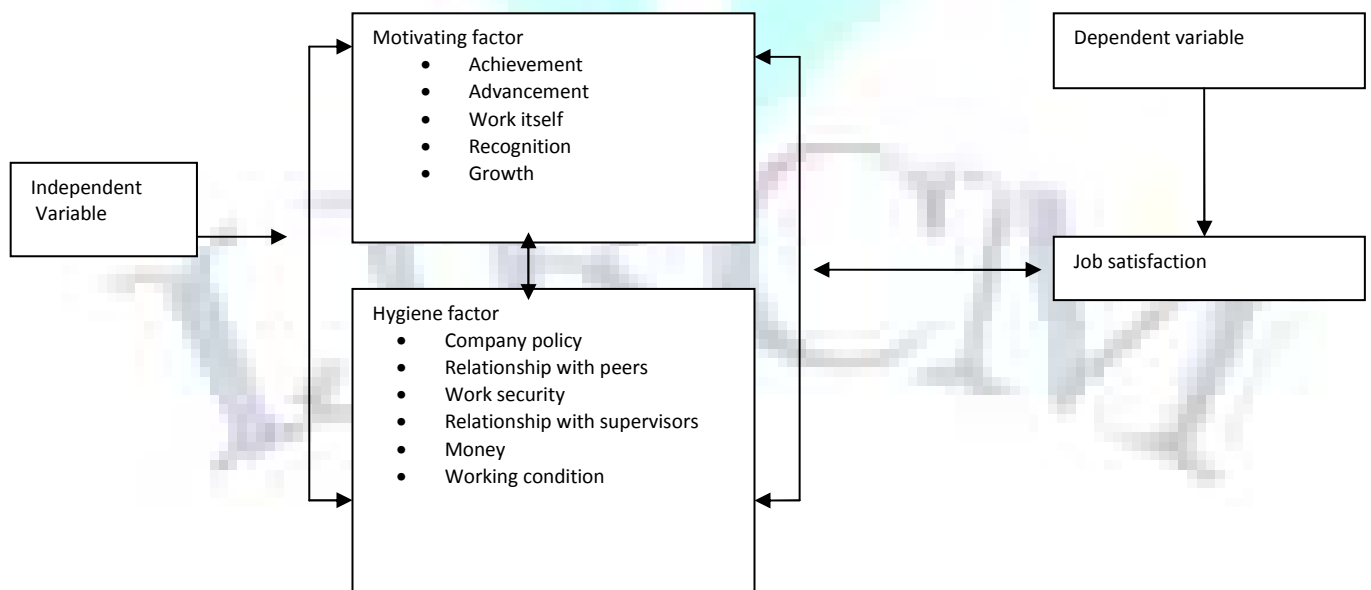
Before sending the questionnaires to the targeted organizations a pilot survey was conducted in three organizations from the selected sector so that validity of the formulated questions could be checked. The questionnaire for the pilot survey included 71 questions and the respondents were also asked to evaluate the language and the understanding of the statements and the length and the depth of the questionnaire. A pilot study was carried out among 8 experience people. The pilot study helped to revise the questionnaire and prepare it for the final survey.

DATA ANALYSIS

In this research the independent variable is motivating and hygiene factor and the dependent variable is job satisfaction. For the purpose of accomplishing the research work, we use different statistical tools like, factor analysis, correlation; regression analysis is made to determinate the scenario.

RESEARCH DESIGN

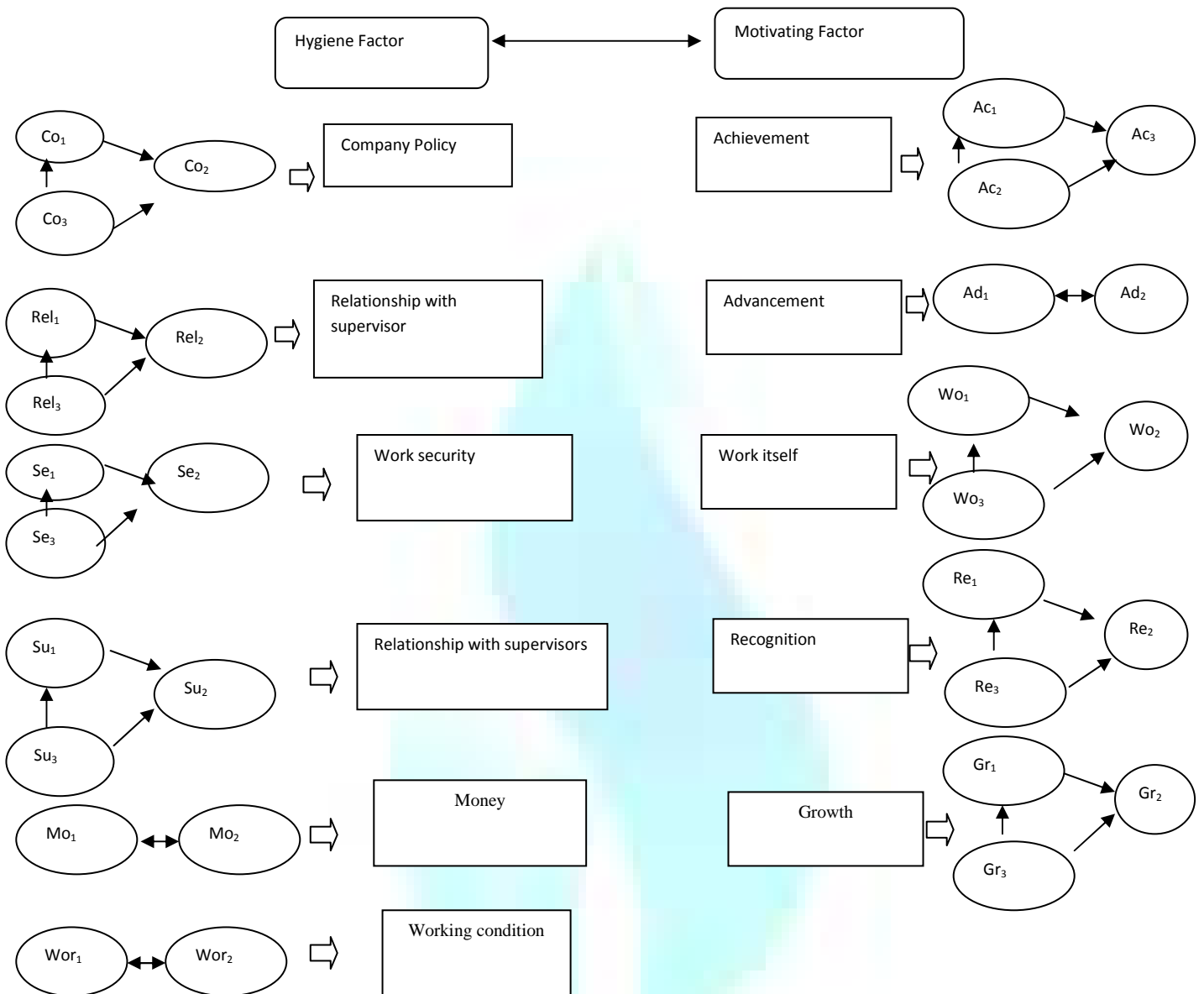
The research design mentioned that the independent variables are motivating and hygiene factor and job satisfaction is the dependent variable.



Source: Authors'

For conducting the research there is different independent variables that are very precisely illustrated here very distinctively. In this research there are two major independent variables (Motivating and Hygiene factor) that considerate different components that are denoted as independent variables too, that are interpreted here in the following diagram.

INDEPENDENT VARIABLES



Source: Author's

HYPOTHESES DEVELOPMENT

- H₁= Companies are highly recognizes the achievement of the individuals that are highly appreciable and this positive recognizes influence job satisfaction.
- H₂= Enormous opportunities leads to advancing career of an individual that allow discovering the multidimensional skills and that scope make satisfaction in the job.
- H₃= Challenging and difficult tasks makes to be thrill of an individual and that allow to enrich the satisfaction level in the job related tasks.
- H₄= High recognition forcing of an individual to achieve job satisfaction
- H₅= Company assist to expand the career growth of an individual and allow to gain job satisfaction. H₆= Company policy assists to achieve job satisfaction of an individual.
- H₇= In an organization amicable peer relation helps to gain job satisfaction of an individual.
- H₈= Job security has a constructive association with the job satisfaction of an individual.
- H₉= Supportive and substantial relationship with the respective supervisors of an individual helps to gain job satisfaction.
- H₁₀= Money encouraged job satisfaction of an individual.
- H₁₁= Working condition in a particular organization promote job satisfaction of an individual.

RESULTS & DISCUSSION

For the purpose of accomplishing this research work we make different statistical analysis to see that motivating factor (achievement, advancement, work itself, recognition and growth) influence to attain job satisfaction or even hygiene factor (company policy, relationship with the peers, work security, relationship with supervisors, working condition) assists to gain job satisfaction of a manager in telecommunication. The total variance explained section presents the number of common factors extracted the eigenvalues associated with these factors, the percentages of total variance accounted for by each factor and the cumulative percentages of total variance accounted for by the factor. Using the criterion of retaining only factors with eigenvalues of 1 or greater, eleven factors were retained for rotation. These nine factors accounted for 33.934%, 13.287%, 9.274%, 6.936%, 5.391%, 5.038%, 4.538%, 3.883%, 3.426%, 2.562% and 2.138% of the total variance respectively for total of 90.858.

TABLE NO. 1: TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.537	33.934	33.934	11.537	33.934	33.934	5.730	16.853	16.853
2	4.518	13.287	47.221	4.518	13.287	47.221	3.851	11.327	28.181
3	3.306	9.724	56.945	3.306	9.724	56.945	3.620	10.646	38.826
4	2.358	6.936	63.881	2.358	6.936	63.881	3.115	9.161	47.987
5	1.833	5.391	69.272	1.833	5.391	69.272	2.991	8.796	56.784
6	1.713	5.038	74.310	1.713	5.038	74.310	2.933	8.627	65.410
7	1.543	4.538	78.849	1.543	4.538	78.849	2.503	7.363	72.773
8	1.320	3.883	82.732	1.320	3.883	82.732	2.329	6.849	79.622
9	1.165	3.426	86.158	1.165	3.426	86.158	2.222	6.536	86.158
10	1.072	2.582	88.740	1.072	2.562	88.720	2.132	5.875	92.033
11	1.025	2.354	91.094	1.025	2.138	90.858	2.051	5.632	97.665
12	.601	1.768	92.862						
13	.592	1.741	94.603						
14	.480	1.411	96.014						
15	.430	1.263	97.277						
16	.283	.832	98.109						
17	.192	.564	98.673						
18	.171	.504	99.177						
19	.128	.378	99.555						
20	.080	.234	99.789						
21	.042	.124	99.913						
22	.030	.087	100.000						
23	1.087E-15	3.197E-15	100.000						
24	7.576E-16	2.228E-15	100.000						
25	4.482E-16	1.318E-15	100.000						
26	2.929E-16	8.616E-16	100.000						
27	1.684E-16	4.953E-16	100.000						
28	5.557E-17	1.634E-16	100.000						
29	-2.586E-17	-7.605E-17	100.000						
30	-3.116E-16	-9.166E-16	100.000						
31	-4.156E-16	-1.222E-15	100.000						
32	-5.828E-16	-1.714E-15	100.000						
33	-9.811E-16	-2.886E-15	100.000						
34	-1.845E-15	-5.426E-15	100.000						

Extraction Method: Principal Component Analysis

From table (1: Total Variance) we revealed that this 34 variables are categories in to the 11 variables, like achievement, advancement, work itself, recognition, growth, company policy, relationship with peers, work security, relationship with supervisors, money and working condition.

TABLE NO. 2: COMPONENT MATRIX

	Component										
	1	2	3	4	5	6	7	8	9	10	11
Ac1	.307	-.493	.325	.410	-.373	.325	.079	-.240	.058	-.032	.049
Ac2	.650	-.162	.388	.227	.166	.035	.037	.268	.071	.767	.022
Ac3	.454	.532	.089	-.058	.039	-.089	-.193	.323	.397	.573	.044
Ad1	.648	.175	.521	.209	.023	-.082	-.273	-.155	-.067	.720	-.158
Ad2	.732	-.359	-.121	-.032	.031	-.303	-.114	.089	-.208	.316	-.487
Wo1	.767	-.392	.384	.059	-.148	-.132	-.055	.098	.063	.136	-.125
Wo2	.573	-.135	.397	-.265	-.477	-.061	.188	-.013	.266	.229	-.051
Wo3	.720	-.092	.291	-.022	-.295	-.211	.352	.140	-.139	-.179	-.158
Re1	.440	.376	.051	.267	.316	.455	.192	.277	-.043	.161	.345
Re2	.507	.507	.263	-.157	.186	.087	-.401	.068	-.296	.065	.087
Re3	.300	.299	.577	-.274	.229	.213	.141	.018	-.469	.413	.223
Gr1	.589	-.210	-.163	-.377	-.179	.045	.269	.261	.016	.512	.052
Gr2	.692	-.122	-.153	-.355	.161	-.271	.005	.263	-.062	.061	-.221
Gr3	.665	.179	-.417	.043	.159	-.403	.082	-.104	.111	.263	-.543
Co1	.837	-.191	.216	-.085	.098	-.097	-.056	-.171	-.072	.577	-.056
Co2	.844	-.238	-.163	-.198	-.068	-.051	-.110	-.122	.138	.031	-.061
Co3	.814	-.069	-.128	-.249	.169	-.057	-.229	-.129	.018	-.148	-.057
Rel1	.561	.373	.363	.280	-.327	-.174	-.261	-.175	.066	-.477	-.114
Rel2	.535	.564	-.216	.119	.100	-.104	.239	-.372	-.084	-.295	-.144
RI3	.373	.747	.014	-.052	.275	-.123	.120	-.179	.190	.132	-.123
Se1	.155	-.325	.471	.374	.396	-.041	.447	.107	.207	.471	-.031
Se2	.257	-.784	.242	-.076	.302	-.087	-.040	.050	-.058	.442	-.027
Se3	.556	-.447	-.122	-.030	.083	.151	-.355	.004	-.237	-.162	.131
Su1	.742	.385	-.017	-.066	.008	.419	-.018	-.158	.003	-.288	.441
Su2	.820	.128	.040	-.084	-.175	.340	.168	-.157	.046	.055	.335
Su3	.571	.352	.043	-.488	.081	.179	.162	.042	.282	.063	.179
Mo1	.184	.036	.208	.698	.272	-.234	-.250	.010	.187	0.05	-.224
Mo2	.529	-.190	-.498	.086	-.033	.408	-.323	-.025	.221	.032	.328
Wor1	.323	.531	-.260	.273	-.484	-.179	-.108	.320	-.047	.432	-.159
Wor2	.347	.408	-.256	.507	-.215	.066	.216	.295	-.336	0.04	.076

TABLE NO. 3: ROTATED COMPONENT MATRIX

	Component										
	1	2	3	4	5	6	7	8	9	10	11
Ac1	-.033	.630	.402	-.029	-.139	-.467	-.021	.250	.249	.231	.121
Ac2	.407	.321	.155	.250	-.078	.140	.108	.280	.534	.331	.231
Ac3	.118	.122	.037	.130	.013	.801	.242	.248	.016	.220	.142
Ad1	.255	.382	.046	.469	.113	.121	.033	.638	.084	.429	.041
Ad2	.844	.182	.157	.028	.187	-.073	.098	.115	.051	.118	.561
Wo1	.617	.620	.132	.097	-.065	.004	.000	.286	.267	.088	.311
Wo2	.256	.894	-.009	.036	-.014	.206	-.042	-.034	.024	.022	.012
Wo3	.467	.678	-.105	.193	.200	.007	.291	-.026	.234	.171	0.32
Re1	-.068	-.066	.364	.506	.084	.291	.369	.006	.454	.546	0.43
Re2	.258	-.028	.025	.747	.024	.351	.138	.311	-.198	.657	0.13
Re3	.073	.161	-.223	.904	.014	.038	-.038	-.067	.141	.904	0.564
Gr1	.524	.396	.199	.030	.057	.182	.136	-.451	.059	.044	.421
Gr2	.795	.106	.051	.110	.180	.307	.052	-.156	.054	.110	.412
Gr3	.471	.013	.175	-.108	.671	.332	.175	.113	.012	-.162	.320
Co1	.609	.415	.214	.320	.259	.051	-.136	.227	.127	.440	.124
Co2	.646	.401	.441	.021	.252	.191	-.081	.047	-.073	.221	.083
Co3	.654	.172	.374	.235	.284	.269	-.134	.117	-.102	.235	.0512
Rel1	.064	.502	.014	.234	.182	.209	.261	.653	-.147	.265	.0123
Rel2	-.014	.081	.156	.295	.804	.230	.235	.113	-.053	.283	.012
Rl3	-.130	-.008	-.036	.334	.573	.620	.071	.164	.016	.362	.005
Se1	.029	.177	-.083	-.001	.029	-.082	-.164	.145	.900	-.071	.012
Se2	.601	.099	.061	-.028	-.202	-.304	-.432	.032	.395	-.028	.543
Se3	.643	.040	.471	.173	-.098	-.202	-.061	.116	-.050	.773	.312
Su1	.084	.292	.532	.549	.289	.340	.150	.050	-.060	.669	.125
Su2	.192	.565	.496	.390	.285	.204	.132	-.053	.034	.410	.322
Su3	.149	.321	.189	.347	.205	.663	-.079	-.257	.000	.223	.910
Mo1	.036	-.120	.051	-.099	.073	.043	.114	.767	.393	-.087	.0123
Mo2	.290	.016	.869	-.101	-.004	.139	.074	.048	-.125	-.215	.023
Wor1	.050	.134	.017	-.063	.124	.294	.820	.191	-.276	-.010	.412
Wor2	-.010	-.002	.152	.168	.251	-.035	.880	.051	.113	.146	.123

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 20 iterations.

From the table no: 3 rotated component matrix we revealed that in the motivating factor, in the achievement segment the highest value is satisfaction of jobs that provides the feeling of accomplishment (0.407). In the advancement segment, learning new skills for the advancement of career makes to ensure job satisfaction, has the highest value (0.844). Manifold varieties of tasks in the work have the highest value (0.617) which influences the employees to thing beyond his expectation in the ground of work itself. Recognition from the superior leads to make inspiration for accomplishment the challenging tasks that assist to get satisfaction. From the rotated matrix we see that in the recognition segment the second variable (managers always thanks for accomplishing the assign tasks in well directive way) has the highest value 0.258. In the growth segment, job allows expanding and furnishing the growth of an individual has the highest value (0.795).

In the hygiene factor, an employee has desirable anticipation about the mission and vision of the organization has the highest value (0.654) in the field of company policy. Friendly and congenial relationship helps for an individual to nourish the capabilities that leads to gain job satisfaction and from the rotated matrix we see that understanding and urgency of the essences of colleagues is an inevitable for ensuring satisfaction has the highest value in the segment of relationship with the peers influence to accelerate the performance of an individual and obtain the value 0.130. Comfortable location establish the feeling of an individual to be devoted of an organization and from the matrix we see that the highest value in the region of work security is 0.643 which indicates that employees feel secure if their work location is very comfortable and lucrative. Satisfying relationship with the supervisors helps to attain mental satisfaction of a particular personal and the value of this variable in the segment of relationship with the supervisors is the highest (0.192). The salary structure allows the employees to gain the satisfaction and has the highest value (0.290) in the segment of money. Pleasant and appreciable working condition influences the individuals to gain the satisfaction and has attained the highest value (0.050) in the segment of working condition. So from the analysis we can postulates that the overall 34 variables are constitute with in 11 variables.

CRONBACH ALPHA

From the factor: 1 (Achievement) the second variables (Ac₂) [satisfaction of jobs because it gives the feeling of accomplishment] has the value, α=0.80, from factor: 2 (Advancement) the second variables (Ad₂), [The jobs allow me to learn new skills for career advancement] has the value, α=0.73, from factor 3 (work itself) the first variables (Wo₁) [the job is thrilling and have a lot of varieties in tasks that I do] has the value, α=0.75, Factor: 4 (Recognition) the first variable (Re₁), [feel appreciated when I achieve or complete a tasks] has the value, α=0.71, From factor:5 (Growth) the first variables, (Gr₁),[proud to work in my company because I feel I have grown as a person] has the value, α=0.71. In the hygiene factor, factor: 6 (Company policy) the first variable [The attitude of the administration is very accommodating in my company] has the value, α=0.76, from factor: 7 [Relationship with peers] the first variable (Re₁) has the value of α=0.71, from factor:8 Work security(Se) the first variable (Se₃) has the value of α=0.69, from factor: 9 (Relationship with supervisors) the second variable (Su₂) has the value of α=0.65, from factor: 10 (Money), the second variable (Mo₂) has the value of α=0.71, factor: 11 (Working condition), the second variable has the value (Wor₁) has the value of α= 0.69.

[From the discussion we revealed that the reliability of the scale is satisfactory, as the majority of the variables have alpha coefficient above 0.7. Alpha coefficient of 0.6 and above is considered good for research]

TABLE NO. 4: CORRELATIONS ANALYSIS

	JO	AC	AD	WO	RE	GR	CO	REL	SE	SU	MO	WOR
JO												
AC	-.114(*)											
AD	.098	-.109(*)										
WO	-.006	.149(**)	.289(**)									
RE	-.110(*)	.014	.073	-.006								
GR	.124(*)	-.020	-.076	-.311(**)	.075							
CO	.425(**)	-.348(**)	.012	-.413(**)	.014	.045						
REL	-.040	.077	-.795(**)	-.357(**)	-.098	.057	.210(**)					
SE	.235(**)	-.060	.379(**)	.059	.498(**)	-.158(**)	.251(**)	-.383(**)				
SU	.027	.359(**)	-.106(*)	.186(**)	-.048	.347(**)	-.172(**)	.264(**)	-.391(**)			
MO	.448(**)	-.177(**)	-.023	-.474(**)	.177(**)	-.047	.725(**)	.083	.306(**)	-.227(**)		
WOR	.243(**)	.145(**)	-.068	.337(**)	-.308(**)	-.512(**)	.067	.152(**)	-.035	-.072	.027	

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

From the table no: 4 present the correlation matrix of the motivational factors and job satisfaction. Achievement (r=0.114), recognition (r = 0.110), growth (r=0.124) correlated in a statistically significant manner with job satisfaction at the 0.05 level. As far as hygiene factors are concerned, company policy (r = 0.017), work security (r=.235), money (r = 0.448), and working conditions (r = 0.243) were significantly and positively associated with satisfaction at the 0.01 level

TABLE NO. 5: REGRESSION ANALYSIS

Analysis of variance						
R	0.699					
R square	0.488					
Adjusted R Square	0.474					
Std. Error of the Estimate	0.356					
F=33.772 (P=0.000)						
	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
(Constant)	-.470	.279			-1.685	.093
AC	-.087	.033	-.118		-2.672	.008
AD	-.034	.073	-.033		-.473	.637
WO	.234	.058	.238		4.003	.000
RE	-.427	.070	-.293		-6.115	.000
GR	.370	.046	.394		7.958	.000
CO	.017	.062	.018		.276	.783
REL	-.031	.083	-.031		-.378	.705
SE	.309	.052	.327		5.973	.000
SU	.133	.048	.151		2.757	.006
MO	.361	.044	.525		8.292	.000
WOR	.302	.052	.300		5.813	.000

a Dependent Variable: JOB

Significance level 0.0

Regression analysis was conducted to determine the relationship between Herzberg's two-factor theory and job satisfaction in the telecommunication sector in Bangladesh. The results suggested that 69.9% of the variance in job satisfaction in Bangladesh could be explained by Herzberg's motivational and hygiene factors. The F-ratio of 33.772 (p = 0.00) indicated that the regression model of work motivation and satisfaction on the motivational variables assessed was statistically significant. The results also revealed that the value of motivating factor (AC and AD) are 0.08 and 0.637 which indicates that p>α but in the rest of the variable in the motivating factor revealed that p<α. In the case of hygiene factor like Company policy, relationship with the peers, relationship with supervisors the value are 0.783, 0.705 and 0.06 which indicates that p>α but rest of the variable is p<α.

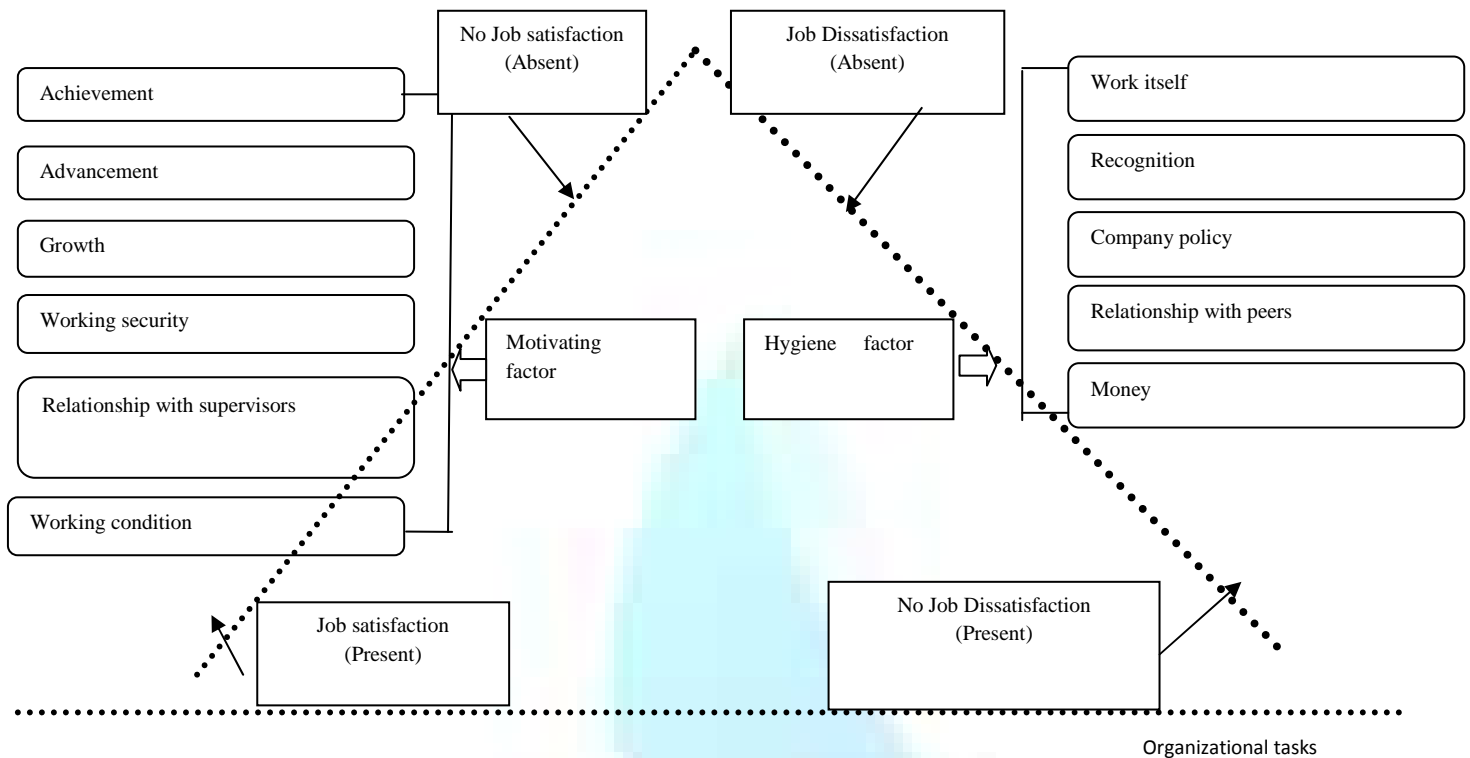
TABLE NO. 6: HYPOTHESIS

Factor	Component	Hypothesis	P value	Status	Correcting approach
Motivating factor	Achievements	1	.058	Accept	Satisfaction
	Advancement	2	.152	Accept	Satisfaction
	Work itself	3	0.000	Reject	Dissatisfaction
	Recognition	4	.000	Reject	Dissatisfaction
	Growth	5	.403	Accept	Satisfaction
Hygiene factor	Company policy	6	0.000	Reject	Dissatisfaction
	Relationship with peers	7	.001	Reject	Dissatisfaction
	Work security	8	.245	Accept	Satisfaction
	Relationship with supervisors	9	.559	Accept	Satisfaction
	Money	10	.000	Reject	Dissatisfaction
	Working condition	11	.148	Accept	Satisfaction

* Significance level 0.05

From the table: 6 we determine from the hypothesis we see that the existing model of Herzberg two-factor theory have some inapplicability that makes the question of justifying of this model.

FIGURE 1: REVERSE TWO-FACTOR MODEL



Source: Authors'

FINDINGS

The main finding of the research is that always motivating factor doesn't lead to job satisfaction and on the other hand hygiene factor don't leads dissatisfaction. Job satisfaction is associated with salary, occupational stress, empowerment, company and administrative policy, achievement, personal growth, relationship with others, and the overall working condition. It has been argued that an increase in job satisfaction increases worker productivity. From the hypothesis we see that achievement, advancement and growth leads job satisfaction in the case of managers of different telecommunication company, but on the other hand recognition and work itself doesn't consequence job satisfaction. Motivating factor may vary from organization to organization and it can differentiate on the base of psychology, mental and social phenomena. On the other hand work security, relationship with supervisor and working condition promote job satisfaction that we revealed from the extensive research work because safety, secure and supportive atmosphere energizing of an individual in an organization and trustworthy relationship with the leaders assist to strengthening productivity of an individual to obtain job satisfaction. It is to be noted that both motivating and hygiene factor has an association to accomplish job satisfaction. Job satisfaction is connected to life satisfaction, whereby people who are satisfied with their jobs will tend to be happy with their lives as well, and vice versa.

CONCLUSION AND RECOMMENDATION

Job satisfaction is an emotional response accompanying actions or thoughts relating to work, whereas motivation is the process that activates behavior. So that the particular company develops a well-built organization culture, empowerment and participative approach, recognition and congenial company policy, recognition and career assist to accomplish the organizational goals quite efficiently and effectively. The results revealed that that the employees can be concurrently intrinsically and extrinsically motivated. With that in mind, the top level should use a mixture of methods – including monetary rewards, praise and recognition – to effectively motivate workers and promote job satisfaction. So that it is an inevitable duties for the organization to highly deliberate on salary, personal growth, stress, working condition, work security and so on and that significance on accelerate productivity of an individual that ensure job satisfaction.

SCOPE OF FURTHER RESEARCH

In future we try to explore the different factors of motivations such as leadership styles and employee confidence to see whether they could result in any increased variance in motivation and satisfaction. Because leadership approach (exploitative authoritative, benevolent authoritative, supportive and participative) in an organization assist to strengthen the confidence level of the employees in an organization, so that it is postulate that leadership style would be a motivational factor to proliferate the confidence of an individual and ultimately could resulting to fabricate job satisfaction.

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