COMPARATIVE STUDY IN THE LIGHT OF HERZBERG'S TWO FACTOR THEORY OF JOB SATISFACTION AMONG ACADEMIC STAFF IN PUBLIC AND PRIVATE SECTOR UNIVERSITIES OF ISLAMABAD

Shazia Chachar[*]
Fareeda Lothi[**]
Nazia Naz[***]

Abstract

In light of Herzberg's two-factor theory, the primary goal of this paper is to investigate the job satisfaction of the faculty members of private and public sector universities in Islamabad with specific reference to hygiene and motivation factors. For the purpose the sample contained 150 staff of private and public universities of Islamabad. The data collection was carried out through Minnesota Questionnaire as a tool of job satisfaction. The sampling techniques of proportional, stratified sampling was selected. The data was analyzed through quantitative method by using the SPSS 21st edition named as Statistical Package for social science. The results were reflected by using independent samples t-test. According to the study's findings the hygiene factor has significant impact on job satisfaction of participants with reference to Salary, Status, Work Conditions, Interpersonal Relationship with Subordinates and Possibility for Personal Growth besides motivational elements such as recognition and achievement. The data shows that high motivational level is found in public universities faculty member than the private sector universities.

***Keywords*:** Herzberg, motivation, hygiene, job satisfaction, public and private sector universities

Introduction

Generally, to execute the plan of an organization and operates very effectively, human resource as the productive asset for the organization is the influential factor for attaining goals of an organization. It is the productive factor for organizations' success. Human resource management has grown in importance in contemporary business. In particular, human resource management include a variety of manager and employee activities, such as planning, hiring, paying, praising, and terminating employment[1]. However, successful businesses are those that have dependable staff members who are happy in their jobs, are eager to learn and advance, and who, as a result, enable both the business and themselves to be profitable. Additionally, disgruntled employees will wish to leave their jobs, which would hurt the business because it will lose any previous investments made in that

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[*] Shazia Chachar, Ph.D. Scholar, Education Department, Jinnah University for Women, Karachi, Pakistan
[**] Fareeda Lothi, Ph.D. Professor, Dean of Social Sciences, Jinnah University for Women, Karachi, Pakistan
[***] Nazia Naz, Lecturer, M.Phil, Department of Economics, University of Sindh, Jamshoro, Pakistan

[1] Dessler, G. *Human Resource Management. 14th ed, Global Ed,* (Canada: Pearson education, 2015).

individual.[2] Effective managers should also understand the significance of the human element, as only the creation of strong motivational systems can aid businesses in improving their capacity to compete and profitability. Three justifications are given for the significance of motivation:[3]

- an increase in output, efficacy, and originality at work;
- enhancing the workplace atmosphere in businesses; and
- enhancing the company's performance and competitiveness

Different researchers have defined the different perspectives of Job satisfaction in the field of the management and human resource.[4] Job satisfaction firm up an attitude of the mankind to job circumstances and job.[5] Job satisfaction is defined as an adaptable of attitude restrained by a person's dedication to a job with several dimensions.[6] The most cited definition is proposed by Locke E.A.[7] that job satisfaction considering the positive or pleasurable state of emotion originates from the satisfaction of job experiences.

The psychological disposition of the people is made toward their work, and this involves a collection of numerous attitudes or sentiments," is how the phenomenon of job satisfaction is characterized.[8] Numerous attitudes and emotions are conveyed through behavior, which creates individual differences and highlights the significance of implementing diverse motivational aspects to boost people's interest in their job and their success. Without taking into account the industry in which a firm operates, job happiness has become a vital factor for long-term growth.[9]

It has been observed that many educators have failed to inculcate the aspect of self-efficacy in the educational settings.[10] The reason is lack of personal and professional advancement and development. Motivation and job satisfaction as factors have an important role in the educator's life for enhancing the performance. A teacher or employee motive to work on his skills is to get satisfaction with focus on the personal development in the relevant and specific area.

Failure of worker personal commitment to the organization, deprive him the professional development. The aspects of motivation are inside feeling of a person that motivate to

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[2] Borcherding, J.D., and Oglesby, *Methods Improvement for Construction Managers* (New York: McGraw-Hill, 1977)
[3] Bhattacherjee, A., *Social Science Research: Principles, Methods and Practices.* 2nd ed. (Florida: Global Text Project, 2012)
[4] Evans L., Addressing Problems of Conceptualization and Construct Validity in Researching Teachers' Job Satisfaction., *Journal of Educational Research (*1997), 39
[5] Luthans F *Organizational Behavior*. (New York: McGraw-Hill 1994)
[6] Spector PE.*Job Satisfaction: Application, Assessment, Causes, and Consequences*, (California: Sage 1997).
[7] Locke, E.A. *The Nature and Causes of Job Satisfaction*. In: Dunnette, M.D., Ed. Industrial and Organizational Psychology, Vol. 1, (1976), 1297-1343
[8] Schultz D.P, *Psychology and Industry Today: An Introduction To Industrial And Organizational Psychology* (London: MacMillan,1982)
[9] Denga, School Environment and Locus of Control in Relation to Job Satisfaction among School Teachers *journal of Procedia - Social and Behavioral Sciences 2011),* 29
[10] Dweck c,s. *Self-theories: Their Role in Motivation, Personality, and Development* (Lillington: Psychology Press, 1999)

perform some task with interest and lead to job satisfaction. Motivation is an approach of job satisfaction for professional development of a teachers/ workers for enhancing the performance related to specific Job. According to certain states, there is assumption that teacher's demands are not met and facilities are not provided by the appropriate governments, which has a negative impact on teacher satisfaction. The states often cited the reason lack of resources for raising salaries and providing conducive environment at work place.[11] Among other aspects of the job satisfaction that the government blames on part of teachers and employees are negligence, laziness, purposeful lethargy, lack of zeal to work and lack of dedication.[12] Moreover, the level of efficiency and effectiveness of teachers is not at par with the required standard to meet such demand for the incentives.

Recent study has revealed that the meaning of inspiration and job satisfaction is critical to the continuing growth of any business, whether in the sector of education or any other. This paved the way for successful performance by enhancing abilities, competency, skills, and knowledge (KSA's), educational resources, by implementing many tactics connected to educational achievement and success, as well as the efficacy of one's actions, and accepting various difficult jobs.[13]

According to Herzberg theory the opposite of job satisfaction is "no" job satisfaction rather than job unhappiness, and vice versa for job discontent, which is "no" job dissatisfaction rather than job dissatisfaction. Furthermore, he draws the conclusion that the environment in which the job is performed is one of the factors contributing to job discontent. He refers to these complaints as "hygiene" elements. The elements that contribute to job satisfaction include the work itself. He refers to these as "motivators". Achievement, acclaim, the act of working, accountability, advancement, and growth are the motivators. The factors that affect workplace hygiene include management and business policy, supervision, working circumstances, coworker interactions, status, job security, salary, and personal life.[14]

Literature Review

Job satisfaction is very basic element and essential for enhancement of motivation, thereby, the conscious examination of motivation theories is considered necessary for job satisfaction. Practically it is not feasible that without linking the motivation approach, the employees can get the job satisfaction. This illustrates that connotation of motivation and job satisfaction is of mutual importance.

[11] Msuya, O, W. Exploring Levels of Job Satisfaction among Teachers in Public Secondary Schools in Tanzania *International Journal of Educational Administration and Policy Studies*,2016) v8 n2 p9-16
[12] Afshar, H., Doosti, M. Investigating the Impact of Job Satisfaction/Dissatisfaction on Iranian English Teachers' Job Performance, *Iranian Journal of Language Teaching Research*, vol.4, No.1 (2016), pp. 97-115
[13] Filak, V. F. & Sheldon, K. M., Student Psychological Need Satisfaction and College Teacher-Course Evaluations. *Journal of Educational Psychology*, 23(3), (2003), 235-247
[14] Nelson H. Noell., *Herzberg's Two-Factor Theory of Job Satisfaction:* Defense Technical Information Center, PN 1976)

Motivation

The definitions regarding the different concepts of motivation in research are very vast. As a result, several authors and researchers have utilized a range of definitions for motivation to improve performance with an emphasis on the workplace, such as employers and employees. According to Adu et al.[15], the term "motivation" comes from the root word "motive," which meaning "to proceed." Dessler[16] emphasized motivation as an individual's strength or a determination to participate in or engage in a task. It's possible that there are some elements that influence human behavior, in a way that these affect the individual's performance. Kuchava & Buchashvili[17] clarified that *Motivation* is defined as the desire to be directed or influenced in order to attain the organization's objectives in addition to a supportive environment and the ability to satisfy job expectation. At the operational level, motivation is a unique force that enables a person to effectively achieve organizational and personal goals.

Theories on Motivation

Since emergence of human civilization, the concept of motivation remains of basic importance to enhance the performance. It is observed with the investigation method, the concept of motivation is older as emergence of the civilizations as the earlier philosopher such as Plato (427-347BC) investigated that human have to consider investigated through evaluative approach that human have to consider about their behavior, attitudes, and action that are caused by specific factors which have impact their behavior and such factors explicitly deal with the motivation. In sum up, individuals have perceptions having the associations with their surroundings that can lead to inaccuracies in the representation of authenticity in a variety of settings involving the most important facts and judgments. Which leads to human behavior's willpower and its implications, such as how people assess situations and determine how they respond to them.[18] As per latest research concepts, terms, and theories of motivation has been proposed by different scientists that are categorized into two different classes.

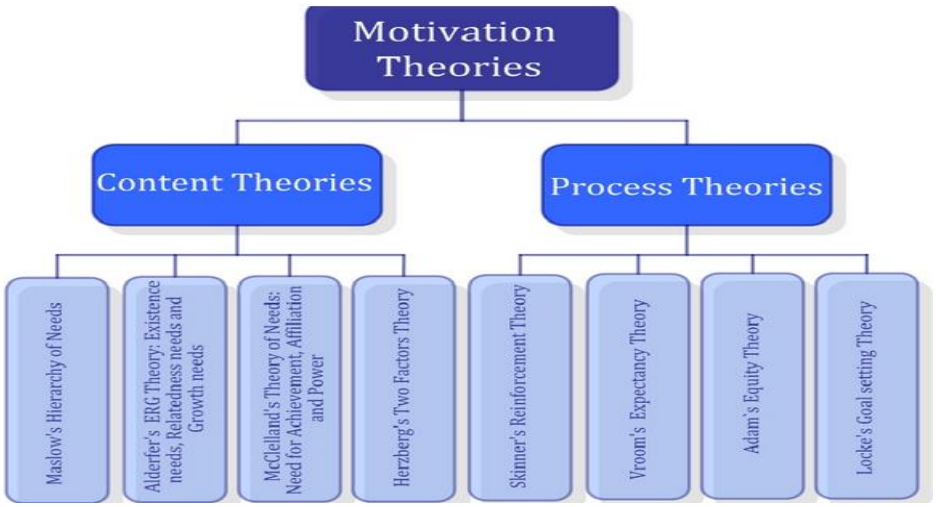
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[15] Adu., Examining the Relationship between Motivational Strategies and Job Satisfaction: An Empirical Study, *International Journal of Business and Social Science* 2016)7(6)

[16] Dessler, *Management: Leading People and Organizations in the 21st Century*. (Prentice Hall, 2001)

[17] Kuchava, M. & Buchashvili, G. Staff Motivation in Private and Public Higher Educational Institutions (Case of International Black Sea University, Sokhumi State University and Akaki Tsereteli State University*). Journal of Education & Social Policy*, 3(4), (2016)

[18] Usop, A. M., Work Performance and Job Satisfaction Among Teachers. *International Journal of Humanities and Social Science*, 3(5), (2013), 245-252



Content Theories

Motivation theories have been separated into two groups since their inception in the 1950s: process theory and content theory. Dorien, K.[19] discussed many motivational concepts. It involves the identification of employees' attitudes and the process taken to attain the objectives and needs. Content theories focused on the motivation of employees at work related to the goals and needs of the people. McClelland's achievement motivation theory, Alderfer's Existence Relatedness and Growth (ERG) theory, Maslow's hierarchy of needs model, and Herzberg's two-factor theory are among the important theories in the content approach. Process theories are linked to people's deliberate decision-making or reasoning power to rule or choose one action over another by examining the interactions and influences.

Process Theories

The result-oriented approach is the foundation of process theories. The main focus of this theory is on goals, incentives, and rewards, theories deal with the objectives to put it another way, the decision-making process. Mullins (2007)[20] is acutely aware of the fact that the basic and core ideas have been questioned, and these theories are not simply convertible and definite. People's thinking power is linked to process theories, which describe how humans make decisions to conduct various actions one after another.

[19] Dorien. k, Older Workers' Motivation to Continue to Work: Five Meanings of Age: A Conceptual Review, *Journal of Managerial Psychology*, (2007), 23
[20] Mullins, L.J. *Management and Organisational Behaviour*. 8th Ed., (England: Pearson Education Limited, 2007)

Job Satisfaction Definitions

Job satisfaction is a significant aspect for growing efficiency and production of an organization[21]. So, job satisfaction is beyond just aspect that indicates the employee have different tendency at work place. The process of job satisfaction remained the continuous interest of researchers as the negative and positive attitude towards the work has its impact on the performance of organization as employee motivation, attitude and perception of workers are some aspects of organizational behavior that have a substantial impact on the performance in the organization.[22] Research done in 1990s demonstrates on job satisfaction with focus on output, usefulness, worker relations, revenue and skiving[23]. The encouraging or congenial demonstrative state-owned resulted reward system of job experience. Despite the fact that this research has backed by various factors, spite limitation of this theory containing the factor of self-actualization, but it moderates the relationship at certain level[24]. This theory predicts that the predictive value of the job satisfaction is the factor of satisfaction that must be considered.

In any organization, job satisfaction is measured as the vital part of harmonizing the quality of the life and human resource. In academic point of view, it is the foundation of the educational field[25]. Research studies on job satisfaction being concerned to the intellectual and physical wellbeing of the workers in the organization have gain importance.[26] Managers concerned have the obligation to provide the employees the satisfying, challenging and rewarding job.[27] There focus should be on the employee's job satisfaction for three reasons. The dissatisfaction among employee may cause turnover. Secondly, the satisfied employee can have good health that lead to more life expectancy, and finally the job satisfaction may also impact at the workplace will have effect on the turnover and the other work-related issues.

Dimensions of Job satisfaction

The emotional, cognitive and social behavior aspects are the three dimensions of job satisfaction.[28] The emotional aspect concerning the job includes boredom, anxiety and excitement. The cognitive aspect of the job satisfaction pursues the idea of job filled with challenges or hard tasks, requires more efforts. The social behavior part of the work deals

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[21] Oshagbemi, T. Gender Differences in the Job Satisfaction of University Teachers, *Journal of Women in Management Review*, 15, (2000), pp.331-343
[22] Wilson, Rosenfeld: *Managing Organizations*, (New York: McGraw-Hill, 1990)
[23] Baron.,R. La Vie En Rose" Revisited: Contrasting Perceptions of Informal Upward Feedback Among Managers and Subordinates, *Journal of Management Communication Quarterly*, SAGE
[24] Locke, E. A.. The Nature and Causes of Job Satisfaction in Dunnette, M. D. Handbook of Industrial and Organizational Psychology, 1st Ed., (Chicago, IL: Rand McNally, 1976), 1297-1349
[25] Msuya, O. W.. Exploring levels of job satisfaction among teachers in public secondary schools in Tanzania. *International Journal of Educational Administration and Policy Studies*,(2016)8(2), 9-16.
[26] Josias, B.A. The Relationship between Job Satisfaction and Absenteeism in a Selected Field Services Section within an Electricity Utility in the Western(Cape Town University of the Western 2005)
[27] Robbins, S.P,*Essentials of Organizational Behavior*. 8th Ed, (Upper Saddle River Prentice Hall, 2005)
[28] Bernstein, D.A. and Nash, P.W. *Essentials of Psychology*. 4th Ed, (Boston: Cengage Learning, 2008)

with the activities of people includes remaining late, non-punctual or pretending fake illness to avoid from the work.

Moore, B.[29] work satisfaction is not a concern for many managers because it is readily managed by compensation and wages. As a result, in addition to job satisfaction, there are additional aspects that are associated with it in order to improve work performance.

Promotion of Job Satisfaction

For the accomplishment of the aims, advancement of the job satisfaction is imperative related to work setting and associated with the work, as for the individual feels sense of self achievement through the different technique of work[30]. The sense the promotion prospects assist the employee's satisfaction and they also experience the sense of accomplishment by gaining the career progression, thereby it permits the self-sufficiency and participation in the process of decision-making for the improvement of positive attitude and performance.

Motivating Factors

The sustainable achievements of the level of performance by the employees is the concern of all organizations in order to maintain close consideration motivate the employees in the form of rewards, leadership and incentives and other facilities that will help to enhance the performance. The basic questions, why and what should the people do are associated with determination and action in the right direction. It generally interrelates with assists to accomplish the certain objectives. Luthans[31] describes the process of motivation to achieve the goals towards driving force factor for the satisfaction as an effort or want. Mullins[32] stated leaders demonstrates on a series of leadership behaviors that has significant influence on the output of employees and the findings, democratic, transformational, and ethical leadership styles all had a significant favorable impact on improving performance. Mueller, C.W. Boyer[33] argues that a leader's behavior is a critical aspect in good performance because it affects employees' views of goals and their desirability. For the objective of increasing satisfaction, performance, and leader acceptance, leader conduct simplifies these goals to make them more appealing.

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[29] Moore, B. Emotional Intelligence for School Administrators: A Priority for School Reform?, 37, (American Secondary Education, 2009), 20-28

[30] Sekhar, C., Patwardhan, M. & Singh, R.K. A Literature Review on Motivation. *Glob Business Perspective*, 1, (2013), pp. 471–487

[31] Luthans, Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction, *Journal* of *Personnel Psychology*, 60(3), (2007), 541 - 572

[32] Mullins, L.J., *Management and Organisational Behaviour*. 8th Edi,(England Pearson Education Limited(2007).

[33] Mueller, C.W., Employee Attachment and Non-Coercive Conditions of Work, *Journal of Work and Occupations*, 21(2), (SAGE, 1994), pp.179-212.

Herzberg's Two-Factor Theory of Job Satisfaction I.E. Hygiene and Motivation Factors

Herzberg's this theory of Motivation is also called *Motivation-Hygiene Theory*. *Herzberg's theory* Certain employment qualities are consistently associated to job satisfaction, according to the research. Herzberg classified job factors into two categories:

Hygiene Factors

These factors of job are important for the enhancing motivation at the workplace. They might not be able to lead to higher motivation, but lack of them results dissatisfaction. The following factors are extrinsic to work:

i) **Organization policies and administration:** company policies be adequate, clear, flexible and effective for the organization and its employees.

ii) **Interpersonal relationship with supervisor:** assigned job tasks to employees clearly defined that lead to satisfaction from supervisor and support to enhance performance of the job.

iii) **Salary:** Form of financial package or compensation of an employee have to be in accordance with services provided/ performance.

iv) **Work conditions:** the condition under which work is performed also relates to the physical environment of an organization should be conducive working hours, ventilation, cleanliness etc.

v) **Interpersonal relationship with subordinates:** Spirit of cooperation and coordination and friendliness among employees and co-workers.

vi) **Job Security:** It is the assurance that an employee will have profitable employment for the rest of his or her working life.

vii) Status: It is social or professional position in community regarding their job.

Motivation Factor

These factors play an important role to motivate the employees for higher performance and are called satisfier and employees consider these following factors intrinsically reward.

i) **Achievement:** it is sense of fulfillment on having solved a challenging problem or feeling of pride on having completed challenging job /project.

ii) **Advancement:** it is an opportunity for the employees to up-gradation or-or promotion in job.

iii) **Recognition:** it is an acknowledgment from the superiors to the employees'

achievements/ best performance in terms of awarding certificates and salary incentives.

iv) **Responsibility:** it is the sense of accountability, answerable for own work. It includes the responsibility for resources independency for planning decision making and autonomy for work accomplishment.

v) **Personal Growth:** provide an equal opportunity for development of skills, training, and education.

vi) **Work itself:** it has to be meaningful, interesting and challenging for the employees to perform and self- motivated.

Job satisfaction of Teachers:

Instructor/facilitator who are happy in their employment show best degree of dedication and professionalism, and contented develop subject-matter feel comfortable in the classroom.

Adams[34] *Harzberg The Two-Factor Hypothesis* is established on instructive perspectives and successfully used psychological angle of inspiration that helps a person in assembly their requests. Managers will be more propelled and fulfilled with their job requirement to chance that work helps the inspirations. Colleges must to begin with build up the cleanliness criteria, which incorporate reasonable arrangements, an appropriate emolument, and steady working environments.

The numerous regression-exclusive procedure, Yezzi and Lester[35] examined different mechanisms of work bliss in facilitators found crave for victory and work fulfillment is impacted by one's age. Jabnoun[36] conducted a considerate that looked into the different components that impact work fulfillment, Malaysian auxiliary school instructors are included. There was a considerable affiliation between statistic socioeconomics and instructor fulfillment with natural and outward components of the calling. Soltani, N., & Motamedi, M.[37] differentiated the work environment of upper auxiliary school instructors in Finland to that of European instructors on normal, looking into various working environment angles and adapting instruments, and found that work control and work desires have a major effect on representative well-being: declares that having a parcel of control gives you a part of data around your individual achievements and work fulfillment. Cetin[38] conducted the inquiry about and found a considerable distinction in proficient and hierarchical devotion and work fulfillment among the 332 scholastics, a critical interface

[34] Adams, J. Stacy. Towards an understanding of inequity. *The Journal of Abnormal and Social Psychology*, 67(5), (1963), 422-436.
[35] Yezzi., Lester, Job Satisfaction in Teachers, *Journal of Psychology Report*, (SAGE, 2000)
[36] Jabnoun, Job Satisfaction of Secondary School Teachers in Selangor, *Malaysia International Journal of Commerce and Management*, (2001)
[37] Soltani, N., & Motamedi, M. Studying the effect of teaching methods of professors on students' motivation for academic achievement in payam-e Nour University, Qeshm International Branch, *International Journal of Academic Research in Economics and Management Sciences*, 3(2), (2014), 5
[38] Cetin. S., Establishment of Profession Teaching Attitude Scale (Study of Validity and Confedence) *Gazi University Journal Of Industrial and Arts Education*, (2006) pp.18, 28

between fulfillment and execution. Van Dick[39] included distinguishing proof an association as indicator of income eagerly it primes to work satisfaction. Liu, Y., & Zhang, J.[40] found new data almost the instrument that can progress work joy and act. Emotional commitment served as arbitrator between work bliss and work execution, Fundamentalists, on the other hand, served as a go between work-related fulfillment and worker engagement. An add up to of 292 workers from seven Chinese associations were surveyed for this ponder. Work engagement was utilized as a procedure for maintenance within the ponder, which included work fulfillment and execution. Ifinedo[41] examined the work bless and execution of 444 haphazardly chosen auxiliary school instructor teachers.

Aspects Associated with Job Satisfaction of Teachers

Spector (1997,)[42] looking at different viewpoints and factors of work fulfillment and concluding that there are basically two bunches. The primary is the environment in which the work is performed, and the moment is the job's qualities. An examination the obligations and calling they are accomplishment task, prizes, and association, or at work, they have a societal association with others. The moment viewpoint involves individual-level variables that help within the individual's request for work. An authoritative statistic variables inspected in the ponder created on the scholars' discoveries[43]. Did a ponder for an investigate extend on instructor inspiration and work fulfillment, for work fulfillment being a critical figure, as added more than 10,000 thoughts about distributed in different distributions. Educators' work joy affected by assortment variables, counting psychoanalytic thoughts. Ifinedo, school advancement connects educator advancement. Instructor inspirations ought to be the key subjects and strategies of the endeavors made to guarantee the school's victory. In case an educator is highly spurred and should be satisfaction The cause of rising or diminishing work fulfillment incorporates mental motivation, different and considerable supportive input, sufficient compensation and resources, inclusion in official and self-rule assignment, organizational input, cooperation, resources, and different learning probabilities. Outward prizes or supportive gestures, for illustrations pay for great performance or act.[44] Forehead presented "Entire Compensate Show," which has an influence on educators' work fulfillment and amplified other associations.

Teachers' Job Satisfaction Dimensions

Work fulfillment including a few measurements. It has been submitted that it should be

[39] Dick.,V The Utility of a Broader Conceptualization of Organizational Identification: Which Aspects Really Matter? *Journal of Occupational and Organizational Psychology*, (2004)
[40] Liu, Y., & Zhang, J. Organizational Climate and its Effects on Organizational Variables: An Empirical Study, *International Journal of Psychological Study.*, vol.2, (2010)
[41] Ifinedo, P., Motivation and Job Satisfaction among Information Systems Developers — Perspectives from Finland, Nigeria and Estonia, *Journal of Information Systems Development* (2005), pp.161–172
[42] Spector PE., Job Satisfaction: Application, Assessment, Causes and Consequences, California: Sage Publications 1997)
[43] Lunenburg., *Educational Administration: Concepts and Practices(* Published by Wadsworth, Belmont, CA, 2004),.
[44] Ubom, I. U. & Joshua, M. T. (. Needs Satisfaction Variables as Predictors of Job satisfaction of employee Implication of Guidance and counseling *Educational Research journal.,2004)*

inspected by a few researchers, who have recognized different components or components.[45] It is generally connected to five essential components: affirmation, achievement, obligation, headway, and the work itself. Advancement, organization, kind of work, compensation, colleagues, are amongst essential measures recorded by Vroom.[46] Educators' pay can be connected to instructive arrangements, interests, duties, advance or improvement, and work appreciation.[47] The fulfillment components of staff part or instructors can too be connected to Herzberg's two-factor theory.

Davidson E. [48] in his ponder of instructor inspiration in Tanzania found that larger number of educates were dissatisfied with margin profits, wage assistances, lodging, site when seeking after advancement, number of modules relegated, and work position

Greenberg & Baron[49] showed at the different components of person and authoritative elements, counting work for intrigued, life fulfillment, position, and seen esteem and worth related to organization, motivating force framework, communal and work boost, and work working situations. Representative work fulfillment within the setting of together authoritative and regulation mechanisms.

Job Dissatisfaction

Morrison (1993)[50] too famous that dissatisfies may deter way hierarchical victory. Factors are alluded by Herzberg as upkeep cleanliness components spurred by encourage and maintain a strategic distance from disputes. Agreeing to Marriner–Tomey[51], individuals are disappointed see out of line recompense, motivating forces, work solidness, awful interpersonal connections, benefits, and supervision. People acknowledge disappointment issues when they have awesome want and respect their work to be a requesting and energizing undertaking.[52] In the event that the motivation framework for workers is hazy, this will result in a disturbance in representative inspiration, so it is basic to follow to the methods and criteria for granting commendable work. Need of communication abilities, destitute outlined arrange, silly weights, more work with less benefits, less bolster from the heads of offices pioneers, equivocalness arrangement and rules, unconcerned obligations, ineffective work choices, and a need of propellers. Chung focuses out, they are all inside and outside obstructions. It demonstrates that inner factors such as insights might cause discontent, and he is incapable to create choices on his possess. Need of work

[45] Bolin, A Study of Teacher Job Satisfaction and Factors That Influence It, Chinese Education & Society Vol 40, 2007 - Issue 5, (2007), pp 47-64
[46] Jones, S. C., & Vroom, V. H. (1964). Division of labor and performance under cooperative and competitive conditions. *The Journal of Abnormal and Social Psychology, 68*(3), 313–320
[47] Ubom, I. U. & amp; Joshua, M. T. Needs Satisfaction Variables as Predictors of Job Satisfaction of Employees: Implication for Guidance and Counseling. *Educational Research Journal*, 4 (3), (2004)
[48] Davidson.E., The Pivotal Role of Teacher Motivation in Tanzanian Education *journal of Research Gate2007)71-2*
[49] Greenberg .,Baron *Behavior in Organizations: Understanding & Managing the Human Side of Work(* Prentice-Hall 1995)
[50] Morrison, E. W. Longitudinal Study Of The Effects Of Information Seeking On Newcomer Socialization, *Journal of Applied Psychology, 78*(2), (1993), 173–183
[51] Marriner-Tomey, A. *Guide to Nursing Management and Leadership* 5th Edi. (US Mosby, 1996).
[52] Kae H. Chung and Monica F. Ross.,Differences in Motivational Properties between Job Enlargement and Job Enrichment Journal Storage,1977)

preparing can too lead to disturbance on the off chance that the worker is incapable to total all of his obligations. Moo pay rates can now and then contribute to work despondency, in spite of the fact that in case paid decently, they can moreover serve as a motivating force.

Motivation and job satisfaction

Inspiration and work fulfillment are expressions that are now and then utilized traded, but not substitutes, and it is broadly caught on that work fulfillment may be an element of inspiration prepare. Inspiration is concerned with the "goal-directed approach," though work fulfillment and "accomplishment objectives," and appearing to different prizes and aims. Adu, Ashe, Okyreh, & Roiakye[53] a investigate think about was found that there was a dynamic and considerable affiliation between inspiration strategies and work fulfillment characteristics (as advancements fulfillment, preparing fulfillment, acknowledgment fulfillment, installment fulfillment). Moreover, assorted strategies were found to have a significant effect on the parameters of work fulfillment. The comes about moreover appear that strategies such as, auto credit frameworks, advocated pay and instructive frameworks, and border benefits for the stage of advancement are well-received by workers, coming about in laborer fulfillment Differing bosses utilize particular persuading drive programs to meet wants of their laborers, in any case it has been tentatively illustrated that cash does not deliver any favorable conditions for fulfilling the foremost raised level of motivation and work fulfillment Bomia, L. Fajiana[54] recognized a couple of components that increase work fulfillment, Work arrange (scope, charmed, seen regard, significance) organization (concern pointed at errand, people, support), social associations, working circumstances, seen chances, needs accomplishment, equal of objective, and continuing chances are among the factors recognized by Fajiana (2002) as growing work fulfillment. An outcome, giving work delight extraordinary. In any case, choosing whether or not laborers are satisfied with their occupations is troublesome.

Research Objective

The present study was conducted for examining the job satisfaction of faculty members among private and public universities in Islamabad with specific reference to Herzberg's Two-factor theory of job satisfaction containing the hygiene and motivation factors.

Research Questions

What are the effect of Hygiene factor found on their Job satisfaction among the faculty members in private and public sector universities of Islamabad?

What are the effect of motivation factors found on their Job satisfaction among the faculty members in private and public sector universities of Islamabad?

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[53] Adu, I. N., Ashie, A. A. Okyireh, M. A. A., & Boakye, O. K. Examining the Relationship between Motivational Strategies and Job Satisfaction: An Empirical Study, *International Journal of Business and Social Science* (2016)7(6).

[54] Fajana, Sola, Human Resource Management: An Introduction, (Lagos: Labofin and Company, 2002)

How we can compare the job satisfaction variable for discriminating the faculty members in public and private sector universities of Islamabad?

Research Methodology

It was a descriptive study. The sample comprised of 150 faculty members of private and public universities of Islamabad. The data has been collected through Minnesota Questionnaire of job satisfaction (1977) containing hygiene factor from 1 -28 and motivation factor from 29-46. The questionnaire divided on 6 sections and comprised of 30 questions. The data analysis was done by using the demographics, regression, correlation and applying independent samples t-test

Findings and Discussion
Questionnaire

In this study data is processed in structured method, it is primarily constructed based on hygiene factor from 1-28 and motivation factor from 29-46. Minnesota satisfaction Questionnaire developed by University of Minnesota in 1977 was used which is specifically designed for the measurement of job satisfaction with the measurable evidence to specific reasoning for research study where hygiene and motivator dimensions were measured on the five points Likert scale. Job satisfaction was measured through survey as a research technique in order to provide the valid results in Social Science research.

Table – 1
Summary of hygiene factor Assessment types

S No. Dimensions of questionnaire No of items

1	University Policy and Administration	4
2	Interpersonal R/s with Supervisor	3
3	Salary	5
4	Work Condition	8
5	Interpersonal relationship with Subordinates	4
6	Job Security	3
7	Status	**1**

Table – 2
Summary of motivation factor Assessment groups

S. No	Dimension of question	No. of Items
1	Achievement	1
2	Advancement	3
3	Recognition	5
4	Responsibility	4
5	The possibility of personal growth	4
6	Work itself	1

Table - 3
Public and Private Universities

Name of Universities	**Departments**	**Total faculty staff**	**Respondent**
Federal Urdu university of, Islamabad	Social Sciences Computer Sciences Management Sciences	420	33
International Islamic University, Islamabad	Social Sciences Computer Sciences Management Sciences	947	30
Quaid-e- Azam University, Islamabad	Computer Sciences Management Sciences	1,119	55
total		**2516**	**112**

Table - 4
Public and Private Universities

Name of Universities Departments		**faculty staff**	**Respondent**
Iqra University, Islamabad	Social Sciences	842	34
	Computer Sciences		
	Management Sciences		
Capital University Islamabad Campus	Social Sciences	438	41
	Computer Sciences		
	Management Sciences		
Preston University, Islamabad	Social Sciences	532	24
	Computer Sciences		
	Management Sciences		
Total		**1,812**	**80**

Hygiene aspect of job satisfaction level descriptive results

Hygiene factor; consist on working condition, Interpersonal relationship with supervisor, wages / salary, working condition, Education policy and administration and interpersonal relationship with subordinates, status &job security chiefly concerns which decreases the level of dissatisfaction . In order to develop motivation, the organization has to maintain such factor at higher level.

Table - 5
Statistics Analysis of Hygiene Factor of Job Satisfaction

Variable university		N	Mean	T	Df
Hygiene factor	private	80	90.2	6.126	196
	public	116	106.5		
University policy	Private	80	12.91	-0.30	196
	Public	118	14.44		
Interpersonal relationship with supervisor	private	80	11.50	1776	196
	public	118	12.16		
Salary	private	80	13.50	-4.620	196
	public	118	18.16		
Interpersonal relationship with subordinate	private	80	11.94	-5.782	196
	public	118	15.72		
working condition	private	80	27.17	-8.22	196
	public	118	30.64		
job security	private	80	7.73	-7.42	196
	public	116	11.70		

The table shows the level of job dissatisfaction and satisfaction among academic members at private and public universities in terms of hygiene and motivation variables. The data was examined using descriptive statistics to obtain the authentic results. It may be assumed that faculty members at public universities were more satisfied with their working conditions than those at private universities.

Faculty members in the private sector, on the other hand, had the lowest value for the status variable.

The second-largest difference in job discontent was found in the wage/salary variable, with a mean score of M=18.16. for public university faculty members and M=13.50 for private university faculty members.

Finally, there was noticeable discontent with educational policy and administration among private and public sector university members.

Likewise, in the level of dissatisfaction, indicated the steady decline in interpersonal relationship with junior/subordinates mutually public and private sector universities. As per observed difference in dissatisfaction in both private and public universities staff interpersonal/interactive relationship with administration/supervisor. Respectively that there was insignificant variance of dissatisfaction in mutually private and public university faculty members.

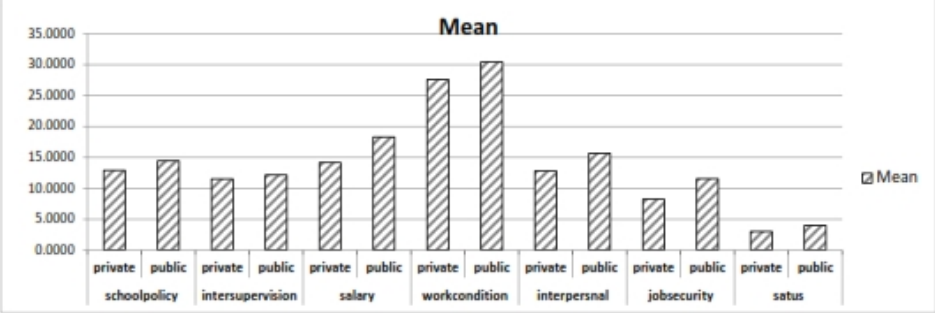


Table No.5 shows that there is a considerable disparity in job satisfaction among faculty of public and private universities. Furthermore, the' mean score' of job satisfaction among private and public academic employees is 106.5 and 90.2, respectively, as shown in Table No5. With regard to the hygiene aspect, public sector universities have the highest level of dissatisfaction among academic staff than private sector universities.

Descriptive statistics of Motivator factor of job satisfaction

The motivational factors are the second most important factor in Herzberg's theory of job satisfaction that can be achieved by, advancement, sense of attainment/ achievement, recognition, responsibility, works itself and personal Growth. As a result, this element has a significant impact on job satisfaction, leading to increased productivity and effectiveness among faculty members.

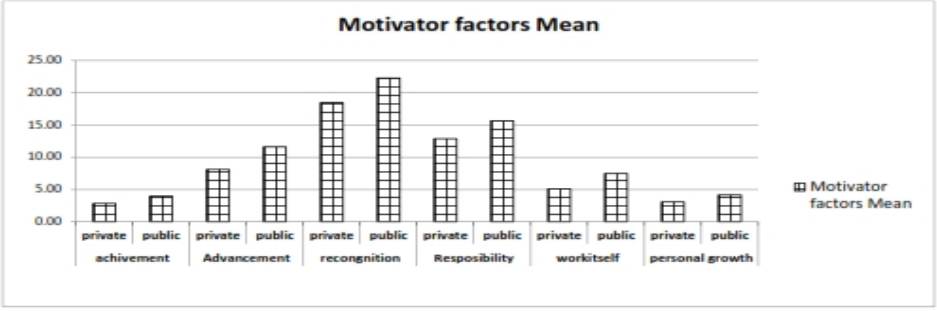
Table - 6
Motivator Factor of Job Satisfaction

Variable uni		N	Mean	t	df
motivation factor	private	80	50.48	12.853	198
	public	116	65.05		
Advancement	Private	80	8.10	-8.810	198
	Public	118	11.60		
achievement	private	80	2.83	-8.140	198
	public	118	3.98		
recognition	private	80	18.47	-4.620	198
	public	118	22.29		
Responsibility	private	80	12.87	-7.340	198
	public	118	15.67		
personal growth	private	80	5.11	-8.220	198
	public	118	7.48		
work itself	private	80	3.08	-7.464	198.
	public	116	4.14		

The "Advancement" variable of motivation in table #8 indicates indicating that they were more satisfied than private. Similarly, when compare to private university faculty members, "Recognition" factor with of public universities faculty members has the second highest score in job satisfaction (M 18 sd.3, M 23 sd 4) correspondingly. Comparing, in achievement factor statistical analysis, public sector universities have a mean score of M 22.sd 5 indicating the private sector faculty members are less happy or satisfied than public university faculty members.

The results show that there is a small difference in terms of accountability between private and public colleges. Although, in terms of job satisfaction, public sector university members are more satisfied than private university members, with a mean score of 5.11 or M =4.22 in private and public institutions.

Furthermore, in terms of personal advancement, the average score for private sector responses is M=12 while the average score for public sector universities is M=15, indicating a considerable difference in job satisfaction between the two sectors.



With regard to the Motivational element, table No.6 shows that there is a considerable variation in academic staff work satisfaction between public and private sector institutions. The calculated t value (8.504) was statistically significant at the 0.05 level. Furthermore, the ‘mean score' of job satisfaction for private and public academic personnel is 50.48 and 65.05, respectively, as shown in Table No 6. In terms of motivational element, public sector universities academic staff have the highest satisfaction than private sector academic employees.

Conclusion

This research project was based on a descriptive investigation. The level of job satisfaction among academic employees at private and state universities in Islamabad was assessed using Herzberg's two-factor theory. In this comparison, the factors that prevent unhappiness were assessed, as well as the tactics used by administration and management to improve job satisfaction. The information was gathered using survey methods. Finally, the data was examined using the SPSS statistical software. With the use of statistical analysis and a thorough review of the literature, the results were analyzed and presented.

1. The results of present study demonstrated that academic staff at public universities were more likely to have Herzberg both components of hygiene and motivation of job satisfaction than academic staff at private institutions.

2. Based on the data collected, a substantial difference in job satisfaction has been found due to the hygiene aspect. Academic staff in public universities scored highest in Job Security, Inter-supervision, and University policy, with only a minor difference in interpersonal relationships with supervisors, work conditions, wages/salary, interactive relationships with juniors, and position between private and public sector academic staff.

3. There is a considerable variance in job satisfaction levels based on Motivator factors such as Achievement, Recognition, Advancement, Responsibility, and the work itself. Academic staff in the public sector had the highest job satisfaction score compared to academic staff in the private and public sectors.

Discussion

Based on the expertise of the current researcher Brazil-based researchers conducted a comparison of job satisfaction among 670 professionals in the public and private sectors.

According to her research, the public sector has much greater total job satisfaction than the private sector. Her study suggests that private sector workers express higher levels of job satisfaction when job features like job conditions and social environment are better, whereas public sector employees will experience a higher level of job satisfaction if their salary or other extrinsic rewards are higher.[55] Another study of employed a Job Satisfaction Survey to gauge the level of job satisfaction among private and public high school teachers in Romania, which included 120 full-time employees in the educational sector. The two intrinsic factor dimensions of "supervision" and "coworkers" in particular, where individuals from the private sector have demonstrated a better degree of job satisfaction than those employed in the public sector, have been found to make the most differences. The general level of job satisfaction varied between the two industries. Private sector workers were undecided or only mildly so.[56]

Recommendations

The study concludes that the motivational techniques for job satisfaction are imperative and interdependent. It is highly recommended for the effectiveness and enhancing performance of the employees in any organization. In general, it is past time for educational institutions in Pakistan to raise faculty job satisfaction and motivation in both the private and public areas in order to increase organizational performance and improve management and educational standards.

In both the sector of private and public universities management may organize mutual sharing, discussion mechanism or platform where employee can share their knowledge and experience which besides helping to solve the difficulties also develop the interest in their work. Meanwhile, high understanding about 'nature of work' is also required to motivate to accept the challenges though positive attitude and creativity.

1. For both the private and public sector universities it is also recommended to appoint the heads and supervisor on the basis of high qualified and experienced personal with the competency of decision making to resolve conflicts of employees that creates dissatisfaction among academic staff. Hence select the right person for the right job.

2. As per findings that dissatisfied faculty members were establish in mutually the public and private universities with personal growth, there is need to initiate or organize program for the personal grooming with features of problem solving, confidence building, logical thinking, good communication skills and Conflict management, thereby enhance the intrinsic motivation.

3. Private sector of universities needs to develop trust among their faculty staff through better administration so they can get good social image or recognize their status regarding job in the community.

[55] Borges, Are Public Officials Really Less Satisfied than Private Sector Workers? A Comparative Study in Brazil, *Brazilian Journal of Public Administration*, (2013) 47.6

[56] Matei, M. Fataciune Herzberg's Two-Factor Theory of Job Satisfaction – Comparative Study Between Private And Public High School Teachers In Canton Sarajevo (2005)

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