Journal of Interdisciplinary Perspectives
ISSN Print: 2984-8288, ISSN Online: 2984-8385
Vol. 2, No. 4, pp. 92-101, April 2024

Application of Herzberg's Two-Factor Theory: Motivational Factors and Hygiene Factors in the Financial Industry

Romario P. Ybañez
Foundation University, Dumaguete, Negros Oriental, Philippines

Author email: romario.ybanez@foundationu.com

Date received: February 27, 2024
Date revised: March 13, 2024
Date accepted: March 16, 2024

Originality: 91%
Grammarly Score: 99%
Similarity: 9%

Recommended citation:
Ybañez, R. (2024). Application of Herzberg's Two-Factor Theory: Motivational Factors and Hygiene Factors in the Financial Industry. *Journal of Interdisciplinary Perspectives*, Vol. 2, Number 4, pp. 92-101. https://doi.org/10.69569/jip.2024.0055

Abstract. This study aimed to investigate the applicability of Herzberg's Two-Factor Theory of Motivation within the financial sector, focusing on banking institutions through a quantitative approach. Through meticulous statistical analysis using the weighted mean formula, data from 100 bank employees, spanning ages 20 to 54, with a gender distribution of 35 males and 65 females, was methodically processed. Each respondent was presented with thoughtfully crafted questionnaires, aimed at pinpointing instances where they experienced notable satisfaction or dissatisfaction in their work or office atmosphere. The findings uncovered pivotal motivational factors within the bank's environment, highlighting recognition, responsibility, and opportunities for growth as key drivers of motivation among employees. Interestingly, the study also shed light on hygiene factors, such as company policies, relationships with superiors, and salary, revealing a strikingly low level of dissatisfaction among employees. These results suggest that the working conditions and support systems within these banking institutions are largely meeting or exceeding employee expectations, contributing positively to their overall motivation and satisfaction. In conclusion, this research validates Herzberg's theory within the context of banking but also offers valuable insights for institutions aiming to enhance employee motivation and engagement.

Keywords: Herzberg's Two-Factor Theory; Motivational factor; Hygiene factor; Financial industry; Banking; Philippines.

1.0 Introduction

In an era marked by global competition, the corporate sector faces new challenges and the imperative to craft strategies that cultivate a sustainable competitive advantage through its workforce. This intensified competition has underscored the pivotal role of human resource management, acknowledged as the linchpin behind the survival and triumph of any organization. Yet, amidst these demands, organizations grapple with the realities of uncertainty, complexity, and constant change. The workplace environment has thus ascended as a critical focal point for employees, employers, and customers alike. The consequences of employee dissatisfaction have ripened into a pressing organizational concern, bearing costly outcomes.

The constructs of workplace dissatisfaction and job discontent are intricate psychological phenomena that individuals may confront daily, presenting formidable obstacles to circumvent. In 1959, Frederick Herzberg embarked on groundbreaking studies aimed at discerning the factors within an employee's work milieu that contribute to either satisfaction or dissatisfaction, culminating in his seminal work, "The Motivation to Work." Herzberg discerned between the factors that spur job satisfaction (motivators) and those that breed job discontent (hygiene factors). Hygiene factors, aptly named for their role in preserving workplace satisfaction, are essential for averting dissatisfaction but do not independently evoke satisfaction.

Herzberg postulated the existence of two distinct human needs: physiological and psychological. While physiological needs, such as securing food and shelter, can be met through monetary means, psychological needs, such as the yearning for career advancement, find fulfillment in activities that nurture personal development, such as seminars and training. He contended that factors leading to dissatisfaction, or its absence, are external to the work itself, whereas factors determining satisfaction, or its absence, are intrinsic to the job and not solely swayed by external incentives.

This study endeavors to answer the following objectives: To explore the direct and indirect relationships between sex, age, marital status, educational attainment, designation, employment status, years in service, promotions, and Herzberg's Two-Factor Theory of Motivation; To investigate the applicability of Herzberg's Two-Factor Theory of Motivation among Dumaguete bank employees; To determine the primary factor from Herzberg's Two-Factor Theory of Motivation that contributes to the satisfaction of Dumaguete bank employees; To identify the principal factor from Herzberg's Two-Factor Theory of Motivation that leads to dissatisfaction among Dumaguete bank employees. The ensuing findings hold the promise of illuminating the multifaceted challenges of managing human resources amidst global competition and the dynamic landscapes of organizational environments.

2.0 Methodology

2.1 Research Design

This is a mixed method, quantitative and qualitative. It employs a descriptive research design and utilizes a survey research strategy to gather primary data. The survey questions are structured to capture quantitative data. Additionally, qualitative insights are gathered through key informant interviews and Focus Group Discussions (FGD). Given the study's academic nature and its focus within a specific timeframe, it adopts a cross-sectional design in terms of the time dimension.

2.2 Research Participants

The study enlisted the participation of one hundred bank employees from 20 commercial banks located in Dumaguete City. These individuals were selected through purposive sampling, ensuring a diverse representation of roles within the banking sector. The sample encompassed employees from various levels, ranging from branch officers to entry-level banking tellers, all of whom met the predefined inclusion criteria for the study.

2.3 Research Instrument

The researcher utilized a one-shot survey questionnaire alongside a checklist for data collection purposes. A self-designed questionnaire was employed to delve into the demographic profiles of the respondents. Following this, the questionnaire included inquiries regarding the respondents' perceptions of Herzberg's Two-Factor Theory and its application in their daily work within the banks. This structured approach ensured a systematic gathering of data relevant to the study's objectives.

2.4 Data Gathering Procedure

The questionnaires were distributed and collected through both manual and digital means, including methods such as email for data collection. Given the study's specific focus on Herzberg's Two-Factor Theory within the banking sector of Dumaguete City and the constraints of limited time and resources, a more suitable sampling technique was employed. This technique aimed to explore the intricate relationship between Herzberg's Two-Factor Theory and the well-being of bank employees in Dumaguete City.

2.5 Data Analysis Procedure

The researcher utilized both descriptive and inferential statistics, presenting the findings in the form of tables and diagrams. Frequency and Percentage Distribution were employed. The Mann-Whitney U test was used to determine the results of the perception of Herzberg's Motivation-Hygiene Theory, specifically in terms of factors leading to dissatisfaction and factors leading to satisfaction as perceived by the respondents.

2.6 Ethical Considerations

The researcher carefully considered ethical considerations in conducting the research, ensuring transparency, informed consent, voluntary participation, confidentiality, and the well-being of the participants. All necessary ethical considerations and protocols for the entire duration of the study were stringently followed. The researcher also maintained the confidentiality of all data obtained, including the support personnel's identity as well as their ratings. Moreover, the researcher secured ethical approval from the Ethical Committee of the University Research Office.

3.0 Results and Discussion

3.1 Demographic Profile of the Respondents

The profile of respondents includes sex, marital status, educational attainment, designation, employment status, years in service, and number of promotions received.

Table 1. Demographic profile of the respondents

Profile	Frequency	Percent
Sex		
Male	35	35%
Female	65	65%
Age		
20 – 25	23	23%
26 – 30	29	29%
31 – 35	21	21%
36 – 40	11	11%
41 – Above	16	16%
Marital Status		
Married	46	46%
Single	54	54%
Educational Attainment		
Bachelor's Degree	87	87%
Master's degree or above	13	13%
Office Designation		
Staff Level	58	58%
Management Level	42	42%
Employment Status		
Regular	95	95%
Probation	5	5%
Length of Service		
1-5 years	65	65%
6-10 years	20	20%
11-15 years	8	8%
16-20 years	2	2%
20 years and above	5	5%
No. of Promotions Received		
More than two	12	12%
Two	10	10%
One	33	33%
None	45	45%

As indicated in Table 1, the survey encompassed 100 respondents from 20 banks in Dumaguete City, with a notable gender distribution of 65% female and 35% male. Examining the age demographics, 29% of respondents fell within the 26 to 30 years old bracket, closely followed by 23% in the 20 to 25 years old category. Moreover, 21% were aged 31 to 35 years, while 11% and 16% belonged to the 36 to 40 years old and 41 years old and above categories, respectively. These figures highlight a predominantly youthful workforce, with a significant 52% (29% + 23%) within the 20 to 30 years old range. In terms of marital status, 54% of respondents were married individuals, contrasting with 46% who were single, revealing a notable portion of the sample being single. In examining their educational attainment, the data revealed that only 13% had pursued post-graduate studies, while the majority, 87%, held bachelor's degrees. This suggests that a significant portion of respondents had not pursued advanced studies in their respective fields.

Delving into job roles, 58% of respondents held staff-level or rank-and-file positions, while 42% were officers or in management roles, indicating a prevalence of rank-and-file positions within the sampled population.

Furthermore, a substantial 95% of respondents were regular employees, with only 5% on probation, indicating a high level of job security among the surveyed individuals. Regarding tenure within the industry, the data indicated that 65% of respondents had 1 to 5 years of service, with 20% having 6 to 10 years, 8% with 11 to 15 years, 2% having 16 to 20 years, and 5% with more than 20 years. This distribution suggests that most employees had relatively fewer years of service within the banking sector. When considering promotions, 45% of respondents reported not receiving any promotions, while 33% had received one promotion, 10% received two promotions, and only 12% had received more than two promotions. These figures highlight that a significant portion of respondents did not experience career advancement to higher positions.

3.2 Motivation and Satisfaction of Bank Employees

Table 2. Motivation/Satisfaction factor as to "recognition"

Indicators		Satisfied	Dissatisfied
1.	I am recognized and praised by management whenever I complete my assigned tasks ahead of schedule.	78	22
2.	I am allowed to contribute my ideas for the good of the company.	80	20
3.	I received a verbal commendation for work well done.	83	17
4.	I received a written commendation for a job well done.	50	50
5.	I am given higher responsibilities to maximize my capabilities.	75	25
Mean		**73**	**27**

In Table 2, it is evident that a substantial number of respondents, a mean of 73 individuals, expressed satisfaction with Recognition, particularly the 83 respondents who received verbal commendation for their outstanding work. This verbal acknowledgment seemed to resonate strongly with the majority, serving as a significant source of motivation. However, there was a contrasting sentiment among 50 respondents who expressed dissatisfaction with the aspect related to receiving written commendation for their achievements. This indicates a noteworthy finding: most respondents derived motivation primarily from verbal recognition of their accomplishments.

In Herzberg's Two-Factor Theory of motivation, Recognition mirrors what McClelland termed as the motivator of affiliation. McClelland's Human Motivation Theory asserts that individuals are motivated not just by personal achievements but also by a sense of belonging and accomplishment within a group. They derive satisfaction from contributing to the collective success rather than solely seeking personal praise. This form of motivation is particularly advantageous in organizations that thrive on teamwork and collaboration.

When we delve into the psychological underpinnings, Recognition, as outlined in Herzberg's theory, aligns closely with Maslow's concept of esteem needs. Maslow's Hierarchy of Needs Theory posits that esteem needs to encompass both external recognition from others and internal self-esteem. It is an innate human desire to feel valued by peers and acknowledged for one's contributions to society. Individuals who fulfill their esteem needs by gaining recognition and cultivating self-esteem tend to exhibit confidence in their abilities. Conversely, those deprived of such acknowledgment may struggle with feelings of inadequacy.

Within an organizational context, recognizing employees as indispensable members of the team and appreciating their contributions goes beyond mere acknowledgment—it fosters a profound sense of motivation and belonging. By acknowledging individuals' efforts, organizations not only boost morale but also create an environment where each member feels valued and integral to the collective success. This, in turn, can lead to increased productivity, job satisfaction, and a stronger sense of camaraderie among team members.

In conclusion, the data from Table 2 underscores the significance of recognition as a potent motivator. By understanding the psychological principles behind it, organizations can leverage recognition effectively to nurture a motivated workforce that thrives on collective success and mutual appreciation.

Table 3. Motivation/Satisfaction factor as to "responsibility"

	Indicators	Satisfied	Dissatisfied
1.	I am challenged to do other responsibilities aside from my assigned tasks.	94	6
2.	I am delegated as Officer-In-Charge in our department whenever my boss is on leave.	35	65
3.	I am given higher responsibilities from time to time.	67	33
4.	I am designated to assume other responsibilities whenever the assigned staff is not available.	77	23
5.	I performed my assigned tasks with minimal supervision.	97	3
Mean		**74**	**26**

Table 3 provides valuable insights into employee satisfaction with their Responsibilities. On average, 74 respondents expressed contentment with their assigned tasks, with a notable 97 individuals mentioning their preference for working with minimal supervision. This suggests that a significant portion of respondents found motivation in their roles when granted autonomy and independence in their work. However, a contrasting sentiment emerged among 65 respondents who expressed dissatisfaction when tasked with the role of Officer-In-Charge during the boss's absence. This sheds light on an intriguing finding: while employees are motivated by responsibilities, there seems to be hesitation or dissatisfaction when delegated higher positions without adequate support or guidance.

McClelland's Human Motivation Theory offers a lens through which we can understand this phenomenon further. In this theory, the concept of recognition aligns closely with the motivator of power. McClelland posits that employees driven by power are inclined to seek control within the group, thriving in competitive environments where they can lead successful teams and be acknowledged for their efforts. Job titles and positions of authority serve as potent motivators for this group. Therefore, it can be inferred that employees are motivated when entrusted with responsibilities and allowed to lead within the organization.

This perspective also resonates with Maslow's esteem needs, which emphasize the importance of feeling valued by others and making meaningful contributions. Employees who fulfill their esteem needs by gaining recognition and self-esteem tend to exhibit confidence in their abilities. To cultivate motivation among employees, it is recommended to assign them responsibilities within the organization, thereby instilling confidence in their capability to complete tasks autonomously. By promoting a sense of empowerment rather than inferiority, organizations can tap into this intrinsic motivation and foster a workplace environment where employees feel valued and capable.

Table 4. Motivation/Satisfaction factor as to "growth"

	Indicators	Satisfied	Dissatisfied
1.	I am allowed to attend company-sponsored seminars and trainings for my career development.	89	11
2.	I am encouraged to attend seminars and training for my personal career development.	81	19
3.	I am exposed to higher responsibilities as part of my training for promotion.	62	38
4.	The company conducts an in-house seminar for employee career development.	77	23
5.	I am exposed to managerial positions as part of my training for promotion.	48	52
Mean		**71**	**29**

Table 4 provides an insightful glimpse into employee satisfaction with their Growth opportunities within the organization. On average, 71 respondents expressed contentment with their growth experiences, particularly when given the chance to attend company-sponsored seminars and training sessions for career development. This sentiment was echoed strongly by 89 respondents, indicating a clear preference for competency improvement through learning opportunities. However, a different perspective emerged among 52 respondents who voiced dissatisfaction when exposed to managerial positions as part of their training for promotion. This intriguing finding suggests that while employees are motivated by opportunities for growth and skill development, there may be reservations or discomfort when it comes to assuming higher-level positions.

McClelland's Human Motivation Theory provides a lens through which we can understand this dynamic further. In this theory, the concept of growth aligns closely with the motivator of achievement. Employees driven by the need for achievement find fulfillment in setting and attaining challenging goals, taking pride in their workmanship and the process of achieving results. These individuals often thrive on feedback and praise, showcasing their best performance when working independently rather than within a team dynamic. Despite their preference for individual work, employees motivated by achievement can bring immense value to an organization, contributing to innovation and excellence (Wallace, Goldstein, & Nathan, 1987).

Moreover, in Maslow's Theory of Motivation, growth corresponds with the highest level of needs known as self-actualization. This pinnacle of Maslow's hierarchy represents an individual's quest for self-fulfillment and the realization of their full potential. Unlike lower-level needs, self-actualization needs are not born from deficiency but from a desire to grow and evolve personally. They emphasize the importance of personal development, creativity, and the pursuit of meaningful goals. Therefore, organizations can foster motivation and satisfaction among employees by providing avenues for self-actualization, such as encouraging personal growth, creativity, and opportunities for individuals to excel in their unique ways.

Understanding these psychological underpinnings can guide organizations in tailoring their approaches to employee growth and development. By aligning growth opportunities with individual motivations for achievement and self-actualization, organizations can create a workplace environment where employees feel empowered to reach their full potential, contributing meaningfully to organizational success while finding personal fulfillment in their roles.

Table 5. Summary of Herzberg's motivation/satisfaction factors

Factors	Satisfied	Dissatisfied
Recognition	73	27
Responsibility	74	26
Growth	71	29
Composite Mean	73	27

Table 5 shows that most of the workers were Satisfied with the Factors of Motivation such as Recognition, Responsibility, and Growth as cited by the Composite Mean of 73. This proves that sampled banks in Dumaguete City have properly applied the Theory of Motivation to their employees.

3.3 Hygiene and Dissatisfaction of Bank Employees

Table 6. Hygiene/Dissatisfaction factor as to "company policy"

	Indicators	Satisfied	Dissatisfied
1.	Our company personnel policies are beneficial to me and to my co-employees.	94	6
2.	Special awards are given to performing employees.	75	25
3.	Our company provides benefits over and above what the law requires.	91	9
4.	Our company provides benefits for the employees' welfare.	91	9
5.	The company practices corporate social responsibility for society's welfare.	91	9
Mean		**88**	**12**

Table 6 sheds light on employee satisfaction with the Company Policy within the organization. On average, 88 respondents expressed contentment with the Company Policy, particularly in the realm of company personnel policies that benefit the workers. This sentiment was strongly echoed by 94 respondents, indicating a favorable view of policies that support and enhance the well-being of employees. However, a contrasting perspective emerged among 25 respondents who expressed dissatisfaction with the special awards given to high-performing employees. This finding suggests that while the overall Company Policy was well-received and effective in preventing widespread worker dissatisfaction, there may be room for improvement in the area of recognizing and rewarding exceptional performance.

Johnson's (2018) article provides valuable insights into the impact of Company Policy on employee satisfaction and performance. The article equates Company Policy with effective management practices, emphasizing that poor management can lead to dissatisfaction and decreased productivity. Ineffective leaders may provide insufficient feedback on employee performance or resort to micromanagement, which stifles motivation and creativity. To counteract this, the article advocates for empowering employees to take ownership of their work, guiding them towards best practices, and enabling them to experience the sense of accomplishment that comes with autonomy. By fostering a culture of trust and empowerment, organizations can enhance employee satisfaction and performance, ensuring that Company Policy aligns with the principles of effective management.

Table 7. Hygiene/Dissatisfaction factor as to "relationship with the boss"

	Indicators	Satisfied	Dissatisfied
1.	My boss emphasizes teamwork among employees under his supervision.	84	16
2.	My boss ensures that we have a harmonious relationship with my co-employees.	87	13
3.	My boss recommends promotion objectively based on performance appraisal.	74	26
4.	My boss gives value to subordinates' suggestions and recommendations for quality service.	87	13
5.	My boss appreciates feedback mechanisms from his subordinates to ensure the attainment of goals.	88	12
Mean		**84**	**16**

Table 7 reveals that the mean of 84 respondents were satisfied with their relationship with the Boss, particularly the 88 respondents who were satisfied in situations where the boss appreciates feedback mechanisms from subordinates to ensure the attainment of goals. This suggests that management effectively handled the issue of the Relationship with the Boss.

In Herzberg's dissatisfaction factor, the relationship with the boss can also be explained as not being heard, as mentioned in Johnson's (2018) article on key reasons for job dissatisfaction and poor employee performance. According to Johnson (2018), communication is crucial for employee satisfaction, but employees often feel that management doesn't listen to them. Some feel they have no opportunity to express their opinions, and those who do believe that the company doesn't take their ideas seriously. The article emphasizes the importance of regularly expressing appreciation for employees' involvement, recognizing that they may have valuable ideas for improvements. Employees don't always need a salary increase to feel fulfilled; knowing that management values their input and demonstrates it by implementing some of their ideas can be just as fulfilling as a higher salary.

Table 8. Hygiene/Dissatisfaction factor as to "salary"

	Indicators	Satisfied	Dissatisfied
1.	My salary is commensurate with my assigned tasks.	79	21
2.	My salary is higher than others doing similar or the same job in other banks.	45	55
3.	I received salary increases fairly.	75	25
4.	I received my salary regularly and punctually.	100	0
5.	The company adopts the merit system as the basis for salary increases.	75	25
Mean		**75**	**25**

Table 8 provides valuable insights into employee satisfaction with the Hygiene Factor of Salary within the organization. On average, 75 respondents expressed contentment with the Salary aspect, particularly in the timely and regular payment of their salaries, a sentiment unanimously shared by all respondents. This indicates that the management has effectively addressed the fundamental need for employees to receive their salaries promptly and consistently. However, a different perspective emerged among 55 respondents who expressed dissatisfaction with the issue of their salaries being higher or lower than those in similar positions at other banks. This finding suggests that while the management has succeeded in the basic aspect of salary disbursement, there may be a need for further alignment with industry standards to prevent disparities in compensation.

The concern surrounding salaries, identified as a crucial factor in employee dissatisfaction according to Herzberg's Two-Factor Theory, is corroborated by insights from Johnson's (2018) article on the key reasons for job dissatisfaction and poor employee performance. The article highlights that feeling underpaid is a primary driver of job dissatisfaction, often stemming from companies offering salaries below market rates. Employees who perceive themselves as underpaid face challenges in meeting their basic needs, grappling with the stress of stagnant wages amidst rising costs of living, including health insurance, housing, utilities, and food. Interestingly, the article notes that employees might still feel underpaid even when their salaries are fair for the industry. To address this, the article suggests proactive measures such as researching industry standards for similar positions, informing employees about upcoming raises, or providing comparisons to demonstrate that employees are paid market-competitive rates. By aligning salaries with industry benchmarks and ensuring transparency in communication about compensation, organizations can mitigate dissatisfaction and foster a more positive work environment.

Table 9. Summary of Herzberg's hygiene/dissatisfaction factors

Factors	Satisfied	Dissatisfied
Company Policy	88	12
Relationship with Boss	84	16
Salary	75	25
Composite Mean	**82**	**18**

It can be observed in the table above that 82 of the respondents were not dissatisfied with the Hygiene Factors, such as Company Policy, Relationship with Boss, and Salary. This suggests that most banks in the city of Dumaguete effectively managed these Hygiene Factors. According to Rahman, et al. (2013), variables such as long working hours, workload, family sympathy, management pressure, mental depression, and job insecurity are perceived stressors in commercial banks. The authors propose that effective job design, a healthy working environment, and fair remuneration should be provided to motivate employees in competitive jobs within commercial banks.

Bankers are reported to face various job-related problems, including long working hours, an inadequate reward system, lack of job autonomy, organizational culture, role conflict, and the primary issue being a lack of management support for employees. If these symptoms go unnoticed in the early stages, they can lead to serious health problems among employees, such as depression, heart problems, and diabetes (Hassan et al., 2013).

3.4 Dominant Factors of Herzberg's Two-Factor Theory Among Bank Employees

This part reveals which of Herzberg's Motivation Factor and Hygiene Factor is dominant in Dumaguete bank employees.

Table 10. Summary of Herzberg's Two-Factor Theory

Factors	Composite Mean	
	Satisfied	Dissatisfied
Motivation/Satisfaction Factors	73	27
Hygiene/Dissatisfaction Factors	82	18
Mean	**78**	**22**

Table 10 offers valuable insights into employee satisfaction with Herzberg's Two-Factor Theory within the organization. On average, the composite mean of 78 respondents expressed satisfaction with the theory, particularly concerning the Hygiene Factor, whereas the composite mean of 82 respondents indicated contentment. This suggests that most respondents found the theory relevant and meaningful, especially in addressing factors related to workplace hygiene such as job security, salary, and working conditions. However, a contrasting view emerged among 22 respondents who expressed dissatisfaction with the Motivation Factor, with the composite mean of 27 respondents reporting dissatisfaction. This indicates less satisfaction with factors related to motivation, such as recognition, achievement, and advancement opportunities.

The dominance of satisfaction in the Hygiene Factor over the Motivation Factor within Herzberg's Two-Factor Theory is noteworthy. It suggests that employees place significant emphasis on the foundational aspects of their work environment, such as job security and adequate compensation, as highlighted in the Hygiene Factor.

However, the significance and implications of this dominance require further exploration and testing. It prompts questions about whether organizations are effectively meeting these basic needs and whether there is a potential imbalance between hygiene and motivation factors within the workplace. Future research could delve deeper into understanding how organizations can strike a balance between these two facets of employee satisfaction, ultimately fostering a work environment where both basic needs and motivational factors are adequately addressed.

3.5 Difference Between Perceptions of Herzberg's Two-Factor Theory

Mann Whitney U test was utilized in determining the significant difference between perceptions of Herzberg's Two Factor Theory in terms of factors leading to Satisfaction and factors leading to Dissatisfaction as perceived by its respondents.

Table 11. Difference in Herzberg's Two-Factor Theory in terms of factors leading to satisfaction

Null Hypothesis	Test	P Value	Decision
The distribution of the Satisfied is the same across categories of Herzberg's Motivation Factors	Independent Samples Mann Whitney U Test	0.101	Fail to reject the null hypothesis

*Significance level is 0.05.

The findings from Table 11 indicate that the difference between Herzberg's Motivation Factor and Hygiene Factor was not statistically significant, with a p-value of 0.101. This suggests that the distribution of satisfied workers across the categories of Herzberg's Two-Factor Theory is consistent. In simpler terms, employees in the banks of Dumaguete exhibit a similar level of satisfaction in both the Motivation and Hygiene Factors at a 5% significance level. This implies that Herzberg's Two-Factor Theory has been effectively managed by the banks in Dumaguete City, emphasizing the importance of maintaining a balance between motivational and hygiene factors in the workplace.

McClelland's Human Motivation Theory offers valuable insights into understanding individual employee needs. According to this theory, it is crucial to comprehend each employee on a personal level to unlock their motivation. By employing McClelland's theory, organizations can identify what drives each team member, enabling them to provide tailored support to fuel their pursuit of achievement. McClelland categorizes motivation into three main drivers: achievement, affiliation, and power. The theory posits that individuals derive their primary motivation from one of these three categories. Understanding these motivators can empower organizations to create personalized strategies that resonate with each employee, fostering a work environment where individuals feel motivated, engaged, and valued.

Table 12. Difference in Herzberg's Two-Factor Theory in terms of factors leading to dissatisfaction

Null Hypothesis	Test	P Value	Decision
The distribution of the Dissatisfied is the same across categories of Herzberg's Hygiene Factors	Independent Samples Mann Whitney U Test	0.161	Fail to reject the null hypothesis

*Significance level is 0.05.

Table 12 indicates a p-value of 0.161, suggesting that the distribution of dissatisfied workers is the same across the categories of Herzberg's Two-Factor Theory. This implies that workers in the banks of Dumaguete have the same level of dissatisfaction in both Herzberg's Motivation and Hygiene Factors at a 5% significance level, providing evidence that Herzberg's Two-Factor Theory was properly managed by banks in Dumaguete City, particularly in the Hygiene Factor, which is expected to have a higher level of dissatisfaction.

Herzberg argued that improving employee motivation is not as simple as decreasing factors that cause dissatisfaction or increasing factors that cause satisfaction. Remedying the causes of dissatisfaction does not necessarily lead to satisfaction, and adding satisfiers does not eliminate dissatisfaction. This is because the opposite of satisfaction is no satisfaction, and the opposite of dissatisfaction is no dissatisfaction.

As mentioned by Johnson (2018), employees may feel dissatisfied with their jobs at times, leading some to leave for better opportunities while others choose to stay but remain unhappy. Dissatisfied employees can negatively impact a company, exhibiting reduced motivation, poor performance, and negative attitudes that may spread to other employees and affect the company's overall performance. Managers who take the time to understand the reasons for job dissatisfaction can often find appropriate solutions to transform unhappy employees into motivated performers.

4.0 Conclusion

The researcher concludes that Herzberg's Two-Factor Theory applies to the employees in these banks, as evidenced by their reported satisfaction with aspects such as recognition, responsibilities, and opportunities for career growth. Notably, there is a notable absence of dissatisfaction, with respondents finding the company policies acceptable, maintaining harmonious relationships with their superiors, and receiving salaries commensurate with their services. However, the survey reveals a higher composite mean for Herzberg's hygiene factors (factors that prevent dissatisfaction) at 82, compared to motivation factors (factors that lead to satisfaction) with a composite mean of only 73. This leads the researcher to conclude that the banking industries in Dumaguete prioritize hygiene factors more significantly than motivation factors in their management practices.

Given these findings, the researcher recommends a dual approach: maintaining the hygiene factors while actively working on improving the motivation factors. Specific suggestions include implementing written commendations for outstanding performance, institutionalizing job rotation and cross-posting within the branch and providing exposure to potential employees for managerial positions or acting Officer-in-Charge (OIC) roles. These recommendations are aligned with Herzberg's theory, which indicates that motivation factors, such as recognition and growth opportunities, play a crucial role in enhancing employee satisfaction and motivation, ultimately leading to improved productivity and performance.

Furthermore, the researcher emphasizes the importance of balance, as Herzberg's theory suggests that both hygiene and motivation factors are necessary for a well-rounded approach to employee satisfaction. By addressing both sets of factors, banks in Dumaguete can create a work environment that not only prevents dissatisfaction but also actively promotes motivation and engagement among employees. This approach aligns with contemporary management principles, where organizations strive to create workplaces that foster both employee well-being and organizational success.

5.0 Contributions of Authors

This is single-author research.

6.0 Funding

This work received no specific grant from any funding agency.

7.0 Conflict of Interests

The author declares no conflicts of interest

8.0 Acknowledgment

The researcher extends heartfelt gratitude to everyone who supported this endeavor.

9.0 References

Comyns, B., & Franklin-Johnson, E. (2018). Corporate reputation and collective crises: A theoretical development using the case of Rana Plaza. Journal of Business Ethics, 150, 159-183. doi: 10.1007/s10551-016-3162-1

Hassan, A., Ali, T.Y., & Bashir, R (2013). Stress Management in Private Banks of Pakistan. Journal of Emerging Trends in Economics and Management Sciences, 4(3), 308-320. https://journals.co.za/doi/abs/10.10520/EJC139006 doi: 10.10520/EJC139006

Herzberg, F. (2003). One more time: How do you motivate employees? Harvard Business Review, 81(1), 86. https://hbr.org/2003/01/one-more-time-how-do-you-motivate-employees doi: 10.1225/R0301J

Johnson, R. (2018). Key Reasons for Job Dissatisfaction and Poor Employee Performance. Houston Chronicle. https://smallbusiness.chron.com/key-reasons-job-dissatisfaction-poor-employee-performance-25846.html

Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370–396.

McClelland, D. C., & Johnson, E. W. (1984). Learning to Achieve. Glenview, Illinois: Scott, Foresman & Co.

Rahman, M. H., Kamruzzaman, M., Haque, M. E., Mamun, M. A. A., & Molla, M. I. (2015). Perceived intensity of stress stressors: A study on a commercial bank in Bangladesh. Asian Business Review, 3(3), 40-43. doi: 10.1108/ABR-06-2015-0047

Wallace, P., Goldstein, J. H., & Nathan, P. (1987). Introduction to Psychology. Dubuque, IA: Wm. C. Brown.