

Revising Herzberg's Two Factor Model: A Case Study of Medical Service in Yangon, Myanmar

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ABSTRACT

The aim of the study was to explore the motivation factors influencing the job satisfaction of the non-medical employees, to examine the hygiene factors influencing the job satisfaction of the non-medical employees, and to analyze the relationship between job satisfaction and engagement of the non-medical employees at three private hospitals in Yangon, Myanmar. The study was conducted among 366 participants. The quantitative questionnaire set was used collect data from the participants. In this study, the random sampling method which is a subset of individuals chosen from a larger set is used. Each participant is chosen randomly and entirely by chance. Statistical instrument to be used for the research analysis will mainly be inferential statistics, specifically linear and multiple regression analysis.

Both motivation and hygiene factors have a significant and positive relationship with job satisfaction of non-medical employees in private hospital. But hygiene factors are more significant than motivation factors. Among hygiene factors, working condition is the most significant one (Beta=0.635). Then, there was a relationship between job satisfaction and employee engagement positively and significantly. The higher job satisfaction the employees have, the higher employee engagement they get (Beta=0.490, p=0.000).

KEYWORDS: Herzberg's Two Factor (Motivation Factors, Hygiene Factors), Job Satisfaction, Employee Engagement

Introduction

Many motivation theories attempt to explain people's behaviors, in what ways people are motivated and what things influence the workforce of employees. The managers face many challenges to motivate their employees in the right way. The organizations always try to stimulate the workers for their better performance through the issues concerning the motivation (Baah & Amoako, 2011).

Job satisfaction is important for both the employees and organization. (Unterweger, Imhorf, Mohr, Römpfer, & Kubik-Huch, 2007), stated that focusing on motivation and job satisfactory helps to implement the aims of continuous development of strategies.

Employee engagement is a persistent, pervasive, motivational and psychological condition (Schaufeli & Bakker, 2010). As Schaufeli, Bakker, and Salanova, 2006 and Meyer, Gagné, and Parfyonova, 2010, an individual's work is effected by the motivational and psychological state.

A manager of a hospital is responsible for both staff and patients because, for a hospital, the satisfaction of the employees and that of the patients are important (Janicijevic, Seke, Djokovic, & Filipovic, 2013). The satisfaction of employees is a factor that decides the quality of service of a hospital (Tarigan & Ariani, 2015). To keep the employees working happily, overall growth and job satisfaction are essential

(Raziq & Maulabakhsh, 2015). That is why job satisfaction has been a crucial factor for theories of motivation (Bakotic, 2016). Giving job satisfaction to the employees makes sure the effective delivery of health service to the customers/patients. The employees involve and interact the needs of patients, and so they can have a direct influence on patient satisfaction (Jha, Frye, & Schlimgen, 2017).

In 2011, Myanmar government system changed military to democracy and the country's economy increased annually. In 2013, government devoted to spending more money on hospitals, pharmacies, and medicines. With the rise in spending for improving and expanding necessary health coverage, government also expects to rise demand for private health services. The rapid and huge entrance rate of tourists has also contributed to grow the demand for medical services. While those who can afford to seek health care overseas without using of state or private medical services, these outflows are expected to slow because domestic facilities and services improve and specialized treatment options expand.

According to official reports in 2015, there were 201 private special clinics, 193 private hospitals, 776 private dental clinics and 3,911 private general clinics in Myanmar (Latt et al., 2016). There are also charity hospitals for the sick run by private sectors. Required health and ambulatory care are

being given by community based organizations and religion based societies of Myanmar. In large cities like Yangon, Mandalay and Nay Pyi Taw, these charity hospitals provide patient care. Major specialist hospitals such as children hospitals and women hospitals are located in Yangon & Mandalay, Myanmar. The sizes of hospitals in townships are different according to the population and area of the township and its neighboring rural areas. Patient care is available in these hospitals, but in the most critical cases, the patients are referred to Yangon or Mandalay. Ambulatory healthcare

is what the private clinics and pharmacies mainly provide.

Research Objectives

The objectives of the study are 1) to explore the motivation factors influencing the job satisfaction of the non-medical employees, 2) to examine the Hygiene factors influencing the job satisfaction of the non-medical employees, and 3) to analyze the relationship between job satisfaction and employee engagement of the non-medical employees at three private hospitals in Yangon, Myanmar.



Figure 1: Conceptual framework

Literature Review

In this study, the theory and all relevant variables are identified which are used to explore the impact of two-factor theory on the employees' job satisfaction and engagement at the private hospitals in Myanmar.

Herzberg's two factor theory was introduced in the 1950's (Herzberg, Mausner, & Snyderman, 1959), to determine the attitude of employees towards their job. Not only the researchers but also practitioners applied two-factor theory to know how a certain job attribute can enhance the employees' motivation (Johnson, 2009). The two categories formed by Herzberg are hygiene factors as extrinsic needs, and motivation factors as intrinsic needs. Motivator factors are about the content of the job, such as work itself, responsibility, advancement, achievement, recognition, promotion and growth. Hygiene factors are naturally contextual and involve job security, working condition, quality of supervision, inter-workers relationship, salary, company policy and administration and physical environment (Waga & Simatwa, 2014; Amzat, Don, Fauzee, Hussin, & Raman, 2017).

Herzberg believed that motivational and hygienic factors are two separate issues which separately effect on various aspects of job satisfaction. According to (Griffin, Hogan, Lambert, Tucker-Gail, & Baker, 2010), job satisfaction means an individual's subjective feelings about their workplace and how

satisfied they are with it. Similarly, Locke (1976), defined that "An emotional state of pleasure and positiveness which is resulted from the evaluation of a person's work or working experience". Al-Owaidi (2001), specified that there are various explanations of job satisfaction because of the complexity of the concept, and Okaro, Eze, and Ohagwu (2010), also emphasized that job satisfaction is a complicated concept/ notion comprising numerous related elements. Moreover, Al-Amri (1992), argued that diversities in culture, beliefs, values, and environments among the writers can considerably affect their understandings of the concept. From need perspective, job satisfaction represents the working atmosphere that leads to the needs of individuals (Tewksbury & Higgins, 2006). According to Weiss (2002) a positive or negative attitude depends upon the assessment of an individual towards the work environment, while for, Akhtar, Hashmi, and Naqvi (2010), it is related to the individual's positive and negative feelings about the job as an attitude perspective. Ashour (1988) agreed, stating that job satisfaction is more or less the level of enjoyment that can be attained through the different aspects or components of the job or occupational roles.

Employee engagement can be defined as "an individual's attitude, involvement and satisfaction for work" (Andrew & Sofian, 2012). Employee engagement is a comprehensive concept which is directly connected with all

aspects of human resources management. According to International survey research (2003), it is a practice by which an organization improves the contribution of their employees to accomplish better productivity. It is the combination of understanding, behavior and emotional enthusiasm to an employee organization. Positive engagement is an approach which gives a win-win situation as the employees can recognize the organizational success and become successful in their contribution. A high number of engaged workers can help an organization to enhance the productivity of employees more, whereas, disengaged employees can lead to worse production, higher turnover, recruitment and training cost.

Research Hypotheses

Firstly research question one is based on “What are the motivation factors influencing on job satisfaction of employees in private hospitals?”, these research hypothesis are

“H₁; There is the relationship between achievement and job satisfaction”.

“H₂; There is the relationship between advancement and job satisfaction”.

“H₃; There is the relationship between recognition and job satisfaction”.

“H₄; There is the relationship between work itself and job satisfaction”.

“H₅; There is the relationship between responsibility and job satisfaction”.

“H₆; There is the relationship between promotion and job satisfaction”.

“H₇; There is the relationship between growth and job satisfaction”.

Secondly research question one is based on “What are the hygiene factors influencing on job satisfaction of employees in private hospitals?”, these research hypothesis are

“H₈; There is the relationship between company policy and administration and job satisfaction”.

“H₉; There is the relationship between relationship with co-workers and job satisfaction”.

“H₁₀; There is the relationship between physical environment and job satisfaction”.

“H₁₁; There is the relationship between supervisor and job satisfaction”.

“H₁₂; There is the relationship between job security and job satisfaction”.

“H₁₃; There is the relationship between salary and job satisfaction”.

“H₁₄; There is the relationship between working conditions and job satisfaction”.

Finally research question one is based on “What is relationship between job satisfaction and employee engagement of the employees in private hospitals?”, this question hypothesis is

“H₁₅; There is the job satisfaction has a direct influence the employee engagement”.

Benefit of Research

This case study can have many benefits for several fields of the hospital industry. First of all, the study would be able to benefit the development of the private hospital because analyzing the facts that significantly effect on job satisfaction will give a comprehensive view for the managers of the private hospitals to make the employees reduce or disappear their dissatisfaction and promote their delight in the workplace. By utilizing the result of analyzing the relationship between job satisfaction and employee engagement, the administrators can make the absenteeism of the employees less, achieve higher retention and lower turnover. Due to these benefits of the job engagement of the employees, the company can increase productivity and maximize its profits while meetings the needs of the other stakeholders.

The second benefit of the study is on the customers because the more employees are satisfied with their job, the more they can do to meet the needs of the

customers. The study also has an excellent benefit for the service industry to know the influence of both motivation and hygiene factors over job satisfaction and employee engagement of the employees.

Research Methodology

Research Process

The questionnaire survey expressed in both English and Myanmar languages was conducted to collect the data and this research used the quantitative method to test the results. The reliability analysis is applied to test the validity of the questionnaires. The population of this research was targeted on 1,700 non-medical employees of three private hospitals.

In this study, a questionnaire survey was applied to test proposed theoretical model. This study has mainly four parts in the questionnaire and 49 questions in these parts. Respondents were asked to show the perceptions of the participants in a range of 1 (very unimportant) to 5 (very important) based on a 5 point Likert scale.

Table 1 Cronbach's alpha scale reliability result

Variables	Cronbach's Alpha	N of items
Motivation Factors	0.915	20
Hygiene Factors	0.925	18
Job Satisfaction	0.722	5
Employee Engagement	0.659	6

Population and Sample

The aim of the study is to investigate which factors influence employee job satisfaction and employee engagement to three private hospitals in Yangon, Myanmar. The primary target population of this paper is non-medical employees who are working in the three private hospitals such as Asia Royal Private Hospital (700), Shwe Gone Daing Private Hospital (700), and Pun Hlaing Siloam Private Hospital (300). 1,700 employees have been working in administrative departments of these private hospitals (Employee lists from HR department of three hospitals 2017). These hospitals are chosen because they are included in the top ten list with their good services and awarded for patient safety and quality.

Data for the study were collected from full-time employees from non-medical offices in the private hospital. Therefore, the staff from these three hospitals are chosen for the questionnaires of this study. (128) staffs from Asia Royal Private Hospital, Shwe Gone Daing Private Hospital (142), and Pun Hlaing Siloam Private Hospital (96) are selected as sample sizes. The random sampling technique is used in the study with the Yamane formula. These formula is a simplified formula to calculate sizes.

Data Analysis

To explore the most influence factor on job satisfaction, the researcher do two kinds of analysis. Firstly, multiple regression analysis is used, and secondly, linear regression analysis is applied.

Table 2 Regression analysis of motivation factors towards job satisfaction

Motivation Factors	Standardized Coefficient			
	Std. error	Beta (β)	t	p-value
Achievement	0.040	0.543**	12.324	0.000
Advancement	0.041	0.389**	8.067	0.000
Recognition	0.033	0.522**	11.663	0.000
Work Itself	0.040	0.456**	9.783	0.000
Responsibility	0.045	0.551**	12.589	0.000
Promotion	0.035	0.524**	11.740	0.000
Growth	0.045	0.532**	11.972	0.000

Linear regression analysis was conducted to find out the factors influenced on job satisfaction. All factors of motivation and hygiene are significant and related to the job satisfaction. About motivation factors, responsibility is the highest one in influencing the job satisfaction at $\beta=0.551$,

and t-value=12.589 at the significant level of 0.01. It implies that the employees who are recognized their completed duty and satisfied their job. Achievement, growth, promotion, and recognition are followed by the responsibility.

Table 3 Regression analysis of hygiene factors towards job satisfaction

Hygiene Factors	Standardized Coefficient			
	Std. error	Beta (β)	t	p-value
Company Policy & Administration	0.033	0.613**	14.811	0.000
Relationship with Co-workers	0.042	0.454**	9.730	0.000
Physical Environment	0.029	0.597**	14.213	0.000
Supervisor	0.033	0.612**	14.783	0.000
Job Security	0.031	0.541**	12.268	0.000
Salary	0.027	0.587**	13.825	0.000
Work Conditions	0.026	0.635**	15.670	0.000

Among hygiene factors, the working condition factor is the most significant one $\beta=0.635$, and t-value=15.670 at the significant level of 99%. It means that the working situation provided by the company

makes the employees comforted and satisfied the works. The company policy and administration and supervisor are followed by the work condition.

Table 4 Regression analysis of job satisfaction towards employee engagement

Motivate Factors	Standardized Coefficient			
	Std. error	Beta (β)	t	p-value
Job Satisfaction	0.047	0.490**	10.725	0.000

Note: F (1, 25.050) =115.021**, p<0.01, R=0.490, R2=0.240

In the table 4, the F-ratio of 115.021 ($p=0.000$) shows that the regression model of job satisfaction variable assessed is statistically significant. The higher job satisfaction the employees have, the higher the employee engagement they get (Beta=0.490, $p=0.000$).

Research Results and Discussions

The result objectives of the study are to explore the motivation factors influencing the job satisfaction of the non-medical employees, to examine the hygiene factors influencing the job satisfaction of the non-medical employees and to analyze the relationship between job satisfaction and employee engagement of the non-medical employees. The study explored Herzberg's two factors (motivation and hygiene factors) on the influence of job satisfaction and employee engagement.

Herzberg's two factor theory suggests that there are two sets of factors that have different consequences for job satisfaction. All factors have a direct relationship with employees of private hospitals. The current study supported that both motivation and hygiene factors have a significant effect on job satisfaction of university teachers in Malaysia (Amzat, Don, Fauzee, Hussin, & Raman, 2017). Among motivation factors, the responsibility is the most significant and about hygiene factors, the working condition is the highest influence on the job satisfaction

according to linear regression analysis. According to multiple regression analysis, only achievement and recognition among motivation factors and only relationship with co-workers, supervisor, salary and working conditions in hygiene factors are significantly related to job satisfaction. As this research hygiene factors are more significantly influenced on the job satisfaction than motivation factors according to multiple regression analysis. Many different ways of analyzing job satisfaction can be seen in many other studies. Therefore, the result may be different from the current. In a study, the hygiene factors such as emotional exhaustion, depersonalization and personal accomplishment are significantly influenced on job satisfaction according to multiple regression analysis (Belias & Koustelios, 2014).

The final hypothesis H_{15} also shows that there is the relationship between job satisfaction and employee engagement. The job satisfaction of non-medical staff of the private hospitals has an impact on the employees' job engagement in the study. The more the employees are satisfied with the job, the more they engaged in the organization. According to (Abraham, 2012), job satisfaction has a moderate impact on employee engagement in the Private Insurance Company studied. Therefore, this result of the current study is also supported the previous similar research.

An attempt is made here to highlight a few of the studies to support the present study. (Garg & Kumar, 2012) have reported in their research paper that Job satisfaction is an essential driver of Employee engagement.

Recommendations

Supporting a good spirit to employees to make them being proud of working in the hospitals and to share a feeling of achievement within all levels of employees in the organization are needed to make them satisfied in the working environment. The achievement of employees lead to the success of the organization. Receiving recognition from the managers can cause the job satisfaction of the employees of the hospital.

The growth of employees is the next factor that can impact on job satisfaction of non-medical staffs of the hospitals. Proper trainings are needed to upgrade the skills of the employees in order to maintain the level of job satisfaction. Lack of promotion can cause decreased job satisfaction of the employees. Therefore, promotion in a proper way for the employees is necessary to maintain the higher level of job satisfaction of non-medical staffs of the private hospitals.

Without good working condition, the employees cannot do the jobs well in the organization, and they will not be satisfied with their jobs. The support of managers or supervisors is also vital to increase the

performance of the employees in the organization. The physical environment of the organization is also essential in creating job satisfaction of non-medical staff of the hospitals.

One of the hygiene factors - salary is also a primary factor to encourage the job satisfaction of non-medical employees of the hospitals although this factor can only disappear job dissatisfaction of the employees according to two-factor theory. It is vital for the managers to increase employees' salary to make them satisfied in the organization when it is appropriate for both the organization and the staffs.

In order to make the employees engage in the organization, the level of job satisfaction of the employees is needed to be high. To promote job satisfaction, the managers of the private hospitals should provide good facilities, create good working environment and give proper trainings for the employees. Moreover, the organizations need to increase the salary of the employees to upgrade the engagement of the employees.

Limitation and Further Research of the study

In this study, the respondents of the study are the non-medical staff of three private hospitals - Asia Royal private hospital, Shwe Gone Daing private hospital and Pun Hlaing Siloam International private hospital

in Yangon, Myanmar. Hence, the results of this study could not represent the whole hospital industry market in Yangon. Moreover, in this study, the other medical staffs of these hospitals are excluded. Therefore, it is the limitation of this study. In addition, the results of this study are generalized according to the findings. This study only uses Herzberg two factors theory to know the factors influencing job satisfaction of the employees. The other part of the study is to know the relationship between job satisfaction and employee engagement of the non-medical employees of the selected private hospitals of Yangon. Therefore, it does not include the other factors that will affect the job satisfaction and employee engagement.

According to the limitation of the study, there are several needs for further research. The first one is that it is necessary to collect the data from all employees of a hospital, ranging from medical staff and admin to other lower level employees in order to know the impact of motivation on job satisfaction of all employees and the effect of that on job engagement. It will be better estimated, representing the whole organization. And then, the study has done the three private hospitals, Asia Royal Private Hospital, Shwe Gone Daing Private Hospital and Pun Hlaing Siloam International Private Hospital in Yangon. The result of the study can be different due to types of the service

industry. Therefore, it also needs to research other service businesses such as educational institution, hotel industry. In Myanmar, there are two types of the hospital – private and public. So, it is needed to compare the job satisfaction and employee engagement of private and public employees. The last one is that it is also essential to apply other motivation theories and other factors to analyze job satisfaction and employees engagement.

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