



## Herzberg's Two Factor Theory and Its Impact on Job Satisfaction: A Research on Bank Employees During The Covid-19 Period

Tuba BÜYÜKBEŞE\*  
Tuğba DİKBAŞ\*\*  
Ömer ÇAVUŞ\*\*\*  
Ayşe ASİLTÜRK\*\*\*\*

### Abstract

The aim of this research is to explore the effect of motivation of bank employees on their job satisfaction in the covid-19 pandemic. For this purpose, firstly, Herzberg's hygiene and motivation factors were tested whether there was a difference between the evaluations of bank employees before Covid-19 and during the Covid 19 processes, and then the effect of motivation factors on job satisfaction was investigated. For this purpose, 403 online questionnaires were sent via e-mail to bank employees with branches in the Türkiye Southeastern Anatolia Region, and 375 questionnaires were answered. The obtained data were subjected to descriptive analysis, validity, reliability, t test, correlation, and regression analyses in. As a result of the research, it has been found that there is a significant difference in the evaluation of hygiene and motivating factors by bank employees compared to the pre-pandemic period. While an increase was perceived in hygiene factors during the pandemic process, a decrease in motivation was observed. In the pandemic process, hygiene factors affect job satisfaction negatively; on the other hand, it was found that motivation factors affect job satisfaction positively. Conducting similar studies with bank employees from different regions and different cultural groups will strengthen the findings of the study. The same research can be applied to employees of different sectors.

**Keywords:** Two-Factor Theory of Motivation, Covid-19, Job Satisfaction, Bank Employee

**Article Type:** Research Article

## Herzberg'in Çift Faktör Teorisi ve İş Tatminine Etkisi: Covid-19 Döneminde Banka Çalışanları Üzerine Bir Araştırma

### Öz

Bu araştırmanın amacı covid-19 salgınında banka çalışanlarının motivasyonlarının iş tatminleri üzerindeki etkisinin tespit edilmesidir. Bu maksatla öncelikle Herzberg'in hijyen ve motivasyon faktörlerinin banka çalışanlarının covid-19 öncesi ve covid 19 sürecindeki değerlendirmeleri arasında fark olup olmadığı test edilmiş, sonrasında motivasyon faktörlerinin iş tatmini üzerindeki etkisi araştırılmıştır. Türkiye'de Güneydoğu Anadolu Bölgesinde şubesi bulunan banka çalışanlarına email aracılığıyla online 403 anket gönderilmiş 375 anket yanıtlanmıştır. Elde edilen veriler betimleyici analiz, geçerlilik, güvenilirlik, t testi, korelasyon ve regresyon analizlerine tabii tutulmuştur. Araştırma sonucunda; banka çalışanlarının hijyen ve motive edici faktörleri değerlendirmelerinde pandemi öncesine göre anlamlı fark olduğu tespit edilmiştir. Hijyen faktörlerde pandemi sürecinde artış algılanırken, motivasyonda azalma görülmüştür. Pandemi sürecinde hijyen faktörlerin iş tatminini negative yönde anlamlı etkilediği; motivasyon faktörlerinin ise iş tatminini pozitif yönde etkilediği bulgusuna ulaşılmıştır. Benzer araştırmaların farklı bölgeler ve farklı kültürel gruplara mensup banka çalışanları ile yapılması çalışma bulgularını güçlendirecektir. Aynı araştırma farklı sektör çalışanlarına da uygulanabilir.

**Anahtar Kelimeler:** Çift Faktörlü Motivasyon Teorisi, Covid-19, İş Tatmini, Banka çalışanı

**Makale Türü :** Araştırma Makalesi

\* Prof. Dr., Hasan Kalyoncu University, Department of Business Administration, [tuba.buyukbese@hku.edu.tr](mailto:tuba.buyukbese@hku.edu.tr), ORCID iD: 0000-0003-4174-9870

\*\* Senior Science Researcher., Hasan Kalyoncu University, Social Sciences Institute, [tugbaranadikbas@gmail.com](mailto:tugbaranadikbas@gmail.com), ORCID iD: 0000-0003-0966-2353

\*\*\* Science Expert., Hasan Kalyoncu University, Postgraduate Education Institute, VakıfBank, [omercvs4444@gmail.com](mailto:omercvs4444@gmail.com), ORCID iD: 0000-0002-7482-2774

\*\*\*\* Assoc. Prof., Trabzon University, School of Applied Sciences, Management Information Systems, [ayseasilturk@trabzon.edu.tr](mailto:ayseasilturk@trabzon.edu.tr), ORCID iD: 0000-0002-6221-6208

## 1. INTRODUCTION

The motivation theories developed throughout the literature could be categorized as (i) the content theories, and (ii) the process theories. The former consists of the first content theories; Maslow's Hierarchy of Needs Theory, Herzberg's Two-Factor Theory, McClelland's Three Needs Theory, and Alderfer's ERG Theory. The latter includes Vroom's Expectation Theory, Porter and Lawler's Expectation Theory, Locke and Latham's Goal-Setting Theory, and Adams' Equity Theory.

What we know about the validity and consistency of these theories is largely based on the results of various empirical studies that investigate what factors motivate employees to boost their performance and fulfill their tasks properly at work. Thus, in the field of organizational behavior, the concept of motivation has been extensively utilized to study possible factors that help to motivate employees. In general, motivation can be defined as the factors that initiate employees to do something with a strong desire (Ruthankoon and Ogunlana, 2003: 333).

Some of the most popular studies on motivation are Maslow (1954), Herzberg et al. (1959), McClelland (1961), Vroom (1964), Alderfer (1972), and Locke et al. (1981). (Baduri, 2017: 45).

Herzberg's theories originally resulted from research conducted with 200 engineers and accountants working in different companies in the late 1950s and were designed to better understand the experiences and feelings of the employees (Herzberg, 1966; Schwab and Heneman, 1970).

According to Herzberg's study, motivating factors are based on the intrinsic dynamics that make the employees happy and work harder, and hygiene factors are based on extrinsic dynamics that cause an employee to become pessimistic, leave the job, and be unmotivated if they are not present (Gardner, 1977: 198). Therefore, motivating factors that lead to job satisfaction are taken into account separately from the hygiene factors that lead to job dissatisfaction (Herzberg 1968). It should be also noted that the opposite of job dissatisfaction cannot always be considered satisfaction, but rather should be referred to as "no dissatisfaction" (Tietjen and Myers, 1998: 227).

Job satisfaction has been an important research topic in the study of business life and a fundamental body of theories (Hoppock, 1935; Herzberg et al., 1959: 5; Locke, 1976; Kalleberg, 1977: 126; Knoop, 1995) has been developed to understand potential factors affecting employees' job satisfaction.

The relationship between job satisfaction and Herzberg's Two-Factor Theory has been widely investigated (Maidani, 1991; Gunasekara and Kulathunga, 2011; Hyun and Oh, 2011; Smith and Shields, 2013; Sanjeev and Surya, 2016). To the best of our knowledge, however, the relationship has not been revisited by taking into account the context and the potential effects of the COVID-19 pandemic. The aim of the present study is, thus, to provide an empirical understanding of the pandemic's impact on the job satisfaction of bank employees within the theoretical framework of Herzberg's Two-Factor Theory. COVID-19 has affected on bank environment in different negative patterns. These patterns can be summarized as follows: decreased quality of internal and external communication in the bank environment, lack of products satisfying customers' demand, adaptation problems of bank employees and customers to technological innovation, a small number of branches operating during the coronavirus process, increase in long-term and low-interest loans, and operational risks (Yetiz, 2021: 113).

For this purpose, a questionnaire was sent to 403 bank employees and 375 responses were received in Turkey.

Prior to sending the questionnaire to bank employees, the purpose of the study was explained in detail to the bank employees of the bank branches for their approval to conduct the survey. The employees were asked to fill out the questionnaire voluntarily. Within the given time, 375 respondents turned in their questionnaires successfully.

The scales in the questionnaire were anchored on a 5-point Likert (1: Strongly disagree, 5: Strongly agree). Data were analyzed by SPSS statistical program. Descriptive statistics were used to analyze the demographic characteristics of the respondents. For the reliability of the scale, Cronbach's alpha internal consistency coefficient was revealed to be 0.66., were considered to be reliable.

The remainder of the present article focuses first on the conceptual framework of job satisfaction and then elaborates on Herzberg's Two-Factor Theory in Section 1. Section 2 describes the sample, the data collection process, the questionnaire, and Herzberg's hygiene and motivational questions according to participants' perceptions before and during the pandemic. Section 3 presents the findings derived from analyses of the data. The last section concludes with a discussion and further recommendations.

## **2. CONCEPTUAL FRAMEWORK**

### **2.1. Herzberg's Two-Factor Theory**

Motivation is defined as a function of the individual's existing level of desire, energy, and interest, and it refers to their transformation in action (Nahavandi and Malekzadeh, 1999, p.190; Wilson, 2004: 150). Vroom, on the other hand, describes motivation as internal energy, based on an individual's needs that encourage oneself to achieve something (Hyun and Oh, 2011: 103). Notwithstanding, according to the most common definition, motivation is to find out the factors that are able to motivate an individual to work harder (Ruthankoon and Ogunlana, 2003: 333). Up to date, previous studies have tried to find out factors that make employees work more efficiently. Some of the most popular studies on motivation are Maslow (1954), Herzberg et al. (1959), Vroom (1964), McClelland (1961), Alderfer (1972), and Locke et al. (1981) (Bassett-Jones and Loyd, 2005: 930). Ronen and Sadan (1984) stated that most researchers consider Herzberg's Two-Factor Theory as the best in combining general research trends related to job satisfaction, theories such as Taylor's Scientific Management Theory, Hawthorne Studies, and Maslow's Hierarchy of Needs Theory.

Herzberg's Two-Factor Theory was originally resulted from a research conducted with 200 engineers and accountants working in different companies in the late 1950s, to better understand the experiences and feelings of employees (Herzberg, 1966). He emphasized in his study that while hygiene factors cause the employee to be pessimistic, leave the job, and cause dissatisfaction in the workplace; motivation factors make employee happy in workplace also encourage working with high performance (Gardner, 1977: 198). In Herzberg's research, employees were asked to define practices, in which they felt either exceedingly bad or remarkably good at their job. According to the results of the study, good feelings are mostly related to motivators, while bad feelings are associated with hygiene factors, which affect job satisfaction and dissatisfaction (Herzberg, 1966). Related to Herzberg's approach, motivating factors such as the feeling of achievement, opportunities for advancement, respect, praise, recognition, and responsibility increase job satisfaction. On the other hand, hygiene factors are referred to as work-related factors that improve job satisfaction and prevent job dissatisfaction of the employees such as wages, job conditions, supervision, career stability, organizational policy, interpersonal relations, and existence of guaranteed retirement fund.

While the presence of motivating factors increases job satisfaction, the presence of hygiene factors does not translate to job satisfaction. Moreover, the absence of motivating factors does not lead to job dissatisfaction, but the absence of hygiene factors leads to job dissatisfaction. Thus, managers try

to provide hygiene factors in order to accelerate motivating factors. Taken together, these findings support the notion that the presence of secured working conditions does not increase the motivation of employees, but the absence of secured working conditions leads to a decrease in the motivation of employees. However, motivating factors can lead employees to work hard and enjoy their work. In this context, motivating factors include the intrinsic motivation of achievement, opportunities for advancement, progress, job interest, recognition, and a sense of responsibility (Herzberg, 1984; 1976). Herzberg (1968) also distinguished the main differences between factors of job satisfaction and dissatisfaction. With regard to the motivating factors, Herzberg et al. (1959) also stated that motivating factors meet the employee's need for self-realization by causing positive job attitudes.

While the presence of motivating factors increases job satisfaction, the absence of motivating factors does not directly translate to job dissatisfaction. The absence of hygiene factors, though, leads to job dissatisfaction. Similarly, the opposite of job dissatisfaction is not satisfaction, but rather "no dissatisfaction" (Tietjen and Myers, 1998: 227). Therefore, satisfaction and dissatisfaction of employees do not represent the two opposite ends of a scale and should be considered separately (Udechukwu and Ikwukananne, 2009). Based upon this distinction between the two related but different concepts, many studies have investigated the relationships between job satisfaction and the Two Factor Theory, e.g. Sanjeev and Surya (2016), Smith and Shields (2013), Gunasekara and Kulathunga (2011), Hyun and Oh (2011), Maidani (1991). Notwithstanding, the negative effects of the pandemic on the sectors have been the subject of significant investigation. Beybur and Çetinkaya (2020) concluded that the pandemic has increased the use of digital banking services in their study on the banking sector. Kpmg (2020) stated that banks stopped personnel mobility from home to work during the covid-19 process and they arranged to allow more staff to work from home. In this process, some banks also switched to shift practice (Kpmg, 2020).

Moreover, during the Covid-19 process, it became important to increase mobility, positive outlook, agility, adaptation skills that support agility, and improve employee strength, as well as business models that are compatible with the remote working model, support the development of virtual motivation and employee vitality (Ünal and Başaran, 2021).

Drawing upon Herzberg's motivating and hygiene factors, the present study aims at investigating the impact of the COVID-19 pandemic on employee job satisfaction. With the application of flexible working conditions, mask-distance-hygiene practices, and the use of compulsory leaves, the pandemic has changed the way how employees perceive work and fulfill tasks. In addition to the transformation of work-related conditions, the fast spread of the pandemic is thought to also affect the emotional well-being of employees in the form of stress, depression, low mood, and low motivation.

## **2.2. Job Satisfaction**

Robert Hoppock (1935) in his book titled "Job Satisfaction" described the concept of job satisfaction as "any combination of psychological, physiological and environmental conditions that lead a person to express satisfaction with his/her job". Herzberg (1959: 5) defined job satisfaction as "any attitude of the employee towards work, whether he likes it or not." One of the most widely accepted definitions of job satisfaction was presented by Locke (1976: 1304) as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Kalleberg (1977: 126) further defined job satisfaction as "the general emotional orientation of the individual towards work roles" and Knoop (1995) defined it as "general emotional attitude toward work or its sub-dimensions". According to another explanation, though, job satisfaction was defined as "an expression of positive or negative attitude of the individual towards work based on general expressions including feelings towards work, cognition and behavioral tendencies (Meier and Spector, 2015: 1; Gül, Oktay and Gökçe, 2008: 2). If the employee enjoys the work and is happy, he/she will have positive attitudes and behavior

towards work, that is, the job will provide satisfaction to the employee. Otherwise, job satisfaction will decrease or there will be dissatisfaction.

According to the literature, high job satisfaction is associated with advanced organizational performance (Iffaldano and Muchinski, 1985, Schyns and Croon, 2006), organizational citizenship behavior (Williams and Anderson, 1991; Moorman, 1993; Koys, 2001), organizational commitment, and positive organizational behaviors (Reichers, 1985; Chatman, 1989; Silva, 2006). On the other hand, findings in the literature suggest that low job satisfaction is associated with the intention to quit (Applebaum, Fowler, Osinubi and Robson 2010), employee turnover (Irvineve and Evans, 1995; Martin, 2004; Silva, 2006), and burnout (Dolan, 1987; Bhana and Haffejee, 1996). Spector (1997) also stated that job satisfaction can be considered as a welfare factor, Meier and Spector (2015: 2) showed that there is a link between job satisfaction and welfare indicators, and some recent studies also indicated that there is a close relationship between job satisfaction and covid-19 period (Zhang et al. 2020; Cherif, 2020: 529-541).

High level of job satisfaction of the employees will affect both their emotional and cognitive well-being, their standard of living, and will also affect the activities of the businesses they work for such as customer satisfaction, and performance. Accordingly, various theories have been developed to determine what motivates people. These theories can be mainly categorized as content theories and process theories. On the one hand, content theories mostly focus on intrinsic factors such as what human needs are and also on how human behaviour is motivated in their work environment. Maslow's Hierarchy of Needs Theory, Herzberg's Two Factor Theory, McClelland's Human Motivation Theory and Alderfer's ERG Theory on employee motivation can be given as examples of the content theories. Process theories, on the other hand, are mostly concerned with external motivating factors that try to explain how motivation occurs, and how people are motivated by cognitive activities. Among the process theories are Vroom's Expectancy Theory, Porter and Lawler's Expectancy Theory, Adams Equity Theory, Locke's Goal Setting Theory.

Based on the observational method, hypotheses are constructed to explain the observations. A simple hypothesis may be a generalization of the observations. A more complex hypothesis may postulate a relationship between the events, and may even be used to predict other observations. If two different hypotheses fit the observed data, and if one is clearly simpler than the other, it is customary to accept the simpler hypothesis until further evidence causes its rejection.

It is thought that the Covid-19 epidemic affects the motivation and job satisfaction of the employees in the banking sector, as in many other sectors. During the pandemic process, remote and/or part-time working in business life, decreases in salaries, dismissals, measures such as masks, distance, hygiene in the working environment, working conditions, occupational safety, wages, and changes in communication are hygiene factors that affect the job satisfaction of employees. It can be thought that these factors gain more importance during the pandemic process. The disappearance of negative hygiene conditions opens the way for motivating elements that can increase motivation and provide a positive effect (Thompson, 2002: 130). According to the Herzberg theory, it is thought that factors such as motivating sense of achievement, recognition, responsibility, personal development, promotion may lead to stress, uncertainty, negative emotions, and attitudes experienced during the pandemic process. There may be a decrease in intrinsic work motivation.

In the light of the explanations above, three hypotheses were developed:

**H<sub>1</sub>:** There is a significant difference between employees' assessment of hygiene factors in the pre-pandemic and the pandemic periods.

**H<sub>2</sub>:** There is a significant difference between employees' assessment of motivating factors in the pre-pandemic and the pandemic periods.

**H<sub>3</sub>:** Hygiene and motivating factors have positive impacts on job satisfaction.

### **3. METHODOLOGY**

The results obtained in this study, which uses a cross-sectional quantitative research method, were tested in the SPSS analysis program.

#### **3.1. Sample**

According to the 2020 data of the Turkish Banks Association (TBB), there are 6445 bank employees in the southeast Anatolia region. Employees of bank branches in the Southeastern Anatolia region constitute the main body of this study. The main population was determined according to TBB 2020 December data. As a result of the interviews with the bank branches, it was seen that the population of the research consisted of 6445 employees in the southeast Anatolian bank branches. Easy sampling method was used. The sample size was obtained from 363 bank employees. Considering the possibility of missing or missing questionnaires, more questionnaires were conducted, and 375 questionnaires were used in the analyses. Permissions required for the research Hasan Kalyoncu University 15.12.2020-E--804.01-2012150029 Document Date and Number. The permission for the scale used for the questionnaire was obtained electronically. Used with permission from the authors.

The main limitation of the present research is the geographical constraint on the sample of participants. The questionnaire was conducted by employees working in the Southeastern Region of Turkey. To further validation of Herzberg's Two-Factor Theory among bank employees, similar research is recommended to be carried out with bank employees who work in different regional settings and belong to different cultural groups.

#### **3.3.Data Collection**

Data collection was conducted in the following steps. Prior to sending the questionnaire to bank employees, the purpose of the study was explained in detail to the regional general directors of the bank branches for their approval to conduct the survey. Upon approval, the research questionnaire in Google Forms was sent out to the bank employees via email to fill out the questionnaire voluntarily.

#### **3.4. The Questionnaire**

The questionnaire used in the research consists of four sections. The first section asks the demographic information of the participants. The second and third sections include questions related to hygiene and motivating factors developed by Herzberg (1968). The fourth section includes questions related to job satisfaction developed by Judge, Locke, Durham, and Kluger (1998), which was translated into by Keser and Bilgin (2019). The scales in the questionnaire were anchored on a 5-point Likert (1: Strongly disagree, 5: Strongly agree). Data were analyzed by SPSS statistical program. Descriptive statistics were used to analyze the demographic characteristics of the participants. For the reliability of the scale, the Cronbach's alpha internal consistency coefficient revealed to be 0.66, which could indicate moderate reliability for the test. Depending on the Alpha ( $\alpha$ ) coefficient, which takes a value between 0 and 1, the reliability of the scale is interpreted as follows

If  $0.00 \leq \alpha < 0.40$ , the scale is unreliable,

If  $0.40 \leq \alpha < 0.60$ , the reliability of the scale is low,

If  $0.60 \leq \alpha < 0.80$ , the scale is highly reliable and

If  $0.80 \leq \alpha < 1.00$ , the scale is highly reliable (Kalaycı, 2010, p.405).

#### 4. FINDINGS

**Table 1.** The Personal Characteristics of Participants are Provided in

Personal Characteristic	Type	Frequency	%
Age	23-29	93	24,8
	30-36	135	36,0
	37-43	103	27,5
	44-50	43	11,5
	51-57	1	,2
Gender	Female	157	41,9
	Male	218	58,1
Education	High school	36	9,6
	Undergraduate	281	74,9
	Postgraduate	58	15,5
Marital Status	Married	193	51,5
	Single	182	48,5
Position	Manager or assistant manager	63	16,8
	Expert or assistant expert	60	16,0
	Authorized or authorized deputy	127	33,9
	Officer	86	22,9
	Security guard	22	5,9
	Servant	17	4,5
Working time in the institution	0-1 year	32	8,5
	2-5 year	63	16,8
	6-10 year	194	51,7
	11-15 year	55	14,7
	16-20 year	30	8,0
	20 years and more	1	,3
Total working time	0-5 year	90	24,0
	6-10 year	125	33,3
	11-15 year	123	32,8
	16-20 year	35	9,3
	21-25 year	2	,5

Young employees constitute a great chunk of the sample (60%) as 228 participants were aged less than 36 (Table 1). The age range of participants was as follows: 228 were aged between 23 and 36 (60,8 %), while 147 were aged between 37 and 57 (39,2 %). Gender-wise, the share of male participants was more than females (n=281; 58,1%).

The known levels of education of the participants ranged as follows: high school degree (n = 36; 9,6%), undergraduate degree (n = 281; 74,9%), and postgraduate degree (n=58; 15,5%) (Table 1). It is also seen that participants consist of bankers with the titles of managers or assistant managers, experts or assistant experts, authorized or authorized deputies, and officers. More than half of the participants have been working in the current institution for 6-10 years. When the total working hours of the bankers are considered, it is seen that more than 80% of bankers have seniority between 0-15 years.

Descriptive Statistics and Correlation Coefficients between variables are shown in Table 2.

**Table 2.** Descriptive Statistics and Correlation Coefficients (N: 375)

Variable	$\bar{X}$	S	Skewness	Kurtosis	1	2	3	4	5	Alpha
Motivation before Covid-19	4,15	,55	-,38	-,54	1	,719*	-,159**	-,290**	,313**	.65
Motivation during the Covid-19	2,91	,25	-,54	,55		1	-,216**	-,244**	,396**	.60
Hygiene before Covid-19	1,59	,22	,20	,84			1	,588**	-,296**	.95

Hygiene during the Covid-19	2,48	,20	,70	1,17				1	-,352**	.75
During the Covid-19 job satisfaction	4,01	,27	-,65	1,92					1	.61

\*\* $p < .01$

In the study, the participants were asked to evaluate the propositions regarding motivation and hygiene factors separately, considering the pre-pandemic and pandemic process. For suggestions about job satisfaction, they were asked to evaluate only their satisfaction during the pandemic process. The results indicate that employees' average score of motivation decreases from 4.15 to 2.91, while the average score of the hygiene factor increases from 1.59 to 2.48 after the outbreak of the COVID-19 (Table 2). These findings indicate that the pandemic has negatively affected the working conditions of bank employees. Also, motivation of employees towards their jobs has decreased during the pandemic when compared to the pre-pandemic period. The skewness and kurtosis are valued between -2 and +2, which indicates normal distribution of the variables. Moreover, results of the correlation test suggest statistically significant relationships among all variables.

According to the findings, it should also be noted that an alpha of .66 is a good internal consistency for the items in the scale. The findings can also be interpreted that the scores of motivations for pre-pandemic and pandemic periods, the scores of hygiene and job satisfaction for the pandemic period are at a very reliable level. For the scores of hygiene for the pre-pandemic period display perfect reliability with an alpha of 0.95.

**Table 3.** T-Test Results Between The Hygiene Scores in The Pre-Pandemic and The Pandemic Periods for Dependent Groups

	Mean	Sample	SD	Df	t-Values	P
Hygiene Before Covid-19	1,59	375	.22	374	-87,430	.000
Hygiene During Covid-19	2,48	375	.20			

The t-test results in relation with H1 are shown in Table 3. Remember that

**H<sub>1</sub>:** There is a significant difference between employees' assessment of hygiene factors in the pre-pandemic and the pandemic periods.

There is a statistically significant difference between the average scores ( $t_{374} = -87,430, p < .01$ ) of hygiene factors for the pre-pandemic and pandemic periods (Table 3). Moreover, the average score of the hygiene factors for the pre-pandemic period is 1.59, and it increased to 2.48 for the pandemic period. The findings together suggest that the pandemic has a significant impact on the attitudes of bank employees towards the hygiene factors. Therefore, H<sub>1</sub> cannot be rejected. As a result of the evaluations of the research, it has been determined that the operators working from home are more successful in terms of work performance, working hours and the quality of the work (Özçelik, 2020). This also supports the hypothesis.

**Table 4.** T-Test Results for Between The Motivating Scores in The Pre-Pandemic and The Pandemic Periods for Dependent Groups

	Mean	Sample	SD	Df	t-Values	P
Motivation Before Covid-19	4,15	375	,55	374	58,531	.000
Motivation After Covid-19	2,91	375	,25			

The t-test results in relation with H2 are shown in Table 4. Remember that:

**H<sub>2</sub>:** There is a significant difference between employees' assessment of motivating factors in the pre-pandemic and the pandemic periods.

There is a statistically significant difference between the average scores ( $t_{374}= 58,531$ ,  $p<.01$ ) of motivating factors for the pre-pandemic and pandemic periods (Table 4). Furthermore, average score of the hygiene factors for the pre-pandemic period is 4.15, and it decreased to 2.91 for the pandemic period. The findings indicate that the pandemic has a significant impact on the attitudes of bank employees towards the motivating factors. Therefore,  $H_2$  cannot be rejected. Tuna and Türkmendağ (2020) found that working from home with flexible working hours and comfortable working, freedom of dress and a lifestyle away from intense stress is an advantage for the employees. In addition, employees stated that thanks to working from home, they can spend more time with their family, environment, and themselves. When motivation is taken as a basis at work, the success of the employees in their social life and the opportunity to see them are among the important factors. Their study supports the findings of our study.

**Table 5.** Regression Results

Items (Observed Variables)	B	Standard Error	$\beta$	t-values	p
Job Satisfaction	3.889	.238		16.335	.000
Hygiene During Covid-19	-.361	.062	-.271	-7.020	.000
Motivation During Covid-19	.352	.050	.330	8.338	.000
R= .476	$R^2 = .226$				
F (1-373) = 54.441	p = .000				

A multiple regression has been carried out to determine the impact of hygiene and motivation factor scores on job satisfaction during the pandemic period to evaluate  $H_3$ . The regression results are presented in Table 5. Remember that:

**$H_3$ :** Hygiene and motivation factors have positive impacts on job satisfaction.

As a result of the analysis, while a significant negative correlation was found between the hygiene factors and job satisfaction, significant positive correlation was found between the hygiene factors and job satisfaction ( $R= 0.47$   $R^2= 0.22$   $F_{(1, 373)} = 54.441$   $p< 0.05$ ) for the pandemic period. Therefore  $H_3$  can not be rejected.

According to these findings %22 change in total variance of job satisfaction scores can be attributed to the scores of hygiene and motivation factors ( $R^2= 0.22$ ) during the pandemic.

As a result of the analysis the regression model with determined coefficients can be explicitly stated as:

$$Z_{(\text{job satisfaction})} = 3.889 + -0.361 * X_{(\text{hygiene during covid})} + 0.352 * Y_{(\text{motivation during covid})}$$

Kovach (1987:61) in his study involving 1.000 employees in the United States, found that hygiene motivation tools did not show a significant difference in employee motivation. Brislin et al.. (2005:97) support the hypothesis.

Erhan and Bayrakçı (2022) showed that the motivating factors and the factors affecting job satisfaction in tourism sector were generally compatible with the theoretical context of Herzberg's two-factor theory. The effect of motivation on job satisfaction was examined in research conducted on the Amway Company in Malaysia.

As a result, it was revealed that there is a relationship between job satisfaction and motivation. It was also determined that motivation contributes more to job satisfaction and there is a positive relationship between motivation and job satisfaction. On the other hand, motivation is the determinant of job satisfaction and motivation contributes to significantly better job satisfaction. A comprehensive review concluded that determining motivational factors can promote high job satisfaction (Edrak, Yin-fah, Gharleghi and Seng, 2013).

In another study, according to the Cornell model developed by Smith, Kendall, and Hulin in 1969, job satisfaction is the feelings of employees towards their job or affective responses to different dimensions of the job situation. The best and worst jobs an individual can have formed the basis of their emotions and behaviors. If the current job is the best job he can imagine, that is, close to the positive

subjective goal point, he will be satisfied with his job (Smith, Kendal and Hulin, 1969; Sun, 2002:20). All these findings support the hypothesis of this study.

## 5. CONCLUSION

A large number of studies have primarily focused on seeking to better understand the Herzberg's Two-Factor Theory, and attempted to determine the roles motivation and hygiene factors play on employee job satisfaction before the Covid-19 pandemic (Sanjeev and Surya, 2016; Smith and Shields, 2013; Gunasekara and Kulathunga, 2011; Hyun and Oh, 2011; Maidani, 1991).

By focusing on employees working in the service sector, i.e. banks, and by taking into account the effects of the pandemic, our research is distinguished from the previous studies using Herzberg's Two-Factor Theory to study job satisfaction. Banks rearranged their working activities to prioritize the health of their employees and customers. They established the necessary infrastructure systems for remote working and continuous accessibility to protect the health of employees. By creating the necessary technology and infrastructure systems, most of the bank employees continued their work from home with the remote access model. While banks operate a working system that mostly requires face-to-face communication with customers in branches, they have aimed to protect not only their staff but also their customers by allowing their personnel with positive results during the pandemic period, who are in contact or who have chronic illnesses, to work from home (Beybur and Çetinkaya, 2020: 153). Banks changed their working systems to make it easier for most of their staff to work from home. Some banks implemented the shift work system. In this context, they preferred a system in which some personnel works in the field for two weeks, while other personnel continues to work remotely and change the shift in the following weeks (KPMG, 2020; Oktay and Yıldırım, 2021). The recommendation for bank employees to wear masks is among the measures taken by the Ministry of Health and the Scientific Committee. In this process, gloves were distributed to the employees in the banks, the use of masks was encouraged, and the obligation to use gloves was imposed on the bank personnel who came into contact with money.

According to the results of the analyses, significant statistical differences were found between job satisfaction levels in the pre-pandemic and the pandemic periods. The findings also suggest that the greatest impact of the pandemic was on the employees' perception of hygiene factors, with average hygiene factor scores of 1.59 and 2.48 for the pre-pandemic and pandemic periods, respectively.

Moreover, the findings suggest that the pandemic had a significant negative impact on the motivation of bank employees towards their jobs. The average motivating factor scores in the pre-pandemic and pandemic periods were revealed to be 4.15 and 2.19, respectively.

During the pandemic process (especially before the vaccine was found), the priority of people was to survive and be healthy without being infected with the covid 19 virus. The economic conditions caused by the pandemic have led to the spread of flexible working systems such as remote working, the closure of workplaces or the dismissal of workers. In our research, the increase in the evaluation of hygiene factors such as working conditions and occupational safety for bank employees of the pandemic process; On the other hand, it is thought that it causes a decrease in the evaluation of motivating factors such as personal development and recognition.

Another crucial finding is that 22% change in total variance of job satisfaction scores can be explained by the scores of hygiene and motivation factors during the pandemic period. This reveals that motivation factors possess a more significant association with job satisfaction than hygiene factors do. Thus, similar to the findings obtained in previous studies (Zhang et al. 2020; Cherif, 2020), the results of the present study confirm that motivation factors are more influential than hygiene factors in determining job satisfaction.

The main assessment was concentrated on the motivation and hygiene factors, and overall, the findings are in line of Herzberg's Two-Factor Theory (Herzberg 1959: 5). Although both groups of factors are found to have an impact on job satisfaction, motivation factors appear to play a relatively dominant role on determining job satisfaction during the pandemic.

In order to increase job satisfaction of bank employees during the COVID-19 pandemic, bank administrations need to take certain precautionary measures that focus on protecting the health of employees and the public. Notwithstanding, there has emerged, in the meantime, a great need to provide bank employees with attentive managerial support that is capable of overcoming the psychological problems of employees, utilizing technologies in a humane way in communicating with them, protecting the rights of the employees, and maintaining job security. Thus, throughout the course of the pandemic, the human resources departments should create a working atmosphere with a specifically designed supervision system where the employees' voice is heard and their opinions matter. In that direction, taking into account and keeping in mind the nature of remote working conditions, some internal projects and applications might be developed to improve online motivation and the vitality of employees (Ünal and Başaran, 2021: 669). During the COVID-19 process, remote working and flexible working, and arrangements in working hours were applied to bank employees without going to work. This situation increases the job satisfaction of the employees (if the hypothesis is accepted, it increases, if it is rejected, it decreases).

Increasing job satisfaction allowed motivation and hygiene factors. Also, it is motivating for individuals to plan their work and personal time. Bank employees interact with people in this process, thanks to these opportunities, their worries, and concerns about getting sick have decreased.

While working from home, people were able to concentrate on their work more easily, and even though they had the chance to socialize at the office, it contributed to them being more productive. Since the ongoing habits have temporarily changed as a result of the practices implemented to protect public health, the work areas of the bankers in the home working system (according to the hypothesis, they do not affect, affect) the job satisfaction motivation and hygiene factors. Bankers have used internet technology to fulfill their duties. In this context, further studies can be conducted on the banking sector.

In addition, qualitative and quantitative research and analysis of different variables affecting job satisfaction, motivation, and hygiene factors may be useful in terms of shedding light on different points. Thus, significant contributions will be made to both the literature and practice.

### **Ethical Approval**

During the writing and publishing of the study titled "Herzberg's Two Factor Theory and Its Effect on Job Satisfaction: A Study on Bank Employees during the Covid-19 Period" All procedures performed in studies involving human participants conform to the ethical standards of the institutional and/or national research committee and the 1964 Declaration of Helsinki and its subsequent amendments or comparable ethical standards.

### **Informed Consent Form**

All individuals participating in the study were informed with an informed consent form about the content of the study and that the study was conducted on a voluntary basis.

### **Support Information**

This study did not receive any support from any private or public institution or any other organisation.

### **Conflict of Interest**

On behalf of all authors, the corresponding author declares no conflict of interest.

### **REFERENCES**

- Akbaşı Tuna, A. and Türkmendağ, Z. (2020). COVID-19 Pandemi Döneminde Uzaktan Çalışma Uygulamaları ve Çalışma Motivasyonunu Etkileyen Faktörler. *İşletme Araştırmaları Dergisi*, 12(3),3246-3260. <https://doi.org/10.20491/isarder.2020.1037>
- Alderfer, C. P. (1972). *Existence, Relatedness, and Growth: Human Needs in Organizational Settings*. Free Press.

- Büyükbeşe, T., Dikbaş, T., Çavuş, Ö. & Asiltürk, A. (2023). Herzberg's Two Factor Theory And Its Impact On Job Satisfaction: A Research On Bank Employees During The Covid-19 Period. *KMU Journal of Social and Economic Research*, 25(45), 998-1013.
- Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N. and Brommels, M. (2020). The Application of Herzberg's Two-Factor Theory of Motivation to Job Satisfaction in Clinical Laboratories in Omani Hospitals. *Heliyon*, 6(9), e04829, doi.org/10.1016/j.heliyon.2020.e04829
- Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O. and Robson, M. (2010). The impact of Environmental Factors on Nursing Stress, Job Satisfaction, and Turnover Intention. *Journal of Nursing Administration*, 40, 323–328.
- Badubi, RM (2017). Motivasyon Teorileri ve Örgütlerde Uygulanması: Bir Risk Analizi. *International Journal of Management Science and Business Administration*, 3(3), 44-51.
- Bassett-Jones, N. and Lloyd, G. C. (2005). Does Herzberg's Motivation Theory have Staying Power? *Journal of Management Development*, 24(10), 929–943.
- Beybur, M. and Çetinkaya, M. (2020). Covid 19 Pandemisinin Türkiye'de Dijital Bankacılık Ürün ve Hizmetlerinin Kullanımı Üzerindeki Etkisi. *Uluslararası Batı Karadeniz Sosyal ve Beşeri Bilimler Dergisi*, 4(2), 148-163.
- Bhana, A. and Haffejee, N. (1996). Relation Among Measures of Burnout, Job Satisfaction, and Role Dynamics for a Sample of South African Child-Care Social Workers. *Psychological Reports*, 79(2), 431-4.
- Brislin, R. W., Kabigting, F., Macnab, B., Zukis, B. and Worthley, R. (2005). Evolving Perceptions of Japanese Workplace Motivation, *International Journal of Cross Cultural Management*, Vol: 5, No: 1, pp.87-103.
- Cherif, F. (2020). The Role of Human Resource Management Practices and Employee Job Satisfaction in Predicting Organizational Commitment in Saudi Arabian Banking Sector. Emerald Insight, *International Journal of Sociology and Social Policy*. 7(8), 29-541. doi 10.1108/IJSSP-10-2019-0216
- Crossman, A. and Abou-Zaki, B. (2003). Job Satisfaction and Employee Performance of Lebanese Banking staff. *Journal of Managerial Psychology*, 18(4), 368-376. doi.org/10.1108/02683940310473118
- Dolan, N. (1987). The Relationship Between Burnout and Job Satisfaction in Nurses, *Journal of Advanced Nursing*, 12(1), 3-12.
- Edrak B.B., Yin-Fah B.C., Gharleghi B. and Seng T.K. (2013). The Effectiveness of İntrinsic and Extrinsic Motivations: A Study of Malaysian Amway Company's Direct Sales Forces. *International Journals Business and Social Science*, Center for Promoting Ideas, USA, 4(9),96-103.
- Erhan, T. and Bayrakçı, E. (2022). Herzberg'in Çift Faktör Teorisi: Turizm Çalışanları Üzerinde Fenomenolojik Bir Araştırma . *Journal of Empirical Economics and Social Sciences*, 4(1), 78-99. doi: 10.46959/jeess.1060470
- Gardner, G. (1977). Is there a Valid Test Of Herzberg's Two Factor Theory? (S. Clarke, Düz.). *Occupational and Organizational Psychology*, 50(3),197-204.
- Gunasekara, U., and Kulathunga, K. (2011). *An Empirical Study of Herzberg's Two Factor Theory with Operational Level Employees of Private Banks in Sri Lanka*. International Conference on Modern Trend in Innovation Management, pp. 116-124.
- Gül, H., Oktay, E. and Gökçe, H. (2008). İş Tatmini, Stres, Örgütsel Bağlılık, İşten Ayrılma Niyeti Ve Performans Arasındaki İlişkiler: Sağlık Sektöründe Bir Uygulama. *Akademik Bakış*, Sayı 15, 1-11. ISSN:1694-528X.
- Herzberg, F. (1966). *Work and the Nature of Man*. Cleveland: World Pub. Co,New York.
- Herzberg, F. (1968). One More Time: How Do You Motivate Employees? *Harvard Business Review*. 81(1),87-96.

- Büyükbeşe, T., Dikbaş, T., Çavuş, Ö. & Asiltürk, A. (2023). Herzberg's Two Factor Theory And Its Impact On Job Satisfaction: A Research On Bank Employees During The Covid-19 Period. *KMU Journal of Social and Economic Research*, 25(45), 998-1013.
- Herzberg, F. (1976). *The Managerial Choice: To be Efficient and To be Human*, Homewood, IL: Dow Jones-Irwin.
- Herzberg, F. (1984). *Herzberg on Motivation*. Cleveland, OH: Penton Media Inc.
- Herzberg, F. (1996). *One More Time: How Do You Motivate Employees?* In S. J. Ott (Eds.), *Classical readings in organizational behavior*, pp. 76-85. Orlando, FL: Harcourt Brace and Company. (Original work published 1968).
- Herzberg, F., Maunser, B. and Snyderman, B. (1959). *The Motivation to Work*, John Wiley and Sons Inc., New York, NY
- Hoppock, R. (1935). *Job Satisfaction*. Harper and Brothers, New York.
- Hulin, C. L. and Smith, P. C. (1964). Sex Differences in Job Satisfaction. *Journal of Applied Psychology*, 48(2), 88–92. <https://doi.org/10.1037/h0040811>
- Hyun, S. and Oh, H. (2011). Reexamination of Herzberg's Two-Factor Theory of Motivation in The Korean Army Foodservice Operations. *Journal of Foodservice Business Research*, 14(2),100-121, doi 10.1080/15378020.2011.574532
- Iaffaldano, M.T. and Muchinsky, P. M. (1985). Job Satisfaction and Job Performance: A Meta-Analysis. *Psychological Bulletin*, 97, 251-273, doi.org/10.1037/0033-2909.97.2.251
- Irvine, D. M. and Evans, M. G. (1995). Job Satisfaction and Turnover Among Nurses: In-tegrating Research Findings Across Studies. *Nursing Research*, 44, 246-253.
- Kalaycı, Ş. (Ed.). (2010). *SPSS Uygulamalı Çok Değişkenli İstatistik Teknikleri (5. Baskı)*. Ankara: Asil Yayın Dağıtım.
- Kalleberg, A. (1977). Work Values and Job Rewards: A Theory of Job Satisfaction. *American Sociological Review*, 42,124–143.
- Keser, A. and Bilir, Ö. (2019). İş Tatmini Ölçeğinin Türkçe Güvenilirlik Ve Geçerlilik Çalışması. *Kırklareli Üniversitesi Sosyal Bilimler Dergisi* (e-ISSN : 2602-4314), 3(3), 229.
- Knoop, R. (1995). Relationships Among Job Involvement, Job Satisfaction and Organizational Commitment For Nurses. *Journal of Psychology*, 29, 641-666.
- Kovach, A. Kenneth (1987), What Motivates Employees? Workers and Supervisors Give Different Answers, *Business Horizons*, 30(5), pp. 58-66.
- Koys, D. J. (2001). The Effects of Employee Satisfaction, Organizational Citizenship Behavior, and Turnover on Organizational Effectiveness: A Unit-Level, Longitudinal Study. *Personnel Psychology*, 54,(1), 101–114, doi.org/10.1111/j.1744-6570.2001.tb00087.x
- KPMG (2020). COVID-19 Krizinde İki Temel Bankacılık Aracı/<https://home.kpmg/tr/tr/home/gorusler/2020/03/covid-19-krizinde-iki-temel-bankacilik-araci.html>.
- Lewandowski, C. A. (2003). Organizational Factors Contributing to Worker Frustration: The Precursor to Burnout. *Journal of Sociology and Social Welfare*, 30(4), 75–185.
- Locke, E. A. (1976). *The Nature and Causes of Job Satisfaction*, Handbook of Industrial and Organizational Psychology, Rand-McNally, Chicago, IL.
- Locke, E. A. (1991). The Motivation Sequence, The Motivation Hub, and The Motivation Core. *Behavior and Human Decision Process*, 50(3),288-99.
- Maidani, E. A. (1991). Comparative Study of Herzberg's Two-Factor Theory of Job Satisfaction Among Public and Private Sectors. *Public Personnel Management*, 20(4),441–448.
- Martin, E. (2004). Who's Kicking Whom? Employees' Orientations to Work. *International Journal of Contemporary Hospitality Management*, 16(3), 182-188, doi.org/10.1108/09596110410531177

- Büyükbeşe, T., Dikbaş, T., Çavuş, Ö. & Asiltürk, A. (2023). Herzberg's Two Factor Theory And Its Impact On Job Satisfaction: A Research On Bank Employees During The Covid-19 Period. *KMU Journal of Social and Economic Research*, 25(45), 998-1013.
- Maslow, A. (1954). *Motivation and Personality*. Harper and Row, New York, NY.
- McClelland, D. C. (1961). *The Achieving Society*, Van Nostrand, Princeton, NJ.
- Meier, L. L. and Spector, P. E. (2015). Job Satisfaction. *Wiley Online Library*. doi.org/10.1002/9781118785317.weom050093
- Moorman, R. H. (1993). The Influence of Cognitive and Affective Based Job Satisfaction on The Relationship Between Satisfaction and Organizational Citizenship Behavior. *Human Relations*, 46, 759-776.
- Nahavandi, A. and Malekzadeh, A.R. (1999). *Organizational Behavior*. New Jersey: Prentice-Hall, Inc.
- Oktay, E. and Yıldırım, S. (2021). Türkiye’de Covid-19 Sürecinde Sağlık Politikalarının Oluşturulmasında Sağlık Diplomasinin Rolü. *KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi*, 23(41), 591-606.
- Özçelik, Z. (2021). COVID-19 Nedeniyle Evden Çalışma Sürecinde Performans Değerlemesi: Bir Kamu Kurumu Çağrı Merkezi Örneği. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (58), 221-240. <https://doi.org/10.18070/erciyesiibd.798088>
- Reichers, A. E. (1985). A Review and Reconceptualization of Organizational Commitment. *Academy of Management*, 10, 465-476.
- Ronen, S. and Sadan, S. (1984). Job Attitudes among Different Occupational Status Groups. *Work and Occupations*, 11(1), 77 – 97.
- Ruthankoon, R. and Ogunlana, S. O. (2003). Testing Herzberg’s Two Factor Theory in The Thai Construction, Engineering. *Construction and Architectural Management*, 10(5),333-341.
- Sanjeev, M. A. and Surya, A. V. (2016). Two Factor Theory Of Motivation and Satisfaction: An Empirical Verification. *Ann. Data. Sci.* 3, 155–173, doi.org/10.1007/s40745-016-0077-9.
- Schwab, D.P. and Heneman, H.G., III (1970), Aggregate and Individual Predictability of The Two-Factor Theory of Job Satisfaction. *Personnel Psychology*, 23, 55-66. doi:10.1111/j.1744-6570.1970.tb01635.x
- Schyns, B. and Croon, M. A. (2006). A Model of Task Demands, Social Structure, and Leader-Member Exchange and Their Relationship to Job Satisfaction. *International journal of human resource management.*, 17(4),602-615.
- Silva, P. (2006). Effects of Disposition on Hospitality Employee Job Satisfaction and Commitment. *International Journal of Contemporary Hospitality Management*, 18(4),317–328.
- Smith, D. B. and Shields, J. (2013). Factors Related to Social Service Workers' Job Satisfaction: Revisiting Herzberg's Motivation to Work. *Administration in Social Work*, 37(2),189-198. doi: 10.1080/03643107.2012.673217.
- Spector, P. (1997). *Job Satisfaction: Application, Assessment, Cause and Consequences*. Sage Publications, London.
- Srivastava, S. (2013). Job Satisfaction and Organizational Commitment Relationship: Effect of Personality Variables. *Vision-The Journal of Business Perspective*, 17(2).
- Sun, Ö.H. (2002). *İş Doyumu Üzerine Bir Araştırma: Türkiye Cumhuriyet Merkez Bankası Banknot Matbaası Genel Müdürlüğü. Yayınlanmamış Uzmanlık Yeterlilik Tezi*, Türkiye Cumhuriyet Merkez Bankası Banknot Matbaası Genel Müdürlüğü.
- Tietjen, M. A. and Myers, R. (1998). Motivation and Job Satisfaction. *Management Decision*, 36,226-231.
- Udechukwu, I. I. (2009). Correctional Officer Turnover: of Maslow's Needs Hierarchy and Herzberg's Motivation Theory. *Public Personnel Management*, 3,69-82.

- Büyükbeşe, T., Dikbaş, T., Çavuş, Ö. & Asiltürk, A. (2023). Herzberg's Two Factor Theory And Its Impact On Job Satisfaction: A Research On Bank Employees During The Covid-19 Period. *KMU Journal of Social and Economic Research*, 25(45), 998-1013.
- Ünal, H. T. and Başaran, E. Y. (2021). Covid-19 Pandemi Döneminde Özel Bankaların Çalışan Deneyimi Tasarımı. *Journal of Social, Humanities and Administrative Sciences*, 7(39),654-672.
- Vroom, V. H. (1964). *Work and Motivation*. New York: Wiley.
- Williams, L. J. and Anderson, S. E. (1991). Job satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors. *Journal of Management*, 17(3),601–617, doi.org/10.1177/014920639101700305.
- Williamson, D. A. (1996). *Job Satisfaction in Social Services*. New York, NY: Garland.
- Wilson, F. D. (2004). *Organizational Behaviour and Work*. Second Edition, New York: Oxford University Press Inc.
- Yang, J. T. (2010). Antecedents and Consequences of Job Satisfaction in The Hotel Industry. *International Journal of Hospitality Management*, 29(4), 609–619, doi.org/10.1016/j.ijhm.2009.11.002.
- Yetiz, F. (2021). Covid-19 Pandemi Sürecinin Türk Bankacılık Sektörü Çalışanlarına ve Müşterilerine Etkileri: Swot Analizi. *Avrupa Bilim ve Teknoloji Dergisi*, 22,109-117.
- Zhang, X., Jinpeng, H. and Khan, F. (2020). The Influence of Social Media On Employee's Knowledge Sharing Motivation: A Two-Factor Theory Perspective. *Sage Open*, 10(3). doi.org/10.1177/2158244020942495.

---

**Extended Abstract**

**Article Title**

---

The aim of this research is to explore the effect of motivation of bank employees on their job satisfaction in the covid-19 pandemic. For this purpose, firstly, Herzberg's hygiene and motivation factors were tested whether there was a difference between the evaluations of bank employees before Covid-19 and during the Covid 19 processes, and then the effect of motivation factors on job satisfaction was investigated. A questionnaire was applied to the bank employees in order to obtain data collection, and obtained data were used in the research. The questionnaire consists of Herzberg's hygiene and motivating factors scale, job satisfaction scale, and demographic questions. For this purpose, 403 online questionnaires were sent via e-mail to bank employees with branches in the Türkiye Southeastern Anatolia Region, and 375 questionnaires were answered. The obtained data were subjected to descriptive analysis, validity, reliability, t test, correlation, and regression analyses in SPSS program. As a result of the research, it has been found that there is a significant difference in the evaluation of hygiene and motivating factors by bank employees compared to the pre-pandemic period. While an increase was perceived in hygiene factors during the pandemic process, a decrease in motivation was observed. In the pandemic process, hygiene factors affect job satisfaction negatively; on the other hand, it was found that motivation factors affect job satisfaction positively.

According to the results of the analyses, significant statistical differences were found between job satisfaction levels in the pre-pandemic and the pandemic periods. The findings also suggest that the greatest impact of the pandemic was on the employees' perception of hygiene factors, with average hygiene factor scores of 1.59 and 2.48 for the pre-pandemic and pandemic periods, respectively. Moreover, the findings suggest that the pandemic had a significant negative impact on the motivation of bank employees towards their jobs. The average motivating factor scores in the pre-pandemic and pandemic periods were revealed to be 4.15 and 2.19, respectively. Another crucial finding is that 22% change in total variance of job satisfaction scores can be explained by the scores of hygiene and motivation factors during the pandemic period. This reveals that motivation factors possess a more significant association with job satisfaction than hygiene factors do. Thus, similar to the findings obtained in previous studies (Zhang et al. 2020; Cherif, 2020), the results of the present study confirm that motivation factors are more influential than hygiene factors in determining job satisfaction. The main assessment was concentrated on the motivation and hygiene factors, and overall, the findings are in line of Herzberg's Two-Factor Theory (Herzberg 1959: 5). Although both groups of factors are found to have an impact on job satisfaction, motivation factors appear to play a relatively dominant role on determining job satisfaction during the pandemic.

In order to increase job satisfaction of bank employees during the COVID-19 pandemic, bank administrations need to take certain precautionary measures that focus on protecting the health of employees and the public. Notwithstanding, there has emerged, in the meantime, a great need to provide bank employees with attentive managerial support that is capable of overcoming the psychological problems of employees, utilizing technologies in a humane way in communicating with them, protecting the rights of the employees, and maintaining job security. Thus, throughout the course of the pandemic, the human resources departments should create a working atmosphere with a specifically designed supervision system where the employees' voice is heard and their opinions matter. During the COVID-19 process, remote working and flexible working, and arrangements in working hours were applied to bank employees without going to work. This situation increases the job satisfaction of the employees (if the hypothesis is accepted, it increases, if it is rejected, it decreases).

Since the ongoing habits have temporarily changed as a result of the practices implemented to protect public health, the work areas of the bankers in the home working system (according to the hypothesis, they do not affect, affect) the job satisfaction motivation and hygiene factors. Bankers have used internet technology to fulfill their duties. In this context, further studies can be conducted on the banking sector. In addition, qualitative and quantitative research and analysis of different variables affecting job satisfaction, motivation, and hygiene factors may be useful in terms of shedding light on different points. Thus, significant contributions will be made to both the literature and practice.