Employees Locked at Home: Revisiting Motivation Theory-An Analytical Study

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Abstract

The performance of an organization is crucial for its survival in today's highly competitive environment. Employees and employee performance are the main contributors to an organization's success. Any employer's role includes ensuring high employee satisfaction to attract high-quality employees and boost productivity. Herzberg's two-factor theory is one of the most well-known hypotheses about organizational motivation factors. Frederick Herzberg's dual-factor principle is used by establishments around the globe and understanding how it works will go a long way towards enhancing the lives of workers and the competitiveness of an organization. One of the leading roles management plays is to improve employee productivity and managers are increasingly wondering how to stimulate their employees and improve their performance and contributions. The aim of this work is, therefore, in the context of Herzberg's two-factor theory, to study the job satisfaction of Employees Working from Home. It will examine the difference between motivator and job satisfaction hygiene factors among Employees working from home. The tool used for collecting data was an improved version of the Minnesota Satisfaction Questionnaire (MSQ) conducted on the sample of 88 Employees Working from Home. Collected questionnaires were analyzed by using the statistical program: Statistical Package for Social Sciences (SPSS), particularly descriptive statistics and a range of statistical techniques. Furthermore, the study discovered that other hygiene and motivator factors, aside from Salary, Status, Work Conditions, Interpersonal relationships with Subordinates, and Possibility for Personal Growth, do not significantly predict the job satisfaction of participants. However, when all hygiene and motivator factors are considered individually, they all significantly correlated with job satisfaction.

Keywords: Motivational Theory, Herzberg theory, Work from home, employs locked at home.

INTRODUCTION

Over the years, disease outbreaks have destroyed human beings. They have occasionally changed the course of history and indicated the end of whole civilizations. A new SARS-CoV-2 virus was developed in December 2019 to trigger a pandemic of severe respiratory diseases, leading to an outbreak of the COVID-19 disease in the Chinese people of Wuhan. The virus has spread to all continents since its inception. (Switzerland & MacKenzie, 2020) But the pandemic is more than just a health crisis, it is also a socioeconomic crisis that has never been seen before. It can have devastating social, economic, and political effects entirely underlining the countries it affects, leaving deeper and prolonged adversities.

Nobody is clear how long the impact of the pandemic on the global economy will continue. People lose jobs and income every day, without knowing when normality is coming back. There are empty hotels and deserted beaches in small isle nations, which are heavily dependent on tourism. In India and elsewhere in the world, COVID- 19 spreads rapidly. Despite the Indian Government's efforts to contain the disease in the affected districts, cases have been reported in 627 (98%) of 640 districts. (Acharya & Porwal, 2020)

The conservative wisdom of managerial belief and practices was questioned by Frederick Herzberg, an American psychologist. He has researched the issue of human motivation at work. Herzberg's work is based on his observations during WW II when he realized that a society gets insane when the sane are driven insane. (2017, Blackburn) As a psychologist, Herzberg believed that sanity necessitated giving as much professional attention to nurturing the humanistic substance of character and ethics as it did to expressing tolerance for personality differences.

In this context, Herzberg serves: "The insane also require care and compassion but their insane actions should never be reinforced by ethically neutral strategies. My theories have tended to emphasize strategies for keeping sane". Many theories of work motivation, Herzberg's (1966) motivator-hygiene theory has been one of the most influential in recent decades. The theory divides motivating factors into two categories: Motivator factors, which have something to do with the work itself, and Hygiene factors, which have something to do with the surrounding context.

The pandemic has prompted a gigantic worldwide general wellbeing effort to slow the spread of the infection by instigating hand washing, decreasing non-physical contact with a co-worker, wearing a protective mask, social distancing, etc. Public health groups, like the planet Health Organization and therefore the U.S. Centres for Disease Control and Prevention, are still learning about the virus, monitoring the disease it causes and researching potential ways to stop it. (MacKenzie & Smith, 2020). Numerous organizations reduced or stopped activities in the normal work environment on the grounds of government instructions for closures and stay-at-home appeals for protecting the health of their employees. A few workers had the option to change to their hometowns and work moderately without any problem.

When most of the people rushed down their homes to flatten the Curve of Corona Virus, certain professionals were expected to work for the smooth functioning of society. (Roberts, 2020) Banking professionals were among those essential services. They were to deal with the public at large and come in direct contact with the exchange of currency which increases the risk of transmission of infection to infection. Amidst the stress, the banking people worked unhindered to ensure customer service without disruption. They have been consistently working on the frontline to provide funds in a time of this adversity. Around the same time, the closing of nursery and school services prompted many working parents to take on full-time child-care duties and home-school teaching unexpectedly, while still transitioning to their current home-work schedules. Not only does the need to balance demanding work and family expectations cause people to underperform in both the work and family fields, but it can also lead to increased mental fatigue, stress, and burnout.

The COVID-19 crisis is a great time for organizations to build more enhanced solutions to the problems of the workplace, extending the goodwill and company they have built-in earlier phases. Introducing concepts of time management exclusively for employees working from home can have an increased Productivity. Motivating employees while they are at the workplace and while they are working from home puts forth different challenges.

REVIEW OF LITERATURE

Herzberg's Motivation-Hygiene Theory of Motivation

Motivation is an inner strength that depends on the needs of an individual. His study of the feelings of 200 engineers and accountants was published in 1959 by Herzberg. The answers to good feelings relate to the substance of work while the answers to bad feelings relate to the meaning of work. Motivators include factors such as achievement, recognition, responsibility, and development that are integrated into the job itself. Factors like organizational relations, compensation, supervision, and business policies are external to the workplace. As Vroom (1964) points out, the word 'motivation' comes from the Latin word movere, which means "to move," which means the idea that something or someone needs to behave in a way. (Teck-Hong & Waheed, 2011)

All measures taken during the coronavirus crisis will have short-term and long-term effects on people's lives, especially on working life, given the changes regarding work arrangements (short-term work, flexible location, and time). The bond between work and career of people working in flexible roles could be affected by the COVID-19 pandemic, generating an examination of the effects on the work and career of those people so that the pandemic can contribute to the flexible working balance. The importance of employee satisfaction during the crisis, referring to the coronavirus crisis, was analyzed by Shan and Thang. The outcomes demonstrated that organizations with higher worker fulfillment are more resistant to negative shocks over the market during the COVID-19 flare-up. (Chanana & Sangeeta, 2020)

This research will try to provide some recommendations to keep employees motivated to address the condition of the Covid-19 virus outbreak. Work from home: One thing that can be done is to work from home, which works virtually easily and provides workers with a safe environment. Working at home, particularly on the web, will encourage employees because, on the one hand, they can feel a balance between work and life (Felstead and Henseke, 2017; Humala, 2017; Robey, Schwaig, and Jin, 2003). But on the other hand, there is a decrease in interpersonal contact, feelings of isolation, and a high chance of misunderstanding. This needs to be a concern for leaders. Because this will reduce their motivation because they do not meet face to face, do not know directly their emotions, and do not receive enough help from them directly (Geister and Hertel, 2006; Humala, 2017).

Effective regulation of emotions is crucial to reducing negative emotions and enhancing well-being both within and out of doors work. A study of 260 employed students, found that employed young adults utilize several emotion regulation strategies to manage their negative emotions, including a) seeking and reaching bent others to form them feel good; b) keeping oneself busy/working on other things; c) engaging in enjoyable activities to enhance one's mood, and d) attempting to unravel a drag. (Restubog, Ocampo, & Wang, 2020)

The most-reported strategies involve a lively approach to dealing with difficult situations and negative emotions. Conversely, the least commonly used strategies reflect a passive and avoidance-oriented approach in managing difficult situations and negative emotions. (NCBI). The pandemic has triggered elevated levels of stress among individuals. Bank workers in India normally experience elevated levels of tension that have risen further during the lockdown. A significant level of pressure is predominant among the bank workers regardless of the bank in which they were employed. Without required medications and immunizations, lockdown and social distancing are the main careful step which is supposed to be retained. The main stressors during a pandemic are the 1) perception of safety, threat, and risk of contagion, 2) quarantine and confinement, 3) stigma and social exclusion

and4) financial loss and job insecurity. (Hamouche, 2020)

Herzberg's Two-Factor Hypothesis, also known as Motivator-Hygiene, emanated from a study undertaken by accountants and engineers to decide what made a person feel good or bad about their work (Sachau, 2007) As far as the 'satisfiers' are concerned, Herzberg noted that there were five features of work that offer happiness, namely success, appreciation, work itself, accountability, and progression. Institutional policy, managerial approach, supervision, salary, working relations, and working practices are all variables that might demoralize employees, according to Herzberg. Big corporations and start-ups alike are prioritising employee well-being over productivity concerns and have implemented initiatives such as virtual connect sessions with chai and lunch breaks, Covid-19 insurance plans, doctors on call and mental counseling helplines, and online fitness and learning sessions. Many companies have also provided advance salaries to their staff before the end of March Gigauri & Administration, 2020)

Herzberg's Two-Factor Theory of Motivation has always been important to lead employees to do what employers or customers want. (Vroom, 1985) Defined motivation as internal energy, based on an individual's needs. In other words, these factors do not cause higher levels of motivation but, without them, there's dissatisfaction. Unlike hygiene factors, motivation factors can truly encourage employees to work hard and enjoy their jobs. These factors involve what people do on the job and should be engineered into the jobs employees do to develop intrinsic motivation within the workforce (Pardee, 1990) Specific examples of hygiene factors are organizational policy, interpersonal relations, job conditions, traffic during the commute, career stability, supervision, and guaranteed retirement fund. Motivators are personal growth, passion for the job, social responsibility, opportunity for advancement, respect, praise, recognition, and the feeling of achievement.

Three main dimensions of moderating factors that may mitigate or aggravate COVID's impact on employees' mental health are organizational factors, institutional factors, and individual factors. (Giorgi et al., 2020) Whether in our private or professional life, every day we complete a certain number of tasks, some of which are more or less pleasurable to do. Of course, when motivated or stimulated to do certain tasks, we often complete them faster, better, and without procrastination, even when the tasks themselves are not very pleasurable. In the future, we will find a return to normalcy in many aspects of life. But there is no question that many things will change, possibly forever. COVID-19 has altered the experience of being a customer, an employee, a citizen, and a human. Expect to see behavior shifts for some time to come.

Motivational and hygiene factors, according to Herzberg, are separated into two dimensions that affect different aspects of job satisfaction. This viewpoint differed from the conventional view of job satisfaction and dissatisfaction as two ends of the same continuum (Herzberg, 1966). Dissatisfaction is avoided by hygiene factors, but satisfaction is not achieved. They are only required to avoid unpleasant feelings at work. Motivators, on the other hand, are important factors that motivate employees at work. Many other researchers put the two-factor theory to the test, with wildly divergent results. According to some research, several of the hygiene factors identified by Herzberg (1966) are motivators. If the test is conducted in several industries, the results of Herzberg's theory may differ.

The differences are due to the intensity of the labor demand and, as a result, the length of employment (Nave, 1968). There has been a lot of discussion about the importance of distinguishing between hygiene factors and motivators. While some factors have clearly fallen into one of the two categories, others, such as salary, have remained ambiguous as to whether they are motivators or hygiene factors. 2011 (Teck-Hong & Waheed)

RATIONALE OF THE STUDY

As of the Covid 19 pandemic, the definition of "work from home" (WFH) became a legally binding rule. The WFH concept is now gaining tow in a variety of industries, including IT and education. The pandemic of the Coronavirus (COVID-19) has forced the world's largest number of employees to work from home. Working from home allows them to focus on their tasks because there are no regular face-to-face interactions with peers and co-workers.

Because there is no physical monitoring, employees have more discretion. According to Herzberg, motivating factors (also known as satisfiers) are intrinsic job elements that lead to satisfaction. Achievement, recognition, the (nature of) work itself, responsibility, advancement, and growth are examples of these. Extrinsic work environment factors include company policy, relationships with supervisors, working conditions, relationships with peers and subordinates, salary and benefits, and job security (also known as dissatisfiers). These are the types of factors that, if not managed properly, can lead to job dissatisfaction. One of Herzberg's most intriguing discoveries was that dissatisfaction is not the inverse of satisfaction. While proper hygiene management could prevent employee dissatisfaction, Herzberg believed that these factors could not provide satisfaction or motivation. According to Herzberg, "motivating factors" such as recognition and achievements have been shown to increase employee productivity, creativity, and commitment. "Motivation is a fire from within," says (Covey, 1989). If someone else tries to light a fire under you, it will most likely burn out quickly." It is not only the efforts of the organization that motivates employees, but also the employees themselves. To feel engaged and motivated, employees must first remember what they love and enjoy about their work, especially during this pandemic. This will help them perform better and boost their morale. Productivity is essential in any business. Employee well-being can be improved to boost productivity (Seema, Rani, Curtis, Prettysha, Reddy, 2020).

Employment conditions can worsen, and incre ased productivity can lessen the welfare of em ployees under stress (Hemalatha & Shumugasundaram, 2018). To deal with the problems of the workforce, institutions must effectively engage employees and enhance moral principles and safe health practices, and, if necessary, provide them with access to medical professionals. Every corporate strategy and direction communication with employees must be empathic and clear. The government and regulators have responded with an economic stimulus package that includes several measures to shore up liquidity and provide forbearance on various financial and compliance commitments. According to the approach of social-cognitive theory, the individual's behavior is influenced by the surrounding environment through personal perceptions. Not everyone perceives the same problem with the same level of seriousness. It is critical to recognize and account for these disparities when analyzing Behavioral reactions, especially under bad conditions. Martin and Guerrero (2020)

The focus of this study is on the efficacy of the Hygiene-Motivation Factors of Herzberg in the pandemic. The intrinsic satisfaction in the workplace is the reason to study a sample of people over 18 years old. It was important to analyse the working class because the number of people within this group is significant, and it helps the organizations in which they work as well as the people themselves to understand what motivates them (Suryaningrum, Wuryani, & Purbasari, 2014)

METHODOLOGY

Research Problem

The current research is aimed at analysing the motivating influences of people working at home during the 19 Covid pandemics simultaneously.

Objective

~ To study the presence of hygiene factors among the employees and individuals working from home amid Covid 19 lockdown.

~ To study the presence of motivational factors among the employees and individuals working from home amid Covid 19 lockdown.

~ To study the difference in motivation level of employees working from home during this pandemic lockdown as an impact of demographic factors (age, gender, family structure, and level of hierarchy)

Hypotheses

H1: There is a significant and positive relationship between each motivator factor and job satisfaction of employees locked at home.

H2: There is a significant and positive relationship between each hygiene factor and job satisfaction of employees locked at home.

H3: There is a significant difference in job satisfaction of employees locked at home because of Hygiene and Motivator factors, respectively.

H4: There is a difference in motivation level of employees working from home during this pandemic lockdown as an impact of demographic factors (age, gender, family structure, and level of hierarchy)

Operational Definition

Herzberg's Two Factor Theory: In 1959, Frederick Herzberg, a behavioral scientist proposed a two-factor theory or the motivator-hygiene theory. According to Herzberg, some job factors result in satisfaction while other job factors prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction" and the opposite of "Dissatisfaction" is "No Dissatisfaction".(Alshmemri, Shahwan-Akl, & Maude, 2017)

Hygiene Factors: Hygiene factors are those job factors that are essential for the existence of motivation of individuals/employees working from home. These do not lead to positive satisfaction in the long term. But if these factors are absent / if these factors are not provided, then they lead to dissatisfaction.

Motivation Factors: The motivational factors are positive satisfiers. These elements are essential to function. These aspects inspire workers to do well. These are known as pleasing variables. The motivators represent the significant value of the psychological needs that were perceived as additional benefits.

Research Design

A researcher's research design is the framework for the methods and techniques he or she will use in conducting research. The design enables researchers to focus on research methods that are appropriate for the subject matter and set up their studies for success. Data collection is a major component and the foundation of statistical research, and the most basic data that can be collected in this process is primary data. In other words, data is the foundation of all statistical operations. When we conduct research, we are generally interested in concluding a group of people who share some characteristics. However, because populations are typically too large to observe all individuals, we must resort to selecting a sample. The sample must be representative to conclude the population.

Employees working anywhere made up the sample for this study. A scaled questionnaire was used to collect the data. The research data is gathered using two scaled questionnaires, one assessing "Hygiene-Motivation" aspects and the other assessing "Intrinsic-Extrinsic" Job Satisfaction.

Sample

Sampling is the process whereby certain elements (individuals) are chosen for a research study within the population. A simple random sampling technique will be used for contacting the prospective respondents. With a sample size of 88. With equal no of males and females. The sample consists of people who work somewhere and above the age of 18 years.

Tests/Tools

The questionnaire used to test the Herzberg Hypothesis was created based on satisfactory and unsatisfactory work motivating elements for workers who were locked at home. The questionnaire format began with an introductory section that asked participants about their demographic information. Gender, age, family type, and marital status information (the first four being list questions) Following the introduction, three distinct questions were asked, each measuring Herzberg's Motivation factors, Hygiene factors, and Intrinsic/Extrinsic jobs satisfaction.

As previously stated, part one and two measure Herzberg's Motivation and Hygiene factors, respectively, and the scales used to measure them were developed by Ewen et al. (1966), Graen (1966), Sergiovanni (1966), House and Wigdor (1967), Lindsay et al (1967), Maidani (1991), and Pizam and Ellis (1999) used in Teck-Hong & Waheed (2011)

The first fold part assesses Motivation factors based on Herzberg's Two-Factor theory. This section includes five subscales that assess achievement (3 questions), advancement (2 questions), work itself (3 questions), recognition (3 questions), and growth (3

questions) As previously stated, responses were recorded on a five-point Likert scale ranging from '1' for strongly disagree to '5' for strongly agree. High scores indicated that the sample strongly agreed that the job satisfaction factors they received at their workplaces were closely related to their job satisfaction in terms of Herzberg's Motivation factors, while low scores indicated that they strongly disagreed.

The second fold part measures the Hygiene factors from Herzberg's theory where this part of the questionnaire consists of six sub scales measuring company policy (3 questions), relationship with peers (3 questions), work security (3 questions), relationship with supervisor (3 questions), money (2 questions), and working conditions (2 questions) and their responses were also recorded on a five-point Likert rating scale from '1' for strongly disagree and '5' for strongly agree.

Higher scores indicated that the research sample strongly agreed that Herzberg's Hygiene factors resulted in their job satisfaction at work, whereas lower scores indicated that they denied any correlation of job satisfaction they received when provided by Hygiene factors to them by their employer at work.

The next section of the questionnaire measures intrinsic and extrinsic job satisfaction, and the scales used to measure them were developed by Weiss, Dawis, England, and Lofquist (1967) as the 'Minnesota Satisfaction Questionnaire,' which had two versions, with relevant parts from the 'long form' versions as opposed to the 'short form' version, and were adapted to identify and measure job satisfaction items about the specific elements recognized in the research, as the scale has 20 items, only the items that closely matched the factors being studied in this research were included and the responses were recorded on a 5 point Likert scale rating from '1' for not satisfied and '5' for extremely satisfied and the rest were excluded which enhanced the quality of data being collected as well as weeding out items that were not remotely close to the elements being studied. The advantage gained here was that it was easier to understand and fill out, taking no more than 2 minutes to understand and form logical opinions. According to its creators, MSQ provides more precise information on aspects of a job that an individual finds rewarding than more general measures of job

satisfaction; additionally, the long-form version has greater reliability and validity than the short form, making it ideal for use in this type of research.

The intrinsic part of the questionnaire measures intrinsic job satisfaction, which consists of seven elements each measuring a single question about intrinsic job satisfaction, namely ability utilization, achievement, creativity, independence, moral values, responsibility, and recognition, with responses recorded on a five-point Likert rating scale ranging from '1' for 'not satisfied' to '5' for 'not satisfied'. Higher scores indicated that the research sample was extremely satisfied with Herzberg's Motivation factor in terms of items measuring their intrinsic job satisfaction, while lower scores indicated that the sample had no satisfaction at their workplace when it came to the same factors that resulted in their job satisfaction.

The extrinsic part of the questionnaire assesses extrinsic job satisfaction by asking a single question about policies and procedures, authority, coworkers, technical supervision, human relations supervision, working conditions, variety, and advancement, with responses recorded on a five-point Likert rating scale ranging from '1' to '5'. Likert rating scale from '1' being 'not satisfied' and '5' for 'extremely satisfied this case, higher the score, higher the level of satisfaction achieved by employees with Herzberg's Hygiene factors; conversely, lower the score, lower the level of satisfaction; in fact, the sample would experience no satisfaction at the workplace concerning the level of extrinsic job satisfaction.

The below questionnaire was chosen because the variables in this study (To test the effectiveness of Hygiene-Motivation factors on Irish Accountants and American Engineers in predicting Intrinsic-Extrinsic job satisfaction-National College of Ireland) is similar to the current study conducted.

The detailed questionnaire is available in Appendix 1 and 2.

Data Analysis Techniques

The sample for this research is employees working somewhere. The sample was reached by posting the questionnaire on social media. The data was collected using a scaled

questionnaire. The format of the questionnaire consists of demographic information like Gender, Age, Family Type, and Marital Status.

a) **Gender:** 48 male respondents
40 female respondents

b) **Age:** 18-25 years - 47 respondents
25-50 - 29 respondents
50-above - 12 respondents

c) **Type of Family:** Joint Family - 57 respondents
Nuclear Family- 31 respondents

d) **Marital Status:** Single: - 58 respondents
Married- 26 respondents.
Others - 4 respondents

The part following the introduction consisted of three distinct questions, each measuring Herzberg's Motivation Factors, Hygiene Factors, and Intrinsic/Extrinsic Job Satisfaction, respectively. SPSS Statistical Tool was used to analyze the data collected. Descriptive Statistics were used to compute the Mean (M), the Standard Deviation (SD) of the population sample, and to analyze different scaled questionnaire results. Bivariate correlation was first applied to calculate the relationship between Intrinsic Job Satisfaction and its predictor variables of Motivation Factors and between Extrinsic Job Satisfaction and its predictor variables being Hygiene Factors. Analyses were performed to compute the Motivation Factors and Hygiene Factors that were closely related or significant predictors of Intrinsic and Extrinsic Job Satisfaction factors, respectively.

Gender of Respondents

48 male respondents & 40 female respondents

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	48	54.5	54.5	54.5
	Female	40	45.5	45.5	100.0
	Total	88	100.0	100.0	

Age of Respondents

18-25 years - 47 respondents
25-50 - 29 respondents
50-above - 12 respondents

RESULTS & DISCUSSIONS

The purpose of this test was to examine the relationship between Herzberg's Motivation-Hygiene factor and Intrinsic-Extrinsic Job Satisfaction in a random sample of employees working anywhere. The main goal of this chapter is to combine the results and draw conclusions about the expected and achieved findings. A scaled questionnaire was used on a sample population of employees working anywhere, as stated in the Methodology Chapter. The researcher's research methodology used to achieve the objectives of this research study was discussed in the preceding chapter. In the present study, a sample of 88 employees Working from Home during the COVID 19 Pandemic was selected. Responses were received from 88 participants.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	47	53.4	53.4	53.4
	25-50	29	33.0	33.0	86.4
	50 and above	12	13.6	13.6	100.0
	Total	88	100.0	100.0	

Family Type of Respondents

Joint Family   -   57 respondents
Nuclear Family-   31 respondents

Family Type					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Joint Family	31	35.2	35.2	35.2
	Nuclear Family	57	64.8	64.8	100.0
	Total	88	100.0	100.0	

Marital Status of Respondents
Single: -   58 respondents
Married-   26 respondents
Others   -   4 respondents

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	58	65.9	65.9	65.9
	Married	26	29.5	29.5	95.5
	Others	4	4.5	4.5	100.0
	Total	88	100.0	100.0	

The questionnaire was divided into three parts: the first measured the Motivation Factors of Herzberg's theory, the second measured the Hygiene Factor of the theory, and the third measured the sample's level of Intrinsic and Extrinsic Job Satisfaction. The sample results were organized using Descriptive Statistics to define the Mean(M) and Standard Deviations (SD), followed by Pearson's Correlation.

Tables.1.

Descriptive Statistics for Herzberg's Motivation and Hygiene Factors and Intrinsic and Extrinsic Job Satisfaction

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Achievement	88	3.00	15.00	11.7955	2.77575
Advancement	88	2.00	10.00	7.8068	1.83740
WorkItself	88	3.00	15.00	12.1023	2.74611
Recognition	88	3.00	15.00	11.7273	2.73642
Growth	88	3.00	15.00	12.2045	2.50590
CompanyPolicy	88	3.00	15.00	11.7727	2.93503
Relationship	88	3.00	15.00	12.2159	2.90639
WorkSecurity	88	3.00	15.00	12.2841	2.45394
Relationshipwithsupervisor	88	3.00	15.00	11.6705	3.09513
Money	88	1.00	5.00	3.8977	1.01754
WorkingCondition	88	1.00	5.00	4.0795	.96158
Intrinsic	88	14.00	35.00	28.2614	5.05258
Extrinsic	88	15.00	40.00	31.9432	6.10889
Valid N (listwise)	88				

Table 1 shows the Correlation of the two sets of data being measured in statistical term mean, showing the linear relationship of the two sets of data being measured.

OBJECTIVE 1

To study the presence of motivational factors among the employees and individuals working from home amid Covid 19 lockdown.

<u>Correlation between Intrinsic Job Satisfaction and continuous variables of Herzberg's Motivation factors</u>

Correlations

		Intrinsic	Achievement	Advancement	WorkItself	Recognition	Growth
Intrinsic	Pearson Correlation	--					
	N	88					
Achievement	Pearson Correlation	.598**	--				
	Sig. (2-tailed)	<.001					
	N	88	88				
Advancement	Pearson Correlation	.365**	.655**	--			
	Sig. (2-tailed)	<.001	<.001				
	N	88	88	88			
WorkItself	Pearson Correlation	.575**	.794**	.633**	--		
	Sig. (2-tailed)	<.001	<.001	<.001			
	N	88	88	88	88		
Recognition	Pearson Correlation	.507**	.746**	.673**	.727**	--	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		
	N	88	88	88	88	88	
Growth	Pearson Correlation	.552**	.806**	.665**	.854**	.801**	--
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	
	N	88	88	88	88	88	88

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

Table 2 represents the correlation matrix between Motivation factors and Intrinsic Job Satisfaction. According to Pearson's Correlation, it shows how the dependent variables i.e. Intrinsic Job Satisfaction is related to the predictor variables, which is closer to 1 to be strongly correlated. The value of achievement (.598) advancement (.365) work itself (.575), recognition (.507), and growth

(.552) are the variables closely correlated to Intrinsic Job Satisfaction.

OBJECTIVE 2

To study the presence of hygiene factors among the employees and individuals working from home amid Covid 19 lockdown.

Table 3

Correlations between Extrinsic job Satisfaction and continuous variables of Herzberg's Hygiene Factors

Correlations

		Extrinsic	CompanyPolicy	Relationship	WorkSecurity	Relationship withsupervisor	Money	WorkingCondition
Extrinsic	Pearson Correlation	--						
	N	88						
CompanyPolicy	Pearson Correlation	.645**	--					
	Sig. (2-tailed)	<.001						
	N	88	88					
Relationship	Pearson Correlation	.559**	.764**	--				
	Sig. (2-tailed)	<.001	<.001					
	N	88	88	88				
WorkSecurity	Pearson Correlation	.542**	.692**	.625**	--			
	Sig. (2-tailed)	<.001	<.001	<.001				
	N	88	88	88	88			
Relationshipwithsupervisor	Pearson Correlation	.733**	.790**	.772**	.728**	--		
	Sig. (2-tailed)	<.001	<.001	<.001	<.001			
	N	88	88	88	88	88		
Money	Pearson Correlation	.515**	.596**	.377**	.670**	.537**	--	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		
	N	88	88	88	88	88	88	
WorkingCondition	Pearson Correlation	.510**	.666**	.496**	.750**	.673**	.572**	--
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	88	88	88	88	88	88	88

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

Table 3 represents the correlation matrix between Hygiene Factors and Extrinsic Job Satisfaction. According to Pearson's Correlation, values between the dependent variables i.e., Extrinsic Job Satisfaction and the predictor variables of Hygiene Factors which is closer to 1 have to be strongly correlated. Therefore we can assume that all the predictor variables have a linear correlation with the dependent variable with Company policy (.645), Relationship with peers (.559), Work Security (.542), Relationship with supervisors

(.733), Money (.515), Working Conditions (.510) are the variables significantly correlated to Extrinsic Job Satisfaction.

OBJECTIVE 3

To study the difference in motivation level of employees working from home during this pandemic lockdown as an impact of demographic factors (gender, age, family structure, and level of hierarchy)

Table - 4

<u>Demographic Factor- Gender</u>

GENDER

Descriptive Statistics			
	Mean	Std. Deviation	N
Gender	1.45	.501	88
Achievement	11.7955	2.77575	88
Advancement	7.8068	1.83740	88
WorkItself	12.1023	2.74611	88
Recognition	11.7273	2.73642	88
Growth	12.2045	2.50590	88
CompanyPolicy	11.7727	2.93503	88
Relationship	12.2159	2.90639	88
WorkSecurity	12.2841	2.45394	88
Relationshipwithsupervisor	11.6705	3.09513	88
Money	3.8977	1.01754	88
WorkingCondition	4.0795	.96158	88

Correlations

		Gender	Achievement	Advancement	WorkItself	Recognition	Growth	CompanyPolicy	Relationship	WorkSecurity	Relationshipwithsupervisor	Money	WorkingCondition
Gender	Pearson Correlation	--											
	N	88											
Achievement	Pearson Correlation	.117	--										
	Sig. (2-tailed)	.277											
	N	88	88										
Advancement	Pearson Correlation	.184	.655**	--									
	Sig. (2-tailed)	.086	<.001										
	N	88	88	88									
WorkItself	Pearson Correlation	.024	.794**	.633**	--								
	Sig. (2-tailed)	.822	<.001	<.001									
	N	88	88	88	88								
Recognition	Pearson Correlation	.142	.746**	.673**	.727**	--							
	Sig. (2-tailed)	.187	<.001	<.001	<.001								
	N	88	88	88	88	88							
Growth	Pearson Correlation	.163	.806**	.665**	.854**	.801**	--						
	Sig. (2-tailed)	.129	<.001	<.001	<.001	<.001							
	N	88	88	88	88	88	88						
CompanyPolicy	Pearson Correlation	.126	.615**	.667**	.619**	.729**	.663**	--					
	Sig. (2-tailed)	.243	<.001	<.001	<.001	<.001	<.001						
	N	88	88	88	88	88	88	88					
Relationship	Pearson Correlation	.185	.578**	.649**	.475**	.610**	.631**	.764**	--				
	Sig. (2-tailed)	.085	<.001	<.001	<.001	<.001	<.001	<.001					
	N	88	88	88	88	88	88	88	88				
WorkSecurity	Pearson Correlation	.128	.797**	.591**	.794**	.662**	.805**	.692**	.625**	--			
	Sig. (2-tailed)	.236	<.001	<.001	<.001	<.001	<.001	<.001	<.001				
	N	88	88	88	88	88	88	88	88	88			
Relationshipwithsupervisor	Pearson Correlation	.105	.650**	.569**	.550**	.684**	.642**	.790**	.772**	.728**	--		
	Sig. (2-tailed)	.329	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001			
	N	88	88	88	88	88	88	88	88	88	88		
Money	Pearson Correlation	-.088	.583**	.432**	.539**	.510**	.558**	.596**	.377**	.670**	.537**	--	
	Sig. (2-tailed)	.414	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		
	N	88	88	88	88	88	88	88	88	88	88	88	
WorkingCondition	Pearson Correlation	.139	.622**	.497**	.602**	.598**	.632**	.666**	.496**	.750**	.673**	.572**	--
	Sig. (2-tailed)	.197	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	88	88	88	88	88	88	88	88	88	88	88	88

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

When comparing the independent variable to Herzberg's Motivation Factors to Gender by looking at Table 4 we infer that Work itself, Growth, Work Security, etc., has an average Mean.   Working conditions, money, and advancement have a more consistent score.

Table - 5

Demographic Factor- Age

AGE

Descriptive Statistics			
	Mean	Std. Deviation	N
Age	1.60	.720	88
Achievement	11.7955	2.77575	88
Advancement	7.8068	1.83740	88
WorkItself	12.1023	2.74611	88
Recognition	11.7273	2.73642	88
Growth	12.2045	2.50590	88
CompanyPolicy	11.7727	2.93503	88
Relationship	12.2159	2.90639	88
WorkSecurity	12.2841	2.45394	88
Relationshipwithsupervisor	11.6705	3.09513	88
Money	3.8977	1.01754	88
WorkingCondition	4.0795	.96158	88

Correlations

		Age	Achievement	Advancement	WorkItself	Recognition	Growth	CompanyPolicy	Relationship	WorkSecurity	Relationshipwithsupervisor	Money	WorkingCondition
Age	Pearson Correlation	--											
	N	88											
Achievement	Pearson Correlation	.200	--										
	Sig. (2-tailed)	.061											
	N	88	88										
Advancement	Pearson Correlation	.150	.655**	--									
	Sig. (2-tailed)	.164	<.001										
	N	88	88	88									
WorkItself	Pearson Correlation	.085	.794**	.633**	--								
	Sig. (2-tailed)	.432	<.001	<.001									
	N	88	88	88	88								
Recognition	Pearson Correlation	.096	.746**	.673**	.727**	--							
	Sig. (2-tailed)	.374	<.001	<.001	<.001								
	N	88	88	88	88	88							
Growth	Pearson Correlation	.141	.806**	.665**	.854**	.801**	--						
	Sig. (2-tailed)	.189	<.001	<.001	<.001	<.001							
	N	88	88	88	88	88	88						
CompanyPolicy	Pearson Correlation	.000	.615**	.667**	.619**	.729**	.663**	--					
	Sig. (2-tailed)	.998	<.001	<.001	<.001	<.001	<.001						
	N	88	88	88	88	88	88	88					
Relationship	Pearson Correlation	-.002	.578**	.649**	.475**	.610**	.631**	.764**	--				
	Sig. (2-tailed)	.982	<.001	<.001	<.001	<.001	<.001	<.001					
	N	88	88	88	88	88	88	88	88				
WorkSecurity	Pearson Correlation	.065	.797**	.591**	.794**	.662**	.805**	.692**	.625**	--			
	Sig. (2-tailed)	.549	<.001	<.001	<.001	<.001	<.001	<.001	<.001				
	N	88	88	88	88	88	88	88	88	88			
Relationshipwithsupervisor	Pearson Correlation	-.049	.650**	.569**	.550**	.684**	.642**	.790**	.772**	.728**	--		
	Sig. (2-tailed)	.649	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001			
	N	88	88	88	88	88	88	88	88	88	88		
Money	Pearson Correlation	-.009	.583**	.432**	.539**	.510**	.558**	.596**	.377**	.670**	.537**	--	
	Sig. (2-tailed)	.933	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		
	N	88	88	88	88	88	88	88	88	88	88	88	
WorkingCondition	Pearson Correlation	.063	.622**	.497**	.602**	.598**	.632**	.666**	.496**	.750**	.673**	.572**	--
	Sig. (2-tailed)	.561	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	88	88	88	88	88	88	88	88	88	88	88	88

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

When comparing the independent variable to Herzberg's Motivation Factors to Age,   by looking at Table 5 assumptions can be made that Work Security, Growth, Work Itself, etc., has an average Mean whereas,   Working conditions, Money and advancement has the more consistent score.

Table - 6

Demographic Factor- Family Type

FAMILY TYPE

Descriptive Statistics			
	Mean	Std. Deviation	N
Family Type	1.65	.480	88
Achievement	11.7955	2.77575	88
Advancement	7.8068	1.83740	88
WorkItself	12.1023	2.74611	88
Recognition	11.7273	2.73642	88
Growth	12.2045	2.50590	88
CompanyPolicy	11.7727	2.93503	88
Relationship	12.2159	2.90639	88
WorkSecurity	12.2841	2.45394	88
Relationshipwithsupervisor	11.6705	3.09513	88
Money	3.8977	1.01754	88
WorkingCondition	4.0795	.96158	88

Correlations

		Family Type	Achievement	Advancement	WorkItself	Recognition	Growth	CompanyPolicy	Relationship	WorkSecurity	Relationshipwithsupervisor	Money	WorkingCondition
Family Type	Pearson Correlation	--											
	N	88											
Achievement	Pearson Correlation	-.089	--										
	Sig. (2-tailed)	.409											
	N	88	88										
Advancement	Pearson Correlation	-.078	.655**	--									
	Sig. (2-tailed)	.470	<.001										
	N	88	88	88									
WorkItself	Pearson Correlation	-.103	.794**	.633**	--								
	Sig. (2-tailed)	.339	<.001	<.001									
	N	88	88	88	88								
Recognition	Pearson Correlation	-.170	.746**	.673**	.727**	--							
	Sig. (2-tailed)	.113	<.001	<.001	<.001								
	N	88	88	88	88	88							
Growth	Pearson Correlation	-.064	.806**	.665**	.854**	.801**	--						
	Sig. (2-tailed)	.556	<.001	<.001	<.001	<.001							
	N	88	88	88	88	88	88						
CompanyPolicy	Pearson Correlation	-.204	.615**	.667**	.619**	.729**	.663**	--					
	Sig. (2-tailed)	.056	<.001	<.001	<.001	<.001	<.001						
	N	88	88	88	88	88	88	88					
Relationship	Pearson Correlation	-.019	.578**	.649**	.475**	.610**	.631**	.764**	--				
	Sig. (2-tailed)	.861	<.001	<.001	<.001	<.001	<.001	<.001					
	N	88	88	88	88	88	88	88	88				
WorkSecurity	Pearson Correlation	-.099	.797**	.591**	.794**	.662**	.805**	.692**	.625**	--			
	Sig. (2-tailed)	.357	<.001	<.001	<.001	<.001	<.001	<.001	<.001				
	N	88	88	88	88	88	88	88	88	88			
Relationshipwithsupervisor	Pearson Correlation	-.210*	.650**	.569**	.550**	.684**	.642**	.790**	.772**	.728**	--		
	Sig. (2-tailed)	.049	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001			
	N	88	88	88	88	88	88	88	88	88	88		
Money	Pearson Correlation	-.098	.583**	.432**	.539**	.510**	.558**	.596**	.377**	.670**	.537**	--	
	Sig. (2-tailed)	.363	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		
	N	88	88	88	88	88	88	88	88	88	88	88	
WorkingCondition	Pearson Correlation	-.237*	.622**	.497**	.602**	.598**	.632**	.666**	.496**	.750**	.673**	.572**	--
	Sig. (2-tailed)	.026	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	88	88	88	88	88	88	88	88	88	88	88	88

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

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

When comparing the independent variable to Herzberg's Motivation Factors to Family Type, by looking at Table 6 conclusion can be made that Work Security, Growth, Work Itself etc., has an average Mean whereas, Working conditions, Money and advancement has more consistent score.

Table - 7

<u>Demographic Factor- Marital Status</u>

MARITAL STATUS

Descriptive Statistics			
	Mean	Std. Deviation	N
Marital Status	1.39	.576	88
Achievement	11.7955	2.77575	88
Advancement	7.8068	1.83740	88
WorkItself	12.1023	2.74611	88
Recognition	11.7273	2.73642	88
Growth	12.2045	2.50590	88
CompanyPolicy	11.7727	2.93503	88
Relationship	12.2159	2.90639	88
WorkSecurity	12.2841	2.45394	88
Relationshipwithsupervisor	11.6705	3.09513	88
Money	3.8977	1.01754	88
WorkingCondition	4.0795	.96158	88

Correlations

		Marital Status	Achievement	Advancement	WorkItself	Recognition	Growth	CompanyPolicy	Relationship	WorkSecurity	Relationshipwithsupervisor	Money	WorkingCondition
Marital Status	Pearson Correlation	--											
	N	88											
Achievement	Pearson Correlation	.179	--										
	Sig. (2-tailed)	.094											
	N	88	88										
Advancement	Pearson Correlation	.039	.655**	--									
	Sig. (2-tailed)	.720	<.001										
	N	88	88	88									
WorkItself	Pearson Correlation	.004	.794**	.633**	--								
	Sig. (2-tailed)	.972	<.001	<.001									
	N	88	88	88	88								
Recognition	Pearson Correlation	-.005	.746**	.673**	.727**	--							
	Sig. (2-tailed)	.961	<.001	<.001	<.001								
	N	88	88	88	88	88							
Growth	Pearson Correlation	-.016	.806**	.665**	.854**	.801**	--						
	Sig. (2-tailed)	.886	<.001	<.001	<.001	<.001							
	N	88	88	88	88	88	88						
CompanyPolicy	Pearson Correlation	-.104	.615**	.667**	.619**	.729**	.663**	--					
	Sig. (2-tailed)	.336	<.001	<.001	<.001	<.001	<.001						
	N	88	88	88	88	88	88	88					
Relationship	Pearson Correlation	-.119	.578**	.649**	.475**	.610**	.631**	.764**	--				
	Sig. (2-tailed)	.269	<.001	<.001	<.001	<.001	<.001	<.001					
	N	88	88	88	88	88	88	88	88				
WorkSecurity	Pearson Correlation	-.038	.797**	.591**	.794**	.662**	.805**	.692**	.625**	--			
	Sig. (2-tailed)	.726	<.001	<.001	<.001	<.001	<.001	<.001	<.001				
	N	88	88	88	88	88	88	88	88	88			
Relationshipwithsupervisor	Pearson Correlation	-.108	.650**	.569**	.550**	.684**	.642**	.790**	.772**	.728**	--		
	Sig. (2-tailed)	.315	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001			
	N	88	88	88	88	88	88	88	88	88	88		
Money	Pearson Correlation	.009	.583**	.432**	.539**	.510**	.558**	.596**	.377**	.670**	.537**	--	
	Sig. (2-tailed)	.931	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		
	N	88	88	88	88	88	88	88	88	88	88	88	
WorkingCondition	Pearson Correlation	-.077	.622**	.497**	.602**	.598**	.632**	.666**	.496**	.750**	.673**	.572**	--
	Sig. (2-tailed)	.476	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	88	88	88	88	88	88	88	88	88	88	88	88

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

When comparing the independent variable to Herzberg's Motivation Factors to Marital Status, by looking at Table 7 assumptions can be made once again that Work Security, Growth, Work Itself, etc., has an average Mean, whereas, Working conditions, Money and advancement has a more consistent score.

DISCUSSIONS

This research study aimed primarily at testing the efficacy of Hygiene-Motivation factors on Employees locked at Home amid Covid 19 i.e. Employees Working From Home during this pandemic, resulting in Intrinsic-Extrinsic Job Satisfaction. It was felt important to do this study as the number of people working from home is significantly large in number and to understand the motivating factors that benefit both the organization they work in as well as the individuals.

The results of the hypothesis which tested the effect on Intrinsic Job satisfaction by predictor variables of Motivation factors were successful in predicting that there is a significant and positive relationship between motivation factor and job satisfaction of employees locked at

home. The value of achievement (.598) advancement (.365) work itself (.575); recognition (.507) and growth (.552) are the variables closely correlated to Intrinsic Job Satisfaction.

The consequence of the other hypothesis examined the relationship between Extrinsic Job satisfaction and Hygiene factors showed close relationships. Where the variable which stood out being the strongest Company policy (.645), Relationship with peers (.559), Work Security (.542), Relationship with supervisors (.733), Money (.515), Working Conditions (.510) are the factors significantly responsible for the strongest prediction of Extrinsic Job Satisfaction.

DISCUSSION

The COVID-19 crisis is an excellent opportunity for organizations to develop more advanced solutions to workplace problems, thereby extending the goodwill and company they have built-in previous phases. Introducing time management concepts specifically for employees working from home can result in increased productivity. Motivating employees while they are on the job and while they are working from home presents unique challenges.

According to the Two-Factor theory, managers should focus on ensuring the acceptability of hygiene.
factors to avoid employee dissatisfaction. Furthermore, managers must ensure that the work is motivating and rewarding so that employees are motivated to work harder and perform better.
This theory emphasizes Herzberg's Job satisfying factor which aids in the acceleration of employee motivation. The primary goal and feature of a job are to maximize the use of the employee's expertise and competencies. A consistent focus on motivational factors can improve work quality.

The outcome of all these is that there is a significant difference in the job satisfaction of employees locked at home due to Hygiene and Motivator factors. The Motivation factors that meticulously predicted that they are responsible for the sample's job satisfaction from Top to Bottom, were 'Achievement', 'Work itself', 'Growth', 'Recognition' followed by

'Advancement. This shows that the 'Achievement' and 'Work itself' being the 'satisfaction' of the job was significant in motivating the Employees Locked at Home during this pandemic. While the Hygiene factors that played a crucial role are 'Relationship with Supervisors', 'Company Policy', 'Relationship with Peers', 'Work Security', 'Money', followed by 'Working conditions. Where the variable which stood out is the strongest predictor of Hygiene Factor for Employees Locked at Home was, Relationship with Supervisors' and 'Company Policy'.

CONCLUSION
This research was set out to find what Motivation factors and Hygiene factors are necessary to keep the discrete sample of Employees Locked at Home satisfied, motivated, and retained. This research was successful to make the distinction between Herzberg's Motivation and Hygiene factors as well as Intrinsic and Extrinsic Job Satisfaction.

While increased job satisfaction can lead to increased productivity, this is not always the case. Situational variables are unnoticed by Herzberg's two-factor hypothesis. The theory is prone to misleading results. To put it another way, when things are going well for an employee, they may be able to focus on the areas of their job that they enjoy. External variables may play a crucial impact when things do not go as planned. The Herzberg theory's effectiveness could be hindered because of this. The approach needs to account for a person's unique perceptions or circumstances. Consider using the concept to overcome this constraint on a personal level. The Herzberg theory does not give a basis for determining an employee's performance objectively. The two-factor paradigm's dependability is controversial. The study must be performed by the ratters. The ratters may make a controversy about the results by analyzing comparable answers in diverse sources.

When satisfied they are more resistant to negative shocks during any emergencies, eg, pandemic/disasters/emergencies. There is a need to increase the awareness program regarding various issues to the people during any emergencies. Improving the wellbeing and reinforcing safe health practices of an individual helps to boost his morale and

adaptability. There is a significant relationship between motivation and reward, recognition among stressed employees. Concepts of Flexible Time Management will influence Productivity. Changing the company's regulations and regulations that are ineffective and uncooperative. Controlling in a way that is successful, useful, and non-intrusive. Encouraging and maintaining a culture of mutual respect. Assuring that compensation is competitive. Assuring employment security and providing opportunities for remarkable accomplishments. and providing meaningful work for all job classifications. Providing an opportunity for training and growth to pursue desired positions within the organization.

DELIMITATIONS

According to the Two-Factor theory, there are four convincing consequences-

1. High Hygiene + High Motivation: The perfect situation where employees are highly motivated and criticize little.
2. High Hygiene+ Low Motivation: The Employees have few complaints but are unmotivated.
The job is regarded as a source of income.
3. Low Hygiene+ High Motivation: Employees are motivated, but they have a lot of complaints. An environment in which the job is exciting and inspiring, but the pay and working conditions are insufficient.
4. Low Hygiene+ Low Motivation: This is the worst-case scenario, where employees are unmotivated and have numerous complaints.
The two-factor theory, therefore, acts as an excellent recollection of two key components for each work -
(a) Job content - refers to the duties of individuals,
(b) the job context - relates to the working environment within which they are engaged.

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