

3. examine the mediating role of job engagement in the relationship between motivator/hygiene factors and job satisfaction.

Literature review

The two-factor theory was performed with an in-depth analysis of sources of satisfaction and dissatisfaction among 200 engineers and accountants in the Pittsburgh area (Herzberg et al., 1959). Respondents were asked to state job experiences and their perceptions of their job on a Likert scale form extremely bad to exceptionally good. These factors were divided into motivator factors (intrinsic) and hygiene factors (extrinsic). As the theory suggests motivator factors cause positive job attitudes or job content leading to proper performance at the workplace. However, the lack of these factors does not prove high levels of dissatisfaction (Herzberg et al., 2011). These factors include achievement, advancement, recognition, growth, work itself and responsibility. On the other hand, hygiene factors have enclosed the doing of the work or job context such as relationships with peers and supervisors, job security, money, working condition, and organization policy. These factors are concerned with the conditions around the job which may indirectly affect the job. Furthermore, hygiene factors can be the birth of motivation and are essential to avoid dissatisfaction. The major findings of the theory were that motivator factors were sources of satisfaction. Nevertheless, the hygiene factors were sources of dissatisfaction (Taylor, 2008).

The influence of motivation on job satisfaction

Job satisfaction is considered as one of the most broadly researched job attitudes and subjects in organizational psychology (Loi et al., 2009; Riggio, 2015; Robbins & Judge, 2009). It is one of the determinants of working environment quality and important to hotel performance (Chiang et al., 2014, Sobaih et al., 2019). Employers often do not hesitate to know if their team members are satisfied with their jobs or not) Mullins, 2005; Aziri, 2011). Hence, several studies have measured the impact of Herzberg's theory of motivation on employees' job satisfaction (Chitiris, 1988; Derby-Davis, 2014; Fareed & Jan, 2016; Lundberg et al., 2009; Matei & Abrudan, 2016; Simons & Enz, 1995; Tan & Waheed, 2011).

The study of Chitiris (1988) adopted Herzberg's theory in hotels in Greece using 287 employees. The results, interestingly, argued that the hygiene factor is a powerful source of satisfaction; however, the contribution of motivators was very limited. These findings were supported by Simons and Enz (1995) who found that extrinsic factor, such as good wages and job security are more significant than the intrinsic factor in the

hospitality industry. These two studies contradict the work of Herzberg and his followers and open the door for an important question: does Herzberg's theory of motivation applicable to all workers in different organizations, especially services, i.e., hotels? This also raises an issue about the validation of these findings to workers in developing countries, especially since these countries have different characteristics from the developed ones. Considering the high proportion of under employment, employees in the hotel industry in Egypt for instance, were less likely to leave their job despite they suffer poor working conditions and poor remuneration (Sobaih, 2015). Hence, unsurprisingly, Sobaih (2015) found that such workers were satisfied with their remuneration despite it was the lowest compared to other sectors in the national economy.

Lundberg et al. (2009) applied Herzberg's theory on a sample of seasonal hospitality and tourism workers and the results supported the theory of Herzberg. Tan and Waheed (2011) examined what motivates employees in the retail industry and their level of job satisfaction. The results showed that hygiene factors have more effects on job satisfaction than motivators. One more study by Derby-Davis (2014) aimed to explore the factor that predicts nursing faculty's job satisfaction and intent to stay in academe by using Herzberg's theory. The major findings supported Herzberg's Theory that motivator factors were a strong predictor of nursing faculty's intent to stay in academe.

The study by Fareed and Jan (2016) addressed the relationship of Herzberg's theory with job satisfaction on 418 of the banks' officers. The outcomes of the research indicated that hygiene factors had the significant relationship with job satisfaction. Nonetheless, motivator factors did not have a relationship with job satisfaction. Moreover, Matei and Abrudan (2016) examined the validity of Herzberg's theory in a Romanian cultural context. The major findings of the study contradicted Herzberg's theory. The sources of job satisfaction are generally different from those generating dissatisfaction in the cultural context of Romania. For example, salary was considered as a motivational factor and relationship with peers was considered as hygiene factor. Based upon the empirical findings discussed in this section and the consideration of developing countries context, it is expected that both hygiene and motivator factors will lead to job satisfaction, hence it can be hypothesized that:

H1a: Motivator factors positively affect job satisfaction.

H1b: Hygiene factors positively affect job satisfaction.

The influence of motivation on job engagement

Job engagement (JE) is among the hot issues that was highly considered by researchers and practitioners in the last few decades but limited research

has been published (Bakker & Bal, 2010; Hernandez & Guarana, 2018). Job engagement alludes to the positive, viable psychological work-related state of mind that leads workers to effectively express and invest themselves emotionally, cognitively and physically in their role performance (Swanberg et al., 2011). It is argued that engaged workers seem to achieve the objectives of the work (Attridge, 2009; Hernandez & Guarana, 2018; Lockwood, 2007).

The study of Weibel et al. (2007) examined how performance-contingent rewards affect motivation and behavioral intentions. The findings supported that things which drive an individual toward the higher cognitive exertion related to job engagement. Ariely et al. (2009) studied the impact of monetary and non-monetary rewards on job engagement and performance. The results showed that extrinsic motivation, e.g., money, increases job engagement. The study of Karatepe and Olugbade (2009) examined the impacts of job supervisor support (motivator) and personal resources (hygiene) on job engagement on a sample of Nigerian hotel employees. The results revealed that intrinsic and extrinsic motivation positively affected job engagement. Van-Beek et al. (2012) have examined the motivational correlation of workaholism, job engagement, and burnout conducted on 760 Chinese healthcare professionals. The major findings showed that intrinsic and extrinsic motivation tend to engage employees more in the workplace. Putra et al. (2017) examined the motivator and hygiene as the antecedents of job engagement in a sample of 143 workers in hospitality industry. The results showed that hygiene factors improve job engagement. Based on the empirical findings discussed in this section, the hypotheses are:

H2a: Motivator factors positively affect job engagement.

H2b: Hygiene factors positively affect job engagement.

The influence of job engagement on job satisfaction

Kamalanabhan et al. (2009) measured the relationship between job engagement and job satisfaction in a sample of 159 information technology professionals. The major findings showed that job engagement had a significant and positive correlation with job satisfaction. These findings are in a line with Abraham (2012); Yeh (2013) and Shmailan (2016). Furthermore, Jung and Yoon (2015) also measured the impact of job engagement on pay satisfaction on a sample of 314 employees in South Korean hotels. The study revealed that employees' job engagement has a significant impact on pay satisfaction. Pološki Vokić and Hernaus (2015) examined the interaction among job satisfaction, job engagement and employee loyalty conducted on a sample of 567 employees from a large-

sized Croatian firms. The study showed that job satisfaction is a significant predictor of job engagement, while job engagement strongly predicts employee loyalty. Hence, it can be hypothesized that:

H3: job engagement positively affects job satisfaction.

The mediating role of job engagement in the relationship between motivation and job satisfaction

Some studies have measured job engagement as a mediator between motivation and job satisfaction (Harter et al., 2002; Karatepe & Karadas, 2015; Kumar et al., 2018; Paek et al., 2015; Saks, 2006). Harter et al. (2002) assessed the business-unit-level relationship between job satisfaction, job engagement, and business outcomes by using meta-analysis technique. A survey was used to collect data from employees in 36 companies. The results revealed that job engagement mediate the relationship between management practices motivation and job satisfaction and business-unit outcomes.

Saks (2006) studied job engagement and its relationship with job antecedents and outcome on 102 Canadian employees in different organizations. The results showed that job engagement mediated the relationships between job antecedents and job outcomes, e.g., job satisfaction. Karatepe and Karadas (2015) found that job engagement mediated the relationship between psychological capital on job, career and life satisfaction on a study Romanian hotels. The study of Paek et al. (2015) also showed that job engagement partially mediates the effect of psychological capital on job satisfaction and affective commitment in South Korean hotels. Depending upon these findings, there are some evidences to hypothesis that:

H4a: job engagement mediates the relationship between motivators and job satisfaction

H4b: job engagement mediates the relationship between hygiene factors and job satisfaction

Based upon the above theoretical debate and the empirical studies which measure the applicability of Herzberg's theory and its impact on job engagement and job satisfaction, the suggested hypotheses can be illustrated in the research conceptual framework for the hotel industry in developing countries context (see [Figure 1](#)).

Methodology

The research instrument

A questionnaire survey was used as the research instrument. The questionnaire had four main parts. Part one related to the profile of employees e.g.,

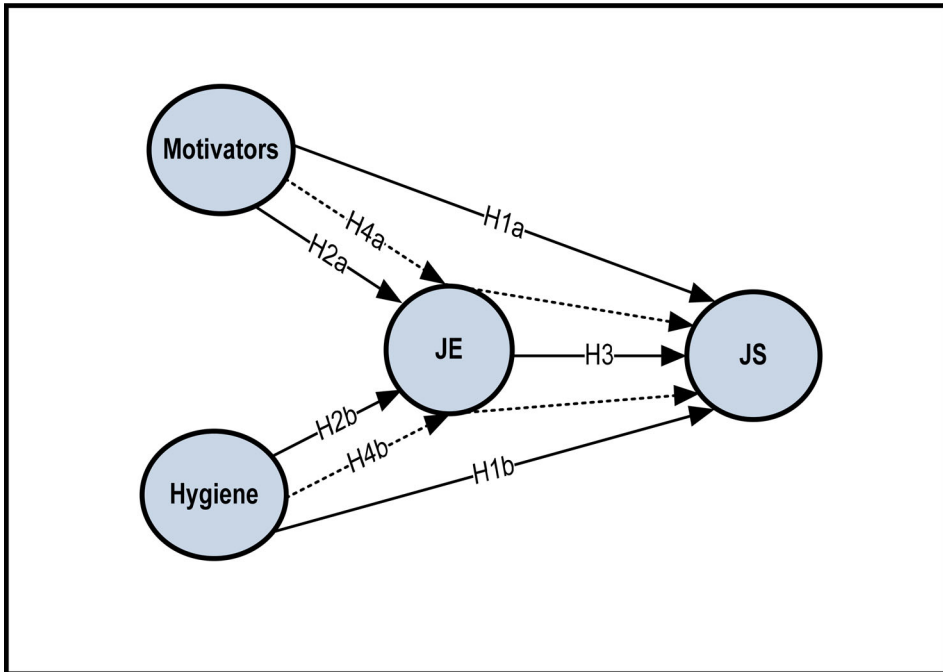


Figure 1. A conceptual model on the impact of motivation on job engagement and job satisfaction.

gender, age and educational level and department. Part two items related to Herzberg's theory of motivation while parts three and four measured job engagement and job satisfaction. Motivation was measured using a 40-items scale (20-item scale for motivators and 20-item scale for hygiene) developed by Lundberg et al. (2009). Motivator factors included six constructs: achievement (three items), advancement (three items), work itself (three items), recognition (three items), growth (three items), and responsibility (five items) totaling 20-item scale. A sample item from the motivator scale was "I receive adequate recognition for doing my job well". The Motivator scale was highly reliable with Cronbach alpha value of 0.96. Hygiene factors also included six constructs: organizational policy (four items), relationship with peers (four items), job security (three items), relationship with supervisors (three items), money (three items), working conditions (three items) totaling 20-item scale. A sample item from the hygiene scale was "I am encouraged to work harder because of my salary". Similar to motivator scale, the hygiene scale was highly reliable with Cronbach alpha value of 0.96. Job engagement was measured using a nine-item scale developed by Schaufeli et al. (2006). A sample item from the scale "At my job, I feel strong and vigorous". Job satisfaction was measured using a four-item scale developed by Meyer et al. (2002). A sample item from the scale "I am satisfied with my job" (for full details of these items, please see Table A1). Both