



EXPLORING THE CORRELATION BETWEEN HUMAN RESOURCE PRACTICES AND HERZBERG'S TWO-FACTOR THEORY: IMPLICATIONS FOR ORGANIZATIONAL PERFORMANCE

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Abstract

The study is aimed to examine the correlation between human resource practices (HRPs) and Two-Factor Theory of motivation given by Herzberg's, significantly focusing on to understand the impact of this relationship on organizational performance. Herzberg's two factors theory differentiate between hygiene factors (salary, company policies, and working conditions) and motivators (recognition, achievement, and opportunities for advancement). The theory provides a fundamental framework to examine employee satisfaction and their motivation at workplace. The study aims at bridging the theoretical models with the practical HR applications and to explore whether contemporary HR practices align with and support Herzberg's motivational constructs, and what is the contribution of this alignment to the overall performance of an organization.

The population of this study is employees of private banking sector of Pakistan. This research employs quantitative methodology. The research instrument of this study is close-ended questionnaires. The sample is randomly selected from the following prominent financial institutions in Pakistan. Habib Bank Limited (HBL),

Meezan Bank Limited (MBL), Bank Al Habib (BAH), and Bank Al Fallah (BAF). The researcher examined major HR domains, which include Employee Empowerment (EE), Performance Appraisal (PA), Compensation Management (CM), and Employee retentions (ER). The findings suggested a significant correlation between well-executed HR practices and the incidence of both hygiene and motivational factors. This study adds to the expanding body of literature regarding motivation in the financial sector. Furthermore it also provide practical implications for the HR practitioners of banking sector. These include the incorporation of motivational theories into HR practices and the cultivation of the culture that considers both intrinsic as well as extrinsic factors that influence employee engagement.

This research makes a valuable contribution to the expanding body of literature on motivation in the financial services sector and offers practical recommendations for HR practitioners in banking. These include embedding motivational strategies into HR systems and fostering a culture that values both extrinsic and intrinsic drivers of employee engagement. The study concludes by suggesting future research in digital banking environments and comparative studies across public and private banking institutions.

Key words: Compensation management, Employee retention, Performance appraisal, intrinsic motivation, extrinsic motivation

Introduction

The most significant component of organizational performance, employee retention, and employee satisfaction is based on employee motivation. Employees who are contented are actually more committed, productive, and inventive in their approaches within their organizations. Contemporary research has also demonstrated a correlation between employee efficiency and their level of satisfaction. This theory, which represents advances in the field of human resource management, has maintained its appeal to sociologists, psychologists, and management experts (Kudaibergenov et al. 2024). It is the significance of Herzberg's two-factor theory of motivation to determine which factors are pertinent for motivating employees. Motivation is the most critical component of HRM practices. The appropriate application of motivational systems is essential in today's environment (MVN, 2024). Furthermore, it is a necessary condition for an organization's survival and reflects its overall operational health. To build successful engagement and stimulate individuals to put out excellent efforts, it is critical to fulfill motivating demands of employees like as recognition, provision of opportunities for personal as well as professional development, acknowledgment, career growth, greater responsibility, and self-realization (Milhem, 2025). Human resources are an indispensable component that governs an organization's efficiency (Junejo et al. 2025). Consequently, it is imperative for organizations to allocate resources to the

recruitment, selection, and retention of their human resources. In order to mitigate attrition, each organization will endeavor to preserve its potential resources.

According to Bassett & Lloyd (2005) Herzberg's Two-Factor Theory (1960) posits that employees are liable to a combination of factors which may or may not satisfy these demands. The one is hygiene factors, which are essential for an individual's survival. Grigaliunas and Herzberg (1971). Some of these elements, such compensation, job security, the award system, and connections with coworkers, have nothing to do with the actual job (Herzberg, 1971). Upon failure to satisfy these elements, Herzberg contends that they have the capacity to induce dissatisfaction. All these factors do when they are in place is keep people from being dissatisfied, not inspire them to be happy. The second class of demands pertains to aspects that are intrinsic to the work itself, such as achievement, accountability, advancement, and the recognition of a task as completed. These elements serve as motivators when individuals achieve their highest potential, according to Herzberg. (Herzberg, 1971). Herzberg was of the opinion that job contentment and motivation could only be enhanced by work content, which included opportunities for responsibility and advancement (Wright, 2008).

In today's extremely competitive market, an organization can only grow through the strength of its employees. Every organization considers their workforce to be its backbone, and their significant contributions provide the organizations with the most valuable and critical asset. Undoubtedly, the organization's continuous success is a direct result of their dedication and diligence. Nonetheless, there is no guarantee that employees will remain with a single organization for the rest of their careers. It has become a great challenge for the organization to retain the trained and loyal employees for a longer period of time so that they can achieve the competitive advantage within the market.

Literature Review

Selected HR Practices

Employee Empowerment

When organizations want their employees to be able to do their jobs well and make good decisions, they need to empower them by giving them more responsibility, authority, knowledge, and skills. Empowerment is defined as the act of granting another person control over their own life; this includes raising that person's sense of self-worth, helping them overcome challenges, and encouraging them to take responsibility for their actions (Papageorgiou et al. 2025). The "Hygiene Theory" by Herzbergs endorsed the idea that increasing the autonomy and adaptability of

employment can increase the enthusiasm, efficiency, and contribution of employees within the organization. Empowerment is defined by Lydiastuti and Rijanti (2025) as "the participation of personnel in the decision-making process. As per (010101), employees experience a greater sense of ownership over their work and the company when they feel empowered, as they possess a higher level of self-efficacy, authority, and confidence. Empowerment enhances job performance, job satisfaction, organizational commitment and loyalty, and employee retention. Empowered employees are intrinsically motivated and experience a sense of work that is significantly more meaningful (Lahbar et al. 2024).

Performance Appraisal

According to Zhang and Li (2025) performance appraisal is the most widely employed management practice in all businesses globally. It is an organized attempt to find out which employees are more and less productive and to identify each worker's strengths and areas for improvement in relation to different aspects of their job. Simply, a performance appraisal is an analysis of how well a person has carried out the responsibilities of their job (Daniel, 2024). Performance appraisal is a systematic way of assessing employee's performance and providing feedback to facilitate performance improvement. Performance evaluation can be defined as the process of examining an individual's job performance in order to make objective decisions regarding employees. Performance appraisal is the process of reviewing, summarizing, and improving employees' work performance within an organization.

According to the performance appraisal technique can also be a means of preserving justice and legitimacy within organizations by employing it to treat employees in accordance with their performance and output.

Compensation Management

Compensation denotes the remuneration employees obtain for their efforts to the organization. Employee benefits, both financial and non-financial, seek to equilibrate the employer-employee relationship (Luitel & Humagain, 2025). Bonuses, profit sharing, overtime remuneration, recognition awards, and sales commissions include several sorts of compensation. Human resource management significantly depends on compensation to incentivize individuals and improve organizational efficacy. It pertains to the development and execution of strategies and policies that are designed to compensate individuals in a manner that is consistent, equitable, and fair, taking into account their contributions to the organization (Sularmi et al. 2025). The term "Compensation Management" refers to the implementation of a compensation structure that rewards employees who demonstrate superior performance relative to their peers (Yusuf et al. 2025).

Employee Retention

One of the most annoying and enduring problems that the firm and organization have dealt with throughout the years is the staff turnover rate (Siddiqui et al. 2025). It has a number of detrimental effects on the cost and performance of the company. From an organizational standpoint, employee turnover is costly since the company must pay direct costs each time an employee departs, and the turnover will also result in an increase in the cost of recruiting and training new employees (Atikur et al. 2023). The most precious resources for a business or organization are its people and employees. There are several explanations for the high turnover rate, including personal, environmental, or even business-related factors. There are two types of causes that contribute to employees leaving the company: push factors and pull ones. Considering that organizations are in need to emphasis on employee retention practices or policies (Junejo et al. 2023).

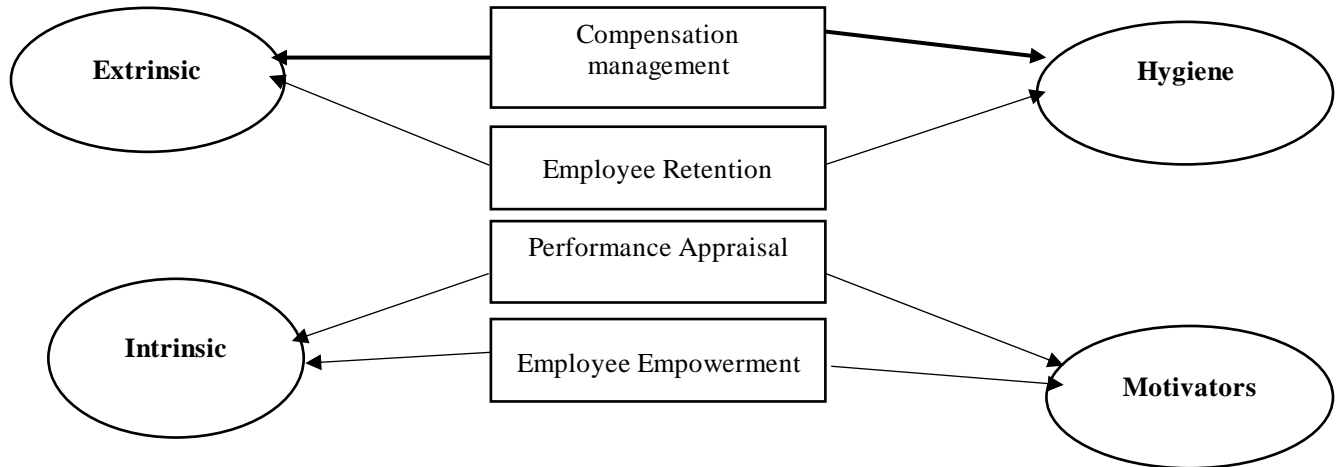
An effective HRM approach may foster positive and significant interactions among employees at work, including employee commitment. Employee attitude is a fundamental aspect towards employee retention (Malokani et al. 2024). An important indicator of employee turnover or retention could be the level of intrinsic motivation present in the workplace. Motivated employees are more productive for the organization. In order to boost employee retention, it is helpful to use both internal as well as external rewards. The impact of external motivators, such as pay, bonuses, or promotions, is smaller than that of internal motivators, such as job satisfaction, enthusiasm, or personal development (Kiragu & Marwa, 2022). HRPs have a positive significant impact on employee retention.

H₁ HRPs have significant correlation with Herzberg's two factor theory of motivation.

Herzberg's two factor theory of motivation

Herzberg was of the opinion that job contentment and motivation could only be enhanced by work content, which included opportunities, responsibility and advancement of job (Wright, 2008). However, the lack of developmental variables does not induce unhappiness; instead, it simply leads to a state of no gratification (Wall & Stephenson, 1970). The lack of motivational variables does not lead to job dissatisfaction, whereas their presence can foster job satisfaction. Inadequate cleanliness may lead to job discontent, whereas enhanced hygiene can alleviate it but does not necessarily foster job contentment (Lu, 2023). Herzberg's classification of factors into intrinsic and extrinsic categories. Intrinsic job traits encompass accountability, authority, self-growth, and acknowledgement, commonly associated with the chance for growth. Extrinsic HR policies include salary, job stability, hours worked, compensation, and working environment (Zhi et al. 2024). The researcher examined the theory supporting the notion to evaluate organizational effectiveness via employee performance. Literature asserts that only a content and fulfilled

employee can exert optimal effort towards the attainment of the organization's overarching goals. The human resource practices identified after a comprehensive literature research can be classified based on the dual-factor theory variation.



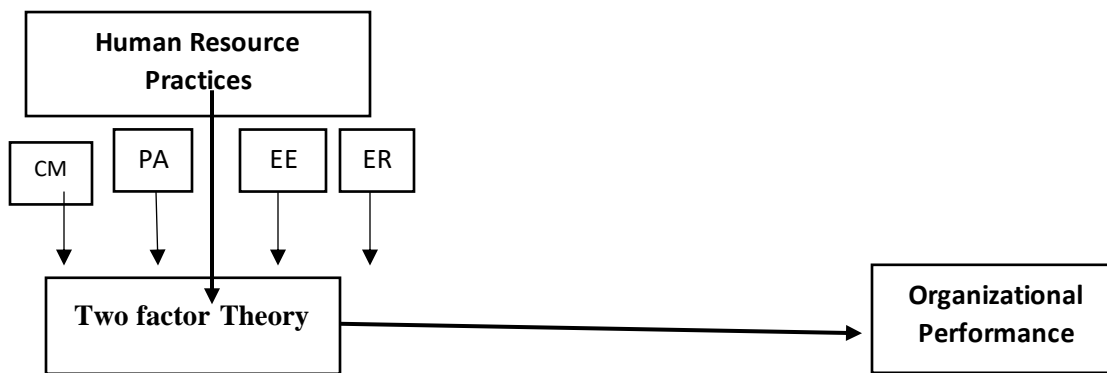
Human Resource Practices in reference to the Two-Factor Theory

According to the Herzberg, if the hygiene (Extrinsic) factors within the organization, including pay, compensation, job security, and working conditions (CM, ER), are not met, employee dissatisfaction would supervene. Thus, a discontented employee may refrain from competing for the organization, as studies indicates a substantial and direct correlation between job satisfaction and employee performance (Perdana et al. 2024). When organizations meet extrinsic needs, employees may attain satisfaction; yet, some other factors (motivators) must be evaluated to augment motivation (Stringer et al. 2011). According to Herzberg’s employees' motivation levels rise and their productivity may increase too as they experience better working conditions, such as better salaries and job security, when they feel a sense of accomplishment, recognition, and responsibility and ownership at work (EE, PA). However, Rahman et al. (2025). Found that job satisfaction was influenced by both sanitary criteria and motivation.

Organizational Performance

H2 Organizational performance can be enhanced by correlating the HRPs with the Herzberg’s two factor theory.

Conceptual framework



Research Methods

The researcher has chosen the employees of banking sector as the population of the study. The area for the study is the private banking sector. The study is based on quantitative research methods, the data is analyzed with the help of SPSS 25 and PLS-SEM 4. Data is collected by distributing the close-ended questionnaires to the employees of private banks. Following banks have been selected to collect the sample from, United Limited Bank (UBL), Meezan Bank Limited (MBL), Allied Bank Limited (ABL), Bank Al Habib (BAH), and Bank Al Fallah (BAF). The researcher has distributed 400 questionnaires out of which 390 responses were received and processed for final analysis.

Data Analysis

The study's data analysis consists of two elements the first part assess the reliability and validity of the scale of this study i-e measurement model analysis whereas the second part assess the significance of path coefficient i-e the structural path model analysis (Hair et al., 2022). The initial

segment of the study evaluated convergent and discriminant validity through multiple assessments, including Cronbach’s Alpha, AVE, HTMT, and Fornell & Larcker criteria.

All the six variables exhibit a reliability greater than 0.70, signifying exceptional reliability. Convergent validity ensures that the findings are more reliable, as different methods and techniques measured the same construct yield comparable results (Esmaeili et al. 2025). The outer loadings and Average Variance Extract (AVE) were assessed for this purpose. The findings indicated that the factor loadings for each indicator exceeded the threshold of 0.50, in accordance with the recommendations of (Hair et al. 2022). All the research variable had an AVE value higher than the 0.50 criterion. The researcher used the Fornell & Larcker criteria and the HTMT to assess the discriminant validity. Based on the findings, the degree of correlation between the variables is lower than the AVE square root (Fithri, 2024). AVE reveals the total variation among the indicators. Discriminant validity, after AVE is measured with the help of HTMT. HTMT has a maximum threshold of 0.90. Therefore, the cutoff value is greater than zero for all HTMT values. The study has demonstrated strong discriminant validity, according to the results.

Table 1. Factor Loadings

Variable	Items	Loadings	Variable	Items	Loadings
Compensation Management	CM#1	0.810	Employee Empowerment	EE#1	0.839
	CM#2	0.729		EE#2	0.863
	CM#3	0.759		EE#3	0.904
	CM#4	0.735		EE#4	0.840
	CM#5	0.821		EE#5	0.762
	CM#6	0.764			
Performance Appraisal	PA#1	0.869	Employee retention	ER#1	0.783
	PA#2	0.742		ER#2	0.772
	PA#3	0.736		ER#3	0.841
	PA#4	0.831		ER#4	0.701
	PA#5	0.782		ER#5	0.780
	PA#6	0.707			
Herzberg’s Two factor Theory	HTFT#1	0.876	Organizational performance	OP#1	0.841
	HTFT#2	0.845		OP#2	0.874
	HTFT#3	0.800		OP#3	0.892
	HTFT#4	0.777		OP#4	0.915

	HTFT#5	0.892		OP#5	0.906
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Table 2. Reliability and AVE

Variable	Cronbach's alpha	Composite reliability (rho_a)	AVE
CM	0.735	0.750	0.527
PA	0.758	0.797	0.562
EE	0.824	0.805	0.618
ER	0.795	0.825	0.588
HTFT	0.764	0.776	0.645
OP	0.870	0.898	0.701

Table 3. Discriminant Validity (HTMT)

Variable	Cronbach's alpha	Composite reliability	AVE
CM	0.735	0.750	0.527
PA	0.758	0.797	0.562
EE	0.824	0.805	0.618
ER	0.795	0.825	0.588
HTFT	0.764	0.776	0.645
OP	0.870	0.898	0.701

Table 4. Discriminant Validity (Fornell & Larcker Criterion)

Variables	CM	EE	ER	HTFT	OP	PA
CM						
EE	0.802					
ER	0.642	0.262				
HTFT	0.842	0.712	0.687			
OP	0.828	0.608	0.711	0.590		
PA	0.426	0.811	0.336	0.824	0.743	

Hypotheses Testing

The last phase of the analytical procedure is Structural Path Model Analysis, generally referred to as SPA. This section examines the interrelationship among latent variables inside a proposed model. It assists in quantifying the extent to which one variable directly influences another and determining its significance (Msamba & Enock 2024).

Table 5. Structural Path Model Analysis

Path	Sample mean	Standard deviation	t-statistics	P-value	Result
CM > HTFT	0.235	0.074	3.021	**	supported
PA > HTFT	0.204	0.068	3.105	**	supported
EE > HTFT	0.436	0.071	6.078	**	supported
ER > HTFT	0.060	0.073	0.791	*	supported
HTFT > OP	0.094	0.030	3.263	**	supported

Results

Table #5 illustrates the standard deviation, indicating the strength of a linear relationship. The initial path from CM to HTFT indicates an SD value of 0.072, suggesting that the compensation management procedures implemented by private banks are highly connected with Herzberg’s two-factor theory at a rate of 7.2%. The t-value indicates if the path is substantially greater than zero or not. Hence the t-value in this table is 3.020 which shows greater than zero. Consequently, the P value is less than 0.000. The results indicate that the sector should implement updated pay methods aligned with HTFT. The subsequent phase of the investigation is PA to HTFT. The results indicate that the performance appraisal processes in the banking sector are significantly connected with Herzberg’s two-factor theory by up to 6.7%. Additionally, its t-value is significant, and the probability value exceeds 0.000. The next path i.e EE to HTFT, shows the value of standard deviation 0.071, which can be elaborated as the practices of empowering the employees within the sector are influenced by Herzberg’s two factor theory upto 7.1%. Further the t- value for this path stands at 6.077 and the P value is also >0.000. The next path of the model is ER to HTFT, the SD for this path is 0.072 which means the retention policies of the banking sector are correlated with the HTFT upto 7.2%. Furthermore the t- value for this path is 0.792 and the P value is >0.001.

Finally the last path of this study is HTFT > OP, the standard deviation here being shown at 0.082., which can be described as the banking sector can enhance the organizational performance upto

8.2 %by correlating their HRPs with Herzberg's two factor theory. The t- value for this path is 3.263 and the P-value is >0.000 , Hence, the hypothesis is supported.

Discussion

An investigation of the connection between human resource practices (HRPs) (HTFT) and Herzberg's Two-Factor Theory with Organizational Performance (OP), in the private banking sector of Pakistan. The study enhances our comprehension of the assessment of various HRPs in relation with two factor theory and, about the influence these HR practices could have on Organizational Performance concerning TFT. The study aimed to measure the impact of the theory on the performance outcomes of the financial sector.

The research thoroughly recommended outcomes solely related to human resources, well-known cooperation skills and practices to improve the level of motivation of employees in both the theoretical as well as experimental contexts, It also illustrate the direct influence of HRPs on organizational performance (Jha & Sachdeva, 2024). The findings further substantiate the notion that individuals can be a significant benefit to a business when their expertise are recognized by the firm. Additionally, their extramural activities have a substantial influence on the performance outcomes of both employees and organizations (Suprayitno, 2024). Furthermore, the study offers insightful information to planners, legislators, and bank HR managers to help them to create HR policies, retention strategies, and compensation plans (Geethanjali et al., 2024). In particular, banks need to effectively oversee their retention and compensation programs. Since it is vitally necessary for authorities to appraise, recognize, value, and empower employees, they will be more motivated to come up with innovative ideas to enhance corporate operations, customer service, and procedures (Kudaibergenov et al. 2024). According to the two-factor theory, employees will be dissatisfied if the banks' hygienic requirements such as pay, benefits, job security, and working conditions (CM, ER) are not met. Given the substantial and direct correlation between job satisfaction and employee performance. Organizations can satisfy employees by focusing on and fulfilling their extrinsic requirements. However, in order to motivate them, organizations must consider other factors (Motivators).According to Herzberg et al. (1959) and Herzberg (1968), employees' motivation levels may increase and reciprocally their productivity may also increase by having the experience of accomplishment, acknowledgment, and accountability at work (EE, PA). This is due to the fact that they may receive improved working environments, such as increased pay and job retention.

As a result, banks must engage people who possess the necessary initiative and abilities and put practices and guidelines in place to increase employee motivation, both intrinsically and

externally. Only by considering both the motivational and hygienic aspects will banks be able to achieve this. According to Dahal et al. (2024), an organization's success depends on HR practices including hiring and retention, compensation management, empowerment, and performance appraisal to be successful in the competitive industry.

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