

GLOBAL JOURNAL OF ENGINEERING SCIENCE AND RESEARCHES EFFECT OF HERZBERG – HYGIENE MOTIVATIONAL THEORY ON JOB SATISFACTION WITH REFERENCE TO SMALL SCALE SECTORS

Dr.T. Navaneetha*¹ & Prof. B. Vijaya Lakshmi²

*¹Assistant Professor, Department of Business Administration, Annamacharya Institute of Technology and Sciences (Autonomous), New Boyanpalli, Rajampet

²Professor and Head, Department of Business Management, Sri Padmavati Mahila Visvavidyalayam, (Womens University), Tirupati

ABSTRACT

This paper examines the various motivators in small scale sector and also examines the level of job satisfaction of the employees, using Herzberg's Hygiene factors and motivators. In this study convenience sampling method was used to select the sample. The sample size for the study is 152 employees from various small scale industries located in Andhra Pradesh. Five point Likert's scale has been used in the questionnaire. The statistical tools like linear regression and correlation has been used to analyze the data. Cronbach's coefficient alpha test has been used to test the reliability of various motivators with Herzberg's Hygiene factors. The findings of the study include that hygiene factors were the dominant motivators for the employees. Working conditions is the most significant factor followed by recognition, company policies and salary that motivates an employee to the maximum extent. The study concludes that the employees in small scale industries who value money highly are satisfied with their salary and job when they receive a raise.

Keywords: Herzberg - Hygiene theory, job satisfaction, money, salary, motivators.

I. INTRODUCTION

Hertzberg Hygiene theory focused on the internal and external factors of job satisfaction and it focused on the basic human needs. Internal factors on job satisfaction cover behavior, reactions, personality and emotions. External factors cover salary, work, co-workers, and superiors. Motivated employees always pay ways for generating job satisfaction in the organizations. Satisfied employees always lead to increasing productivity and better performance in the work place.

II. REVIEW OF LITERATURE

Dunn.S. C (2001) studied 18 matrix organizations for conducting motivational aspect of project managers and functional managers and demonstrated that project managers have significant control or influence for motivators and functional managers have control or influence for hygiene factors.

Gage and Berliner (1992) considered motivation as engine and the steering wheel of a car, as they believe that motivation generates the energy and controls the behavior of any person.

Hershey and Blanchard (1988) argued that satisfaction is related with past, motivation is related to future as they see satisfaction as a result of past organizational events, while motivation is the result of individual expectations about the future.

Kochan (2002) argued that money only results in temporary obedience from workers and it is unsuccessful in transforming workers attitude and behavior in long term. He pointed out further that money only motivates workers to seek further rewards and in the process, it can undermine their intrinsic interest in their job.

Likert(1961) found that there is positive correlation between intrinsic motivators and job satisfaction. He also found that extrinsic motivators such as good wages, job security and opportunities for advancement and development are more significant than intrinsic motivators in motivating employees.

Locke (1976) said that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experience.

Nandanwar MV et al (2010) found that non monetary incentives were preferred over monetary incentives. More monetary incentives lead to more difference among the employees and create negative impact on employee motivation.

Osman A.D (2007) conducted his research on public service employees and identified five motivational factors namely achievement, recognition, work itself, responsibility and advancement which relate to job satisfaction. He even identified that age, gender, designation are having significant relationship with job satisfaction.

Robbins (2001) said that motivation is a need satisfying process which means that when an individual needs are satisfied or motivated by certain factors, the individual will exert superior effort towards attaining organizational goals.

Warner (1997) argued that when individuals needs something, that need will cause tension, which will give rise to actions towards achieving the goals that may lead to satisfying his needs which in turn, finally results in satisfaction.

III. OBJECTIVES

1. To examine the various motivators related to job satisfaction.
2. To analyze the effect of Hertzberg-Hygiene theory on job satisfaction.

IV. RESEARCH METHODOLOGY:

Primary data is collected with the help of a structured questionnaire administered to various employees working at different Small scale sectors in Kadapa District of Andra Pradesh. Questionnaire consists of two parts. First part is restricted to the demographic profile of the respondents and the second part contains questions related motivation and job satisfaction. 152 respondents were selected for the study. Convenience sampling technique was used to select the sample.

V. HYPOTHESIS

H_0 : There is no relationship between Hertzberg Hygiene theory and job satisfaction.

H_0 : There is no relationship between Hertzberg Hygiene theory and motivation.

VI. DATA ANALYSIS

Testing reliability with Cronbach's Alpha test:

| Job satisfaction factors | Number of items | Cronbach's alpha |
|--------------------------|-----------------|------------------|
| Achievement | 3 | 0.70 |
| Recognition | 3 | 0.71 |
| Advancement | 2 | 0.70 |

| | | |
|---------------------------|---|------|
| Work itself | 3 | 0.72 |
| Growth | 3 | 0.71 |
| Company policy | 3 | 0.72 |
| Security at work | 3 | 0.76 |
| Relationship with peers | 3 | 0.80 |
| Money factors | 2 | 0.84 |
| Relations with supervisor | 3 | 0.74 |
| Working conditions | 2 | 0.84 |
| Love of money | 8 | 0.80 |
| Pay satisfaction | 3 | 0.71 |
| Job satisfaction | 4 | 0.73 |

The above table reveals the test of reliability that is used to test the accuracy and consistency of measurement scales. The results of Cronbach's Alpha is consistent (between 0.70 and 0.84), indicating questions in each construct are accurate and consistent for further investigation.

Table: 2: Correlation:

H₀: There is no relationship between Herzberg Hygiene theory and job satisfaction.

| | R | Sig. |
|---------------------------|----------|-------------|
| Achievement | 0.899 | 0.00 |
| Recognition | 0.912 | 0.00 |
| Advancement | 0.862 | 0.00 |
| Work itself | 0.982 | 0.00 |
| Growth | 0.000 | 0.00 |
| Company policy | 0.878 | 0.00 |
| Security at work | -0.678 | 0.00 |
| Relationship with peers | 0.871 | 0.00 |
| Money factors | -0.234 | 0.00 |
| Relations with supervisor | -0.876 | 0.00 |
| Working conditions | 0.851 | 0.00 |
| Love of money | 0.567 | 0.00 |
| Pay satisfaction | 0.893 | 0.00 |
| Job satisfaction | 0.432 | 0.00 |

The Pearson Correlation Coefficient test between Herzberg Hygiene factors and job satisfaction reveals that there is strong correlation between work itself, recognition, achievement, and company policy, relationship with peers, money and working conditions with the job satisfaction.

Table: 3: Regression:

| | B | Std.error | T |
|-------------|----------|------------------|----------|
| Achievement | 0.63 | 0.113 | 0.563 |
| Recognition | 0.241 | 0.100 | 2.416 |
| Advancement | 0.039 | 0.089 | 0.440 |
| Work itself | 0.067 | 0.091 | 0.759 |

| | | | |
|-------------------------------|--------------|-------|--------|
| Growth | 0.019 | 0.094 | 0.215 |
| Company policy | 0.215 | 0.085 | 2.283 |
| Security at work | -0.060 | 0.060 | -0.702 |
| Relationship with peers | -0.059 | 0.073 | -0.984 |
| Money factors | -0.14 | 0.073 | -0.191 |
| Relations with supervisor | 0.199 | 0.091 | 2.711 |
| Working conditions | 0.262 | 0.091 | 2.88 |
| F | 14.9 | | |
| R² | 0.540 | | |
| Adjusted R² | 0.504 | | |

Regression analysis was done to determine the relationship between Herzberg two factor theory and job satisfaction. In the above table the F-value reveals that the regression model of work motivation and job satisfaction are most significant. The most motivational variable of job satisfaction is the working conditions, indicating that employees value more on working conditions in the company. Recognition was the second significant factor, followed by company policy and money factor.

VII. FINDINGS

1. It is found that working conditions is the most significant factor of all the factors used in the study.
2. Recognition is also given highest priority by majority of the employees as it makes the employees highly motivated in the work place.
3. It is found that there is strong relationship between work motivation and job satisfaction.

VIII. CONCLUSION

This paper concludes that Hygiene factors emphasize than motivators like working conditions, money factor and company policy. Recognition is the most significant factor of all the variables that is followed by working conditions, company policy and money factor. Motivational factors will improve job satisfaction of employees, eventually through workers productivity and performance levels.

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