

RELEVANCE OF HERZBERG'S HYGIENE THEORY IN TODAY'S CONTEXT: AN ANALYSIS OF MOTIVATORS AND HYGIENE FACTORS IN PRESENT SCENARIO IN INDIAN CONTEXT

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Abstract

Hygiene theory was proposed by Herzberg & his assistants in 1969. On the basis of his study of 200 engineers and accountants of the Pittsburgh area in the USA, he established that there are two separate sets of conditions which are responsible for the motivation & dissatisfaction of workers. When one set of conditions (called 'motivator') is present in the organization, workers feel motivated but its absence does not dissatisfy them. Similarly, when another set of conditions (called hygiene factors) is absent in the organization, the workers feel dissatisfied but its presence does not motivate them. The Paper aims to ascertain viability of the Herzberg's theory in today's scenario. To find out which factors as per the Herzberg's theory are strongly preferred and vice versa in today's context leading to Job Satisfaction. Also the paper has ascertained whether Money stands as the biggest motivator in today's context or not as opposed to Herzberg's theory which considers it to be a Hygiene factor.

Keywords: *Job Satisfaction, Motivators, Hygiene factors, Money as Motivator.*

INTRODUCTION

The father of scientific management Taylor's (1911) approach to job satisfaction was based on a most pragmatic & essentially pessimistic philosophy that man is motivated by money alone. That the workers would be satisfied with work if they get higher economic benefit from it. (E nukurthi, 2015) But with the passage of time Taylor's solely monetary approach has been changed to a more humanistic approach. (E nukurthi, 2015) It has come a long way from a simple explanation based on money to a more realistic but complex approach to job satisfaction. New dimensions of knowledge are added every day & with increasing understanding of new variables & their inter play; the field of job satisfaction has become vast to explore. (E nukurthi, 2015) The term job satisfaction was brought to limelight by Hoppock (1935). (Mirza, 1996) He reviewed 32 studies on job satisfaction conducted prior to 1933 & observed that job satisfaction is a combination of psychological, physiological & environmental circumstances that cause a person to say. 'I am satisfied with my job'. Locke defines job satisfaction as a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" To the extent that a person's job fulfils his dominant need & is consistent with his expectations & values, the job will be satisfying. Herzberg has a very important contribution in this area. He propounded a research based theory and gave various factors to Job satisfaction (T.Ramayah, 2001).

HERZBERG'S MOTIVATION - HYGIENE THEORY

This theory was proposed by Herzberg & his assistants in 1969. On the basis of his study of 200 engineers and accountants of the Pittsburgh area in the USA, he established that there are two separate sets of conditions (and not one) which are responsible for the motivation & dissatisfaction of workers. When one set of conditions (called 'motivator') is present in the

organization, workers feel motivated but its absence does not dissatisfy them. Similarly, when another set of conditions (called hygiene factors) is absent in the organization, the workers feel dissatisfied but its presence does not motivate them. The two sets are unidirectional, that is, their effect can be seen in one direction only (Kumar, 2016).

According to Herzberg following factors which acts as Motivators are:

- Achievement,
- Recognition,
- Advancement,
- Work itself,
- Possibility of growth, &
- Responsibility (Herzberg, 2010)

Hygiene factors are:

- Company policy & administration,
- Technical supervision,
- Inter-personal relations with supervisors, peers & Subordinates,
- Salary.
- Job security,
- Personal life,
- Working Conditions, &
- Status. (Herzberg, 2010)

Herzberg used semi-structured interviews (the method is called critical incident method). In this technique respondents were asked to describe those events on the job which had made them extremely satisfied or dissatisfied. Herzberg found that events which led people to extreme satisfaction were generally characterized by 'motivators' & those which led people to extreme dissatisfaction were generally characterized by a totally different set of factors which were called 'hygiene factors'. Hygiene factors are those factors which remove pain from the environment. Hence, they are also known as job - environment or job - context factors and they prevent job dissatisfaction to occur. Motivators are factors which result in psychological growth. They are mostly job - centered. Hence they are also known as job - content factors. (Team)

RESEARCH OBJECTIVES

To Ascertain viability of the Herzberg's theory in today's scenario. (Lalwani, 2013)

- a. That there is a positive correlation between 'Motivators' and Job Satisfaction.
- b. That Working conditions have a positive correlation in Prevention of Job dissatisfaction.
- c. That absence of 'Hygiene factors' leads to job Dissatisfaction.
- d. That 'Money' is the biggest Motivator.

Hypotheses:

H₁=There is a positive correlation between Motivators and Job Satisfaction

H₂=Working conditions have a positive correlation in prevention of Job dissatisfaction.

H₃=Absence of hygiene factors leads to job dissatisfaction

H₄=Money is the biggest motivator

RESEARCH METHODOLOGY:

The present study is of empirical nature which is based on primary data collected through a comprehensive questionnaire. The questionnaire contained questions relating to factors to job satisfaction as given by the Herzberg's theory. The study focused on 20 industrial (Manufacturing) units spread over major cities in the state of Rajasthan, India. No particular sampling technique was used for this purpose and a convenience sample was followed. The study could circulate a total of 1000 questionnaires by various means and personal visit to

industrial units. Target kept for response was as high as 500, however, a total of 506 employees responded, therefore response rate came to 50.6% only those industrial units were selected which employed more than 50 employees. For administering the survey a questionnaire based on the factors developed in the Herzberg's theory was prepared for testing the above hypotheses.

POPULATION DEMOGRAPHICS

The Survey was composed of twenty six (26) questions designed to elicit Information on the work environment. The first nine (9) questions were based on demographics such as name, age, email address, gender, marital status, qualification, designation, experience and income of the employees. The next 9 questions (10 – 18) were used to measure the Motivators, and the rest 8 were used to measure hygiene factors. As per Table 1 the survey was conducted on 506 employees, out of which 447 (88%) were males and 59 (12%) were females.

Table 1: Percentage of Male & Female respondents

Gender	Frequency	Percent
Male	447	88.3
Female	59	11.7
Total	506	100.0

As per Table 2 the highest numbers of respondents were in the age group 30-40 years (40.1%), then between 40-50 yrs. (27.9%) which represents a mature set of respondents with some work experience and other age groups were insignificant.

Table 2: Distribution of respondents as per Age

Age Group	Frequency	Percent
>50	41	8.1
40-50	141	27.9
30-40	203	40.1
20-30	116	22.9
<20	5	1.0
Total	506	100.0

As per Table 3 out of the total respondents 85.8% were married and 14.2% unmarried

Table 3: Percentage of respondents on Marital status

Marital Status	Frequency	Percent
Unmarried	72	14.2
Married	434	85.8
Total	506	100.0

Table 4 reveals that 47% of respondents are graduates, 21.5% are engineers, 15.2% are highly qualified i.e. MBA. This classification forms a group of 83.7% who are highly educated and therefore, opinion expressed by majority of population regarding factors affecting job satisfaction tend to be more reliable. Remaining 16.3% of respondents are also qualified with other courses including CA.

Table 4: Qualification status of Population

Qualification	Frequency	Percent
MBA	77	15.2
Graduate	238	47.0
Engineer	109	21.5
ITI	27	5.3
PG	8	1.6
12th	27	5.3
10th	3	.6
Diploma	15	3.0

CA	2	.4
Total	506	100.0

Based upon the Salary the levels of management were determined. Wherein in a salary of 10,000 p.m. and below the employees were categorized in lower level of Management. With the salary scale of Rs. 10,000-50,000 p.m. the employees were categorized in middle level and with the salary scale of Rs. 50,000-100,000 p.m. the employees were categorized in top level of Management as per Table 5 & Table 6.

Table 5: Salary Groups of population

Salary Group (p.m)	Frequency	Percent
< 10,000	185	36.6
10,000 - 50,000	262	51.8
50,000 - 1,00,000 & above	59	11.7
Total	506	100.0

Table 6: Distribution in various levels of management

Level of Management	Frequency	Percent
Lower	185	36.6
Middle	262	51.8
Top	59	11.7
Total	506	100.0

The work experience for the sample population was 39.3% respondents had 10-20 years experience, 27.5 % had 5-10 years experience, 18.8% had less than 5 years experience, 12.3% respondents had 20-30 years experience and remaining 2.2% had more than 30 years experience as given in Table 7.

Table 7: Distribution based on years of work experience

Experience Group	Frequency	Percent
>30	11	2.2
20-30	62	12.3
10-20	199	39.3
5-10	139	27.5
<5	95	18.8
Total	506	100.0

HYPOTHESIS TESTING

To test our hypothesis, we have taken the correlation between the averages of factors contributing in that hypothesis versus average of all the factors, and have used the correlation value to state if the hypothesis stands true or not.

Hypothesis 1

H₀=There is a positive correlation between Motivators and Job Satisfaction

Table 8: Correlation between Motivators and Job Satisfaction

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.676	.675	.2019611

a. Predictors: (Constant), Total Avg

b. Dependent Variable: M avg

Co-relation Value : 0.822

Null hypothesis is rejected. Hence we conclude that there is a strong positive co-relation between Motivators and job satisfaction.

Thus, Herzberg's theory stands true w.r.t today's context that the 'Motivators leads to Job Satisfaction.'

Hypothesis 2

H₀=Working conditions have a positive correlation in prevention of Job dissatisfaction.

Table 9: Positive correlation in prevention of Job dissatisfaction.

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.494 ^a	.244	.243	.5601

a. Predictors: (Constant), Total Avg

b. Dependent Variable: H2 avg

Co-relation Value : 0.494

Null hypothesis is rejected. Since we have received a positive co-relation value we conclude that Working conditions have a positive correlation in prevention of Job dissatisfaction. Thus, Herzberg's theory stands true w.r.t today's context that the 'Working conditions have a positive correlation in prevention of Job dissatisfaction.'

Hypothesis 3

H₀=Absence of hygiene factors leads to job dissatisfaction

Table 10: Co-relation of Absence of hygiene factors leads to job dissatisfaction

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.455 ^a	.207	.205	.41964

a. Predictors: (Constant), Total Avg

b. Dependent Variable: H3 Hvg

Co-relation value : 0.455

Since hygiene factors have a moderate positive co-relation with Job Satisfaction, we can conclude that their absence will lead to job dissatisfaction

Hypothesis 4

H₀=Money is the biggest motivator

Table 11: Co-relation on Money is the biggest motivator

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.390 ^a	.207	.205	.41964

a. Predictors: (Constant), Total Avg

b. Dependent Variable: H3 Hvg

Co-relation Value : 0.390

Since we have received a low positive co-relation value, we can't say that money is the biggest motivator towards job satisfaction, hence this hypothesis stands rejected.

FINDINGS & CONCLUSION

The aim of the study was to ascertain viability of the Herzberg's theory in today's scenario. With the extensive research made the conclusions can be drawn as follows:

- The scope of Motivators have increased manifold and there is a shift in factors from being Hygiene factor to motivators. However, while testing the viability of the theory in today's context the factors mentioned as Motivators are still strongly preferred over the Hygiene factors to give Job Satisfaction.
- As per the study the factors of high importance as Responsibility, Advancement opportunity, Recognition, challenging task and opportunity for growth are also the Motivators as per the Herzberg's hygiene theory. The only exception is Fairness in Salary Increments which may be considered as motivators i.e. a factor which may lead to job satisfaction.
- If provided with Good working conditions the employee's job dissatisfaction can be prevented.
- In today's context the relevance of Herzberg's theory stands true i.e. the importance of Motivators and Hygiene factors to Job Satisfaction has not changed. Motivators lead to Job satisfaction and Hygiene factors prevents job dissatisfaction.
- Managers in today's scenario can apply the theory to motivate its employees by providing these factors to achieve desired behaviours.
- Money is not the biggest motivator in the organizations, employees have rated other factors at a higher rank as compared with it. Feeling of engagement is much more important than staying idle with lot of money. With reference to Table 11 where a low positive co-relation value is achieved, we can say that money is not the biggest motivator towards job satisfaction.

Limitations of the Study

For achieving uniformity in sample selection only manufacturing units were selected which may not be representative of the entire population of employees's behavior applicable on other industries. Research study is more focused on finding the viability of the theory in present context and hence the results achieved may be assumed to be viable for other industries in today's changing scenario. Another limitation is that there may exist some more factors which may have a role in job satisfaction but they have not been included in the study. The number of women was also very less in this survey, due to which a significant difference couldn't be found between in their priorities if it exist.

Suggestions

The following points are suggested:

- Managers may motivate their employees by providing the motivators such as Achievement, recognition etc. as per the herzberg's theory as its viability is tested in the study in today's context and it holds valid.
- Managers may take steps to prevent job dissatisfaction in the employees by providing them with hygiene factors as good working conditions, relationship with co-workers, salary etc.
- As per the study made fairness in yearly increments has emerged as a strongly preferred factor to job satisfaction and hence Managers should take care of this factor to motivate employees.

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