

Employee Motivation: A Comparative Analysis of Banora Textile and Sapphire Textile Mills by Applying Applications of Two-Factor Theory

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Abstract ---The theme of research is to compare the two textile industries by applying Herzberg two-factor theory to improve the motivation of employees. Questionnaires were employed for data collection purpose. Data was analyzed through quantitative techniques such as Reliability test, Pearson correlation, Analysis Of Variance (ANOVA), t test and multiple regression techniques. The results have shown that Herzberg two-factor theory is positively effects on employees' performance.

Key Words: Motivators, Hygiene Factors, Herzberg's Two-Factor Theory, Employee Motivation

1. INTRODUCTION

The textile mills are contributing a great role in economic development (Government, 2015). The employees of textile industry are motivated by Herzberg two-factor theory, which increase their level of satisfaction through motivators and hygiene factors. This study is compared the employee motivation through employing two-factor theory of Herzberg in textile industries.

Natarajan et al., (2015) noted that motivation is a procedure of inspiring the workers to remain at organization for long duration. Lukwago (2014) believed that motivation is something to do in a reasonable way. Health fields (2013) described motivation as willing of employees to do certain tasks related to organizational goals. Saraswathi (2011) explained motivation is keenness to apply extreme hard work and to fulfill some needs of individual. According to Robbins (2009), motivation is an achievement of desired goal by satisfying individual requirements. Later, Wregner and Miller (2003) asserted that motivation is a force, which activates inner feelings to attain the organizational goal. Wehrich and Koontz (2001) defined motivation as efforts used to satisfy required needs and wishes.

Stoke (1999) defined motivation in a good way to motivate employees. When someone is not motivated, it means he/she is not comfortable. Secondly, for better performance, motivation factors play an important role.

Managers should apply motivation and hygiene factors in their organization for better productivity and sustainability of organization. According to Seligman (1995), the motivation function is maximizing satisfaction by minimizing pain physically. Miner et al., (1995) asserted that needs, drives and incentives are interacting elements of motivation.

Motivation is doing something as drinking water for reducing the feeling thirst and a way to arouse the performance by

organic, emotive, societal and intellectual powers. Many companies make handsome policies for developing skills of employees. These policies are very helpful for boosting the performance of organization and for achieving sufficient output (Bhadoriya & Chauhan, 2013).

There are two aspects of Herzberg theory, motivators and hygiene factors (Stello, 2012). According to Herzberg (1974), moral spirits related to motivators such as advancement, achievement, work itself, recognition and growth. Whereas immoral or unpleasant feeling related to hygiene factors such as company policy, work security, supervision, money, working condition and relationship with peers (Dartey-Baah, and Amoako, 2011).

2. LITERATURE

According to Van Niekerk's (1987), motivation of employees means to keep employees motivated with capabilities and skills provided by training. Employees can be identified through organization goals and their contributions. Moorhead and Griffin (1998) asserted that management functions are properly implement with motivated employees. Emeka et al., (2015) asserted that high motivation of employees influenced by variety of factors as job security, employees' satisfaction, training and development, compensation, appraisals, positive feedback, intrinsic (intangible) rewards and extrinsic (tangible) rewards. Through motivation, employees do their best work even in strenuous circumstance and face the greasy challenges easily.

Dahlqvist and Matsson (2013) asserted that for higher performance of employees, motivation is an important aspect, which not only retains them for longer period in organization but also increases company's reputation. Employees are more satisfied through opportunities, good working condition, good policies, security of a job and loyal relations (Palaniammal, 2013).

Shahid (2012) summarized that employees' motivation is highly motivated by financial incentive, relationship with co-workers, promotional opportunities and employees' employment.

Bruzelius and Skarvad (2004) believed that intrinsic and

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extrinsic rewards make the high employees' motivation, which boosts company's worth. Employee's motivation helps in growth of organization as well as growth of individual. The rewards positively influence worker's performance and motivate them to boost their productivity by keeping in mind task fulfillment and goal achievement. Whiteley (2002) noted that higher motivation increases the employees' performance that gives the best outcomes. Growth, working conditions, recognition, job security, high salary and positive relation in organization increases the productivity of workers (Berl & Williamson, 1987). Good relations among employees and boss removes the employees' turnover and complaints (Robbins, 2009). According to Ghafoor (2012), motivation is a powerful technique to push employees forward to achieve their destinations and make their best future.

Maslow (1969) has enlightened the motivational environment in terms of human beings. Maslow needs has been characterized into five needs such as Physiological needs, Safety needs, Social needs, Self-esteem needs and Self-Actualization (Sadri & Brown, 2011; Berl & Williamson, 1987).

From Maslow's theory (1954), Aldefer (1969) recognized his ERG theory. E considers as existence that is related with Physiological and Safety needs of Maslow. R considers as relatedness that is related to Maslow's Social needs. G considers as growth that is related with Maslow's Self Esteem and Self Actualization (Berl et al., 1987; Arnolds et al., 2002). David McClelland's (1961) established his theory, which is classified into three motivators such as Achievement, Affiliation and Power.

Decent or greater frame of mind associated with motivators (recognition, achievement, advancement, work itself and growth) while immoral or unpleasant sensation linked with hygiene factors (job security, salary, work conditions, good relationship with coworkers, company policy and effective supervision) (Herzberg, 1959). Motivators and hygiene factors improves the workers' job satisfaction at their workplace and contributes a great role for success of organization (Dartey-Baah and Amoako, 2011).

Two-factor theory are responsible for lower-level needs (extrinsic or hygiene factors) as well as upper level needs (intrinsic or motivation factors) (Robbins, 2009). No doubt, motivators and hygiene factors are gainful for profitable and non-for profit organizations (Ramlall, 2004).

According to Dahie et al., (2015), industrial employees can improved their individual and organizational performance by applying two-factor theory. Motivators and hygiene factors create the positive and significant relation with employee motivation (Edrak et al., 2013). Herzberg two-factor theory not only distinct the disputes of satisfaction and dissatisfaction but also explained the mode of two groups of intrinsic and extrinsic factors affect employees (Tan, 2013). Motivators and hygiene factors of Herzberg theory demonstrate the way to increase the productivity and improve skills of employees in efficient, operative and ordered way (Stello, 2012). Latham (2012) determined that the Herzberg two-factor theory mostly focused at specific necessities for their pleasure. According to Whiteley (2002), instead of salary, others factors also influence positively to employees' performance such as work itself, company policy, flexible environment, good relations, advancement and effective supervision. Motivators cause increase in level of

motivation whereas decrease in level of motivation cause the absence of hygiene factors (Ghafoor, 2012). Administrations considered and employed the motivators and hygiene factors to retained employees for long period at their organizations Dahlqvist and Matsson (2013).

3. SCOPE OF THE STUDY

Current paper will offer vast information in academic literature. Managers and Policy Makers will take benefit from this research. This review will also be helpful for employee retention, maintenances, industrial relations, motivation and other prospect of employees.

4. RESEARCH OBJECTIVES

The research consists of following objectives:

- To examine the impact of motivation factors on employees' motivation.
- To examine the impact of hygiene factors on employees' motivation

5. RESEARCH HYPOTHESES

In this study, research hypotheses are:

- H1: Motivators are significantly associated with employees' motivation.
- H2: Hygiene are significantly associated with employees' motivation.

6. RESEARCH METHODOLOGY

In research, research methodology create a vital part. From the target population, the sample size is 388. According to Raosoft (2004) online calculator, the sample size estimated is 384. Questionnaires are employed in current paper, Reliability test (SPSS version 20.0), ANOVA test, multiple regression techniques and independent t test are employed for purpose of data analyzation. Convenience non-probability sampling technique is applied. The data was together from the Banora textile mill and Sapphire Textile mill located at industrial areas of Kotri, Hyderabad, Sindh.

7. ANALYSIS:

Following are the comparative graphs of Banora textile mill and Sapphire textile mill consisting elements of two-factor theory:

The mean of Banora and Sapphire textile mills is agree level of statement degree by applying seven point Likert scale on motivators and hygiene factors. The reliability of motivators and hygiene factors applied on Banora and Sapphire textile mills shows statistically good and acceptable.

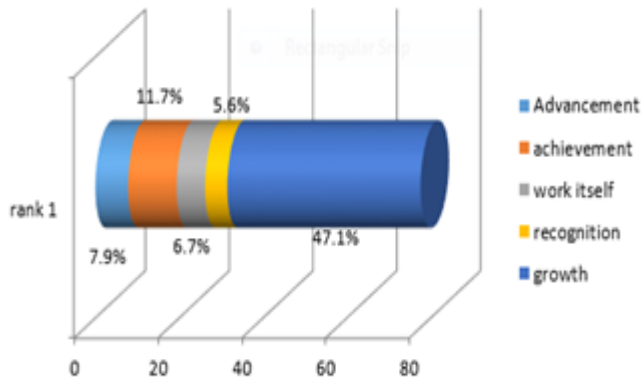


Figure 1 MOTVATORS OF BANORA TEXTILE MILL

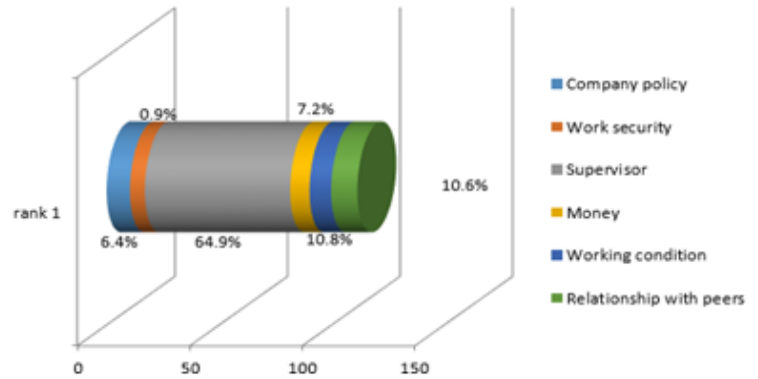


Figure 3 HYGIENE FACTORS OF BANORA TEXTILE MILL

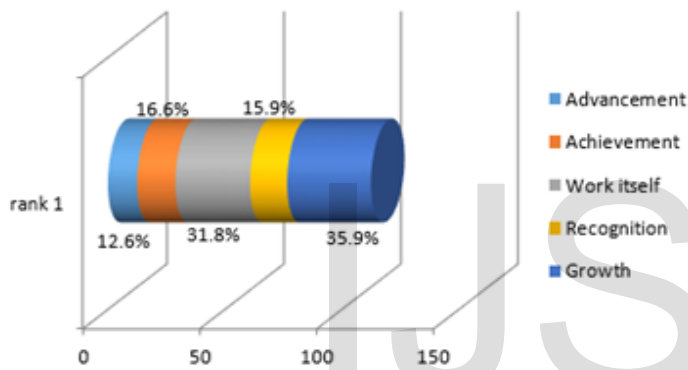


Figure 2 MOTVATORS OF SAPPHIRE TEXTILE MILL

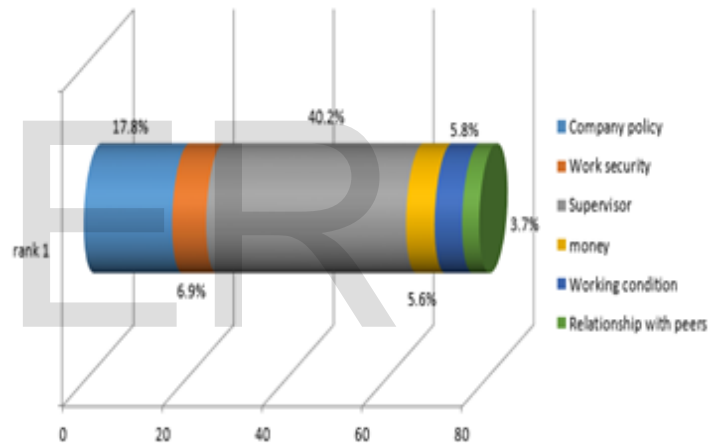


Figure 4 HYGIENE FACTORS OF SAPPHIRE TEXTILE MILL

By comparing motivators and hygiene factors of Banora and Sapphire textile mills with other techniques, the results mentioned that the highest factor among motivators is growth in both Banora and Sapphire textile mills. By compare both mills, the growth factor of Banora mill is higher than Sapphire mill. Management of Banora mill more focused on increase the development opportunities of employees than Sapphire mill. Whereas other motivators such as advancement, achievement, work itself and recognition of Sapphire mill are higher than Banora mill. Sapphire management encourage and motivate the employees by giving them positive feedback and providing them non-financial incentives.

The highest factor among hygiene factors is relationship with supervision in both Banora and Sapphire textile mills. By compare both mills, the relationship with supervision, money, working condition and relationship with peers of Banora mill are higher than Sapphire mill. Banora mill provide the good working conditions to employees, allow them to participate in discussions regarding any industrial issue and make long faithful relation with their employees. Whereas company policy and work security of Sapphire mill are higher than Banora mill because Sapphire mill is more focused on policy structure by maintaining the secure job structure for employees.

The pearson correlation shows positive value and there is small but definite correlation between mills and employee motivation. As the correlation shows negative values, so the result shows that mills effects negatively to employee motivation.

MOTIVATORS	SAFFHIRE MILL	BANORA MILL
R square	0.939	0.986
Adjusted R square	0.939	0.986
F value	65031.541	295680.597
P value	0.000	0.000

TABLE 1 COMPARE THE MOTIVATORS OF SAFFHIRE MILL AND BANORA MILL

In Sapphire mill, the coefficient of determination is mentioned by R square is 0.939 and Adjusted R square is .939. This model have explained 93.9% of variation in employee motivation. By measuring through ANOVA, the F-statistic is 65031.54, which show high strength of model. As a result, the model has given a good description of association among motivators and employee motivation. From the Coefficient's table, motivators have more importance with its t-test is 255.013 and Beta is 0.969. The result indicates positive significant association amongst motivators and employee motivation. Whereas in Banora mill, the coefficient of determination is mentioned by R square is 0.986 and Adjusted R square is .986. This model have explained 98.6% of variation in employee motivation. By measuring through ANOVA, the F-statistic is 295680.597, which show high strength of model. As a result, the model has given a good description of association among explained and unexplained factors. From the Coefficient's table, motivators have more significance with its t-test is 543.765 and Beta is 0.993. The result indicates that motivators has positive significant association with employee motivation.

HYGIENE FACTORS	BANORA MILL	SAPPHIRE MILL
R square	0.356	0.349
Adjusted R square	0.356	0.349
F value	5318.000	5289.699
P value	0.000	0.000

TABLE 2 COMPARE THE HYGIENE OF BANORA MILL AND SAPPHIRE MILL

In Banora mill, the coefficient of determination is mentioned by R square is 0.356 and Adjusted R square is .356. This model have explained 35.6% of variation in employee motivation. By measuring through ANOVA, the F-statistic is 5318, which show

high strength of model. As a result, the model has given a good description of association among hygiene factors and employee motivation. From the Coefficient's table, hygiene factors have positive significant association with employee motivation. Whereas in Sapphire mill, the coefficient of determination is mentioned by R square is 0.349 and Adjusted R square is .349. This model have explained 34.9% of variation in employee motivation. By measuring through ANOVA, the F-statistic is 5289.699, which show high strength of model. As a result, the model has given a good description of association among explained and unexplained factors. From the Coefficient's table, hygiene factors have positive significant association with employee motivation.

8. CONCLUSION

Current paper exemplifies the initial imprint in Banora and Sapphire textile Mills, Kotri Sindh. There is no any research conduct on Banora and Sapphire textile Mills, Kotri Sindh. The results from current study support that motivators and hygiene factors have strong positive impact on motivation of workers working in Banora and Sapphire textile industry, Kotri from Hyderabad, Sindh. Motivators and hygiene factors make the positive environment that break down the hurdles available in hierarchic and promote trust among lower and upper staff, which give positive and significant response to economic development.

9. LIMITATIONS

Employees were not telling the truth about their company due to fear of their bosses. Therefore, employees were feeling difficulty to pass the company information among them.

10.RECOMMENDATIONS

On our results base, management should focused on recognition factor. Management should give positive feedback to their employees and encourage them. Management should also give concentrated on employees' salaries program and secure their job.

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