
EVALUATING MOTIVATORS AND HYGIENE FACTORS INTERACTIVE EFFECT ON JOB SATISFACTION

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Abstract: Job Satisfaction is important as it is the employee's sense of achievement and success which directly links to productivity and efficiency. The present research paper studies the applicability of Herzberg Two Factor Theory (1959) and tries to examine the spillover relationships of Motivator factors and Hygiene factors leading to Job Satisfaction using Structural Equation Modelling (SEM) with special reference to Banking and Manufacturing Sector (both Public and Private Sector), Guwahati. The sample for the study consisted of 120 Managerial level employees and a structured questionnaire based on a five point Likert scale was used for gathering information for the constructs under the study. Analysis of data revealed that in both Banking and Manufacturing Sector, motivators' factors is found to have a positive effect on job satisfaction of the employees. Again, the spillover effect of motivators is found to be more important in private banking sector but in public banking sector hygiene factors are found to be more important than motivators' factors. But in manufacturing sector the spillover effect of hygiene factors are found to be more important than motivators' factors.

Keywords: Herzberg Two factor Theory, Job Satisfaction, Motivator Factors and Hygiene Factors.

Introduction: Job satisfaction has been a topic for research from the early 1900's and many theories have been constructed to determine the factor that leads to Job satisfaction. One of the biggest studies of job satisfaction was Hawthorne study which was conducted by Elton Mayo during 1924-1933 in order to examine the effects of various conditions on workers' productivity. The result shows that employees work performance is dependent upon both social issues and job content. From the study it was revealed that there are certain motivational factors that lead to job satisfaction namely communication, teamwork, decision making, wellbeing, interesting work and non repetitive work. And this finding showed that employees work for other things also other than pay, which paved the way for other researchers to investigate the motivational factors that leads to job satisfaction. After that many theories and studies were done of which Frederick Herzberg's Two - Factor Theory (1959). Herzberg et al (1959) in their study found that Job Satisfaction results from two kinds of factors namely intrinsic or motivators and extrinsic or hygiene factors. Motivator factors that lead to job satisfaction and Hygiene factors are those whose absence leads to Job dissatisfaction. However, Spector (1997) defined job satisfaction as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs".

Job Satisfaction And Two Factor Theory Of Job Satisfaction By Herzberg: A Brief Overview

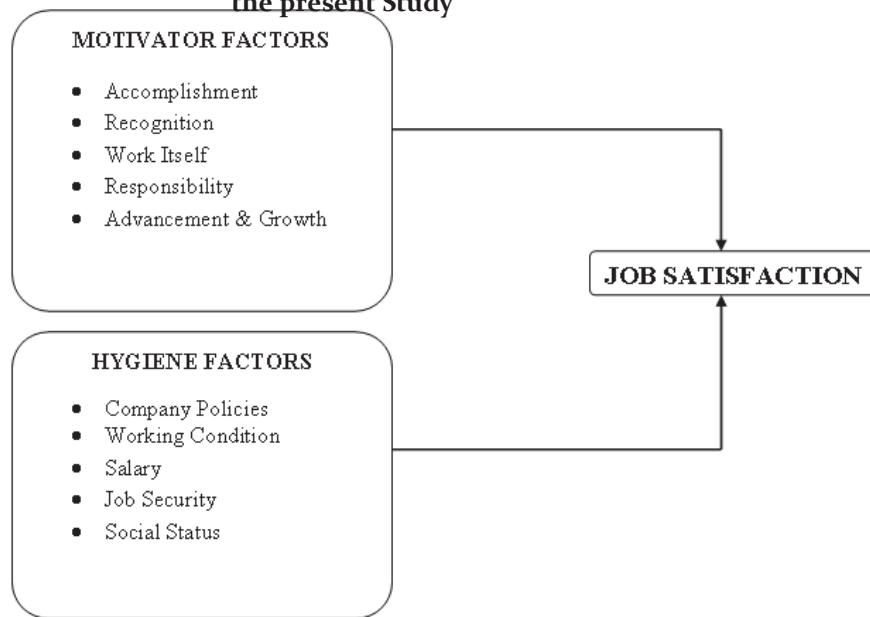
Job Satisfaction is an important aspect of any organisation for its success. Job satisfaction is the

feeling of doing a work well; doing a job that one enjoys and get rewarded for doing the work with full effort. The more satisfied an individual is with his/her job, the more productive he/she will be. Locke (1976) defined job satisfaction as "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

With the research finding of Herzberg et al (1959), Job Satisfaction can be measured with two factors which are "Motivator Factors" which appraises job satisfaction and "Hygiene Factor" which absence causes dissatisfaction. According to the Model developed by Herzberg et al (1959), all the factors those causes' good feelings about the job are motivators and satisfying factors: Achievement, Recognition, Work Itself, Responsibility, Advancement and Growth. While the factors that do not give positive satisfaction, though their absence results in dissatisfaction, the hygiene factors are: Administration of the company and its policy, Supervisory Behavior, Relationship with superiors, Working Environment, Salary, Relationship with coworkers, Relationships with subordinates, Status, and Security. But Locke(1976) stated that both the factors are separate but not independent.

The following model has been developed to study the objective of the present study. Five Motivators Constructs i.e. Achievement, Recognition, Work Itself, Responsibility and Advancement & Growth has been Taken and for Hygiene Factors the constructs taken are Company Policies, Working Condition, Salary, Job Security and Social Status

Figure 1: Five Different Constructs of Motivators and Hygiene Factors taken for the present Study



Review Of Literature:

Literature review based on the Indian scenario:

In India, the research on job satisfaction of employees has been done in different organizations which were started in the early 1960's however more in-depth studies were done after 2000. From the literature review it has become apparent that the Model of Herzberg's Two-Factor theory (1959) of motivation was mostly used to evaluate and examine the level of job satisfaction of the employees. A summary of their studies are given below.

Lahiri and Srivastava (1967) tested the applicability of Herzberg's Two factor Theory of Motivation among middle level managers and the result shows that the motivating factors which give more satisfaction on job of middle level managers were responsibilities, domestic life, accomplishment in the job and utilization of abilities on job also the study mentioned that the factors which were considered to be dissatisfiers among the middle level managers were organisational policy and administration, promotion, salary, superiority and growth. In a study conducted by Postenje and Basu (1972) who made a comparative study on motivating factors that leads to job satisfaction. The study was formulated and examined with the help of Herzberg's Model of Two factor theory of Motivation and the result showed that motivator factors were found to contribute more towards job satisfaction than hygiene factors in the government manufacturing organisation. And in among private sector employees, the motivator factors were more contributed towards job dissatisfaction than hygiene factors. And it was found

that liking for work, autonomy, responsibility domestic life and working condition were the most important factors that lead to job satisfaction of the employees. In an investigation made by Roy and Raja (1974) examined the motivating factors among the supervisors and middle- level managers and found that promotion and recognition are important factor for satisfaction as well as dissatisfaction, the study revealed that supervisor value more on income, promotion, job security and working conditions and the middle level managers value advancement, type of work and earnings. Kumar S, Singh D.P.N. & Verma S (1982) in a study analyzed the job satisfaction and dissatisfaction and the findings of the study shows that supervisors gave more emphasis to the job security, while the officers, gives importance to pay according to merit and task. Also it was observed that the employees at all level considered opportunity for advancement, working conditions, pay according to merit and welfare as an important factor of job satisfaction than the factors like name of the company, superiors, bonus and work group. Pathak (1983) in a study suggested most important motivating factor that leads to job involvement and satisfaction among the employees of public sector banks is the recognition for good work done. Mishra (1992) study reveals that the difference exists between both the organisations with regard to climate satisfaction are scope for advancement, monetary benefits, objectivity and rationality, recognition and appreciation, training and education and welfare facilities. Sinha and Singh (1995) conducted a study in a Manufacturing Organisation in India and the study

revealed that, the managers gave importance to challenge at work, tension free peaceful life and freedom to do their work whereas the workers concentrated more on promotion on time, good prelateship at work and favourable working condition. In a study by Dhawan (2001) found that white collared job holders were more satisfied with the opportunity factor which leads to job satisfaction. Similarly, the factors like learning, challenges and influence over supervisors were some of the factors that leads to job satisfaction of the employees. Bajpai & Srivastava (2002) revealed that a secure job and good welfare policies increase the degree of job satisfaction whereas threat of layoff, rapid turnover, inadequate welfare schemes, and less opportunity for vertical growth increase the degree of job dissatisfaction. Anitha R.(2011) in a study found that the most important motivating factor that leads to job satisfaction are the grievance handling procedures of the organisation, working conditions, welfare facilities, accident compensation and reward system. Gupta S, Hartesh J & Pannu K (2013) in their study revealed that the public sector employees were more satisfied than private sector employees in terms of salary, organisational culture, time schedule, overtime reward system and commitment towards the job factors.

Hypothesis Formulation For The Present Study:

After reviewing important literatures, this study has concentrated on certain important constructs of Motivators and Hygiene Factors that leads to Job Satisfaction. Firstly, the Five Motivators Factors have been analysed to examine the Spillover relationship with Job Satisfaction and after that Five Hygiene Factors have been considered to examine the spillover relationship with Job Satisfaction. Against this background, eleven hypotheses (given as Alternative Hypotheses) have been formulated to examine the spill over relationships existing between Motivator Factors and Hygiene Factors with respect to Job Satisfaction:

The following five hypotheses have been proposed with respect to Motivator Factors:

H₁: "Work itself" has a positive relationship with Job Satisfaction.

H₂: "Responsibility" has a positive relationship with Job Satisfaction.

H₃: "Advancement" has a positive relationship with Job Satisfaction.

H₄: "Accomplishment" has a positive relationship with Job Satisfaction.

H₅: "Recognition" has a positive relationship with Job Satisfaction.

This holds true for both banking and manufacturing organizations under public and private sector for this study.

Similarly, the following five hypotheses have been proposed with respect to Hygiene Factors:

H₆: "Company Policies" has a positive relationship with Job Satisfaction.

H₇: "Working Condition" has a positive relationship with Job Satisfaction.

H₈: "Salary" has a positive relationship with Job Satisfaction.

H₉: "Job Security" has a positive relationship with Job Satisfaction.

H₁₀: "Social Status" has a positive relationship with Job Satisfaction.

This holds true for both banking and manufacturing organizations under public and private sector for this study.

Finally the following hypothesis has been formulated regarding the interactive affect among Motivators and Hygiene factors:

H₁₁: Spill over relationship among Motivator factors are more than spill over relationship among Hygienefactors leading to Job Satisfaction.

Research Methodology:

Research Design: The present study is a work of causal research and has adopted survey method for data collection. The sampling frame includes the executive and managerial level employees (both male and female) of Bank and Manufacturing organizations belonging to public and private sector located at Guwahati, the premier city of North East. The sample size has been restricted to 120 executives and managerial level employees which have been stratified as 30 each for the private and public sector bank from both the organisations. Both primary and secondary data are collected for the study. A structured questionnaire was used to gather primary data, and secondary data have been collected from the books, Journals magazine, etc.

Questionnaire Development: The study used structured questionnaire to elicit Socio-demographic data and for Job Satisfaction Questionnaire, Minnesota Satisfaction Questionnaire (MSQ) has been used. MSQ uses a five-point Likert-point scale ranging from very dissatisfied (1) to very satisfied (5). The MSQ conceptualizes satisfaction as related to either Hygiene or Motivators Factors of the job. For the present study, constructs has been slightly modified and narrowed down, the Motivators Constructs have been extracted from 13 statements and Hygiene Factors have been extracted from 12 statements from MSQ.

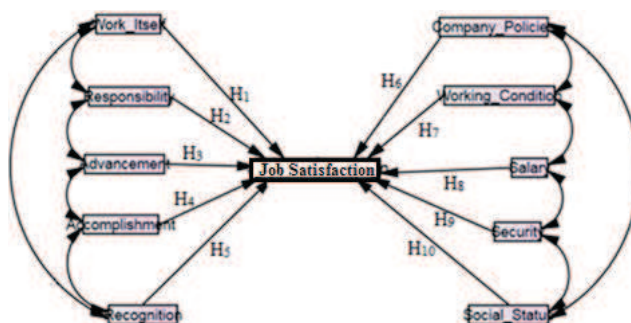
Conceptual Framework Of Structural Equation Model: The Structural Equation Model (SEM) specifies the relationship between latent or theoretical variables and in used to describe the causal affects and the amount of unexplained

variance. To carry out SEM, firstly, the measurement model was analyzed to ensure sufficient reliability and validity of constructs. In the second stage, the hypothesis of the relationship between the constructs has been tested. The study employed the model fit criteria recommended by “Hu and Bentler” (1999) “Chi Square (χ^2)/df, Goodness of Fit Index (GFI), comparative fit index (CFI), Root Mean Square Residual (RMR). Acceptable models should have (χ^2)/df \leq 3, RMR \leq 0.1 and GFI and CFI greater than 0.90.”

At first, Cronbach’s alpha coefficients’ have been used to examine the internal consistency of the constructs. Secondly, Confirmative Factor Analysis (CFA) with AMOS 20.0 graphics software for the measurement model with constructs has been performed. The measurement model uses the technique Confirmatory Factor Analysis (CFA) to specify the variables that will define each constructs or factor. Five motivators based constructs and five hygiene based constructs are taken as exogenous variables in the SEM and one construct Job Satisfaction (JLS) is taken as endogenous variables.

This conceptual Model has been applied to the two Sectors taken for the study:

Figure 2: Model of Relationship between Motivators, Hygiene factors and Job Satisfaction



The SEM tests the relationships among Job Satisfaction and the five Motivator Factors and Hygiene Factors. This model has been carried out separately each for Private and Public Sector employees for the Banking and Manufacturing sector. **Application Of Structural Equation Modelling For Banking Sector:** Cronbach’s Alpha coefficient has been used to examine internal consistency of the

exogenous constructs as given in Table 2 and 3. Examining all the items of the different constructs, it has been found that item-item correlation being high leading to medium to high internal consistency. The study uses 25 items that being retained in the ten constructs (Five Motivators Constructs and Five Hygiene Constructs)

Attributes	Standardized Factor Loadings for Private Sector	Cronbach’s Alpha Value	Standardized Factor Loadings for Public Sector	Cronbach’s Alpha Value
Factor 1:Work Itself		.715		0.756
Enjoy the type of Work	.852		.793	
Liking the Work	.709		.781	
Too much to do at work	.783		.839	
Factor 2:Responsibility		.747		0.850
Responsible for Planning the Work	.656		.650	
Responsibility in the Job	.815		.723	
Freedom to use own judgment	.555		.834	

Factor 3: Advancement		.473		0.741
Promotion Given In the Job	.715		.530	
Chance of getting ahead in the Job	.565		.631	
Factor 4: Accomplishment		.707		0.851
Able to take pride in job well done	.852		.761	
Being able to do something worthwhile	.811		.653	
Factor 5: Recognition		.548		0.847
Credit for good work done	.807		.573	
Recognition get from the Job	.638		.651	
Praise for good work done	.876		.901	

Table 2: Confirmatory Factor Analysis for Hygiene Constructs for Banking Sector

Attributes	Standardized Factor Loadings for Private Sector	Cronbach's Alpha Value	Standardized Factor Loadings for Public Sector	Cronbach's Alpha Value
Factor 1: Company Policies		.577		0.845
The way in which company policies are administered	.561		.571	
The way company policies are put into practice	.727		.501	
The policies and practices towards the employees	.590	.	.681	
Factor 2: Working Condition		.569		0.697
Physical Working condition of the Company	.779		.805	
The pleasantness of the working condition	.623		.800	
Factor 3: Salary		.678		0.610
The amount of pay for the work done	.752		.661	
Pay compared to that of other similar jobs in other companies	.745		.886	
Factor 4: Job Security		.626		0.731
The way job provides for secure future	.580		.820	

The way job provides for steady employment	.657		.587	
Factor 5:Social Social Status		.643		0.788
The chance to have a definite place in the community	.578		.715	
the social position in the community that goes with the job	.528		.643	
The chance to be important in the eyes of others	.704			

Analysis For Banking Sector (For Both Private and Public Banking Sector)

Analysis for Private Sector Banks: By performing SEM for the private sector banks employees the following fit measures indicated acceptability of the SEM, with $(\chi^2)/df= 2.5$ (44 df) ,GFI=1.30,CFI=1.00 being greater than 0.90 and RMR=0.76 being less than 0.1.

Table 3: Measuring the Spillover affect of Motivators Constructs with Job Satisfaction for Private Sector Bank

Hypothesis	Relationship	Standard Coefficient	SE	p value
H ₁	Job Satisfaction ← Work Itself	-.039	0.140	.788
H ₂	Job Satisfaction ← Responsibility	.342	0.147	.028*
H ₃	Job Satisfaction ← Advancement	-.036	0.174	.834
H ₄	Job Satisfaction ← Accomplishment	.381	0.118	.013*
H ₅	Job Satisfaction ← Recognition	.246	0.163	.091**

Table 4: Measuring of Spillover affect of Hygiene Constructs with Job Satisfaction for Private Sector Bank

Hypothesis	Relationship	Standard Coefficient	SE	p value
H ₆	Job Satisfaction ← Company Policies	-.096	0.118	.450
H ₇	Job Satisfaction ← Working Condition	-.165	0.091	.207
H ₈	Job Satisfaction ← Salary	-.106	0.130	.435
H ₉	Job Satisfaction ← Job Security	.365	0.163	.015*
H ₁₀	Job Satisfaction ← Social Status	-.116	0.129	.413

Interpretation for Private Sector Bank: Although, the five exogenous constructs of motivators, have been proposed to be the antecedents of Job Satisfaction, the estimated model results supported only two out of the five relationships. This model supports that, ‘Responsibility’ ($p \leq 0.028$) and ‘Accomplishment’ ($p \leq 0.013$) as the significant motivators which positively affects Job Satisfaction. ‘Recognition’ has been found to be positively affecting JLS at 10% level of significance. Other two motivators’ constructs, ‘Work Itself’ and ‘Advancement’ are found to have insignificant relationship with Job Satisfaction. Again five

exogenous constructs of Hygiene factors have been hypothesized to contribute positively towards Job Satisfaction but only one out of the five relationships have been supported by SEM. The constructs “Job Security” ($p \leq 0.15$) has been found to be significant at 5 % level of significance.

Covariance Relationship among Motivator and Hygiene Factors for Private Sector Bank:

Motivators and Hygiene factors though are different aspects of measurement of Job Satisfaction, but all the motivator factors and hygiene factors are expected to have a Spillover affect on Job Satisfaction.

Table 5: Covariance Relationship among Motivator and Hygiene Factors for Private Sector Bank

Relationship among Motivator and Hygiene Factors	Standard Coefficient	SE	p value
Accomplishment < ----- > Recognition	.078	.097	.419
Accomplishment < ----- > Advancement	.374	.142	.008*
Advancement < ----- > Responsibility	.297	.113	.008*
Responsibility < ----- > Work Itself	.138	.095	.149
Recognition < ----- > Work Itself	.280	.114	.014*
Working Condition < ----- > Company Policies	.130	.167	.435
Working Condition < ----- > Salary	-.234	.165	.155
Social Status< ----- > Security	.270	.119	.023*
Company policies < ----- > Social Status	.119	.119	.319
Salary < ----- > Security	.171	.100	.088

Interpretation for Private Sector Bank: The spillover relationship between the Motivators and Hygiene Factors is given mainly by the covariance relationship among them. The Table 6 shows somewhat low and significant relationship among the Motivators and Hygiene factors. 'Advancement and Accomplishment' (Standard Coefficient=0.374, p≤ 0.008), 'Recognition and Work Itself' (Standard Coefficient=0.280, p≤ 0.014) and 'Advancement and Responsibility' (Standard Coefficient=0.297, p≤ 0.008)

are found to have significant positive spillover relationship even though these relationships do not contribute to job satisfaction directly. Among the Hygiene Factors only 'Security and Social Status' is found to have positive spillover relationship (Standard Coefficient=0.270, p≤ 0.023).Hence, the finding shows that spillover effects among motivators are found to be more important than Hygiene Factors in case of Private Sector Bank employees.

Figure 3: Relationship between five Motivators and five Hygiene Constructs with Job Satisfaction for Private Sector Banks



Analysis for Public Sector Bank: By performing SEM for the Public Sector Bank employees the following fit measures indicated acceptability of the

SEM, with $(\chi^2)/df = 2.9$ (44 df), GFI= 1.7, CFI=1.03 being greater than 0.90 and RMR= 0.08 being less than 0.1

Table 6: Measuring the Spillover affect of Motivator Constructs with Job Satisfaction for Public Sector Bank

Hypothesis	Relationship	Standard Coefficient	SE	p value
H ₁	Job Satisfaction ← Work Itself	.498	0.221	.068**
H ₂	Job Satisfaction ← Responsibility	-.052	0.264	.855
H ₃	Job Satisfaction ← Advancement	.424	0.257	.172
H ₄	Job Satisfaction ← Accomplishment	.999	0.460	.098**
H ₅	Job Satisfaction ← Recognition	1.124	0.426	.068**

Table 7: Measuring of Spillover affect of Hygiene Constructs with Job Satisfaction for Public Sector Bank

Hypothesis	Relationship	Standard Coefficient	SE	p value
H ₆	Job Satisfaction ← Company Policies	-.539	0.345	.124
H ₂	Job Satisfaction ← Working Condition	.821	0.266	.020*
H ₇	Job Satisfaction ← Salary	.897	0.327	.014*
H ₈	Job Satisfaction ← Job Security	.585	0.240	.082**
H ₉	Job Satisfaction ← Social Status	.242	0.284	.411

Interpretation for Public Sector Bank: Out of the five exogenous constructs of motivators, which have been proposed to be the antecedents of Job Satisfaction, the estimated model results supported three constructs which have positive effect on Job Satisfaction at 10% level of significance. They are Work Itself, Accomplishment and Recognition. Other two motivators' constructs, Responsibility and Advancement are found to have insignificant relationship with Job Satisfaction. Again among the five exogenous constructs of hygiene factors which have been hypothesized to contribute positively

towards Job Satisfaction, only two constructs, Working Condition ($p \leq 0.020$) and Salary ($p \leq 0.014$) are found to have positive affect on Job Satisfaction. The construct Job Security has been found to be significant at 10 % level of significance.

Covariance Relationship among Motivator and Hygiene Factors for Public Sector Bank:

Motivators and Hygiene factors though are different aspects of measurement of Job Satisfaction, but all the motivator factors and hygiene factors are expected to have a Spillover affect on Job Satisfaction.

Table 8: Covariance Relationship among Motivator and Hygiene Factors for Public Sector Bank

Relationship among Motivator and Hygiene Factors	Standard Coefficient	SE	p value
Accomplishment < ----- > Recognition	1.120	.302	-
Accomplishment < ----- > Advancement	.146	.074	.048*
Advancement < ----- > Responsibility	.485	.170	.004*
Responsibility < ----- > Work Itself	.204	.132	.123
Recognition < ----- > Work Itself	-.163	.095	.085
Working Condition < ----- > Company Policies	.494	.167	.003*
Working Condition < ----- > Salary	.147	.116	.207
Social Status < ----- > Security	.282	.131	.031*
Company policies < ----- > Social Status	.313	.114	.006*
Salary < ----- > Security	.609	.206	.003*

Interpretation for Public Sector Bank: The spillover relationship between the Motivators and Hygiene Factors is given mainly by the covariance relationship among them. The Table 8 shows significant relationship among the Motivators and Hygiene factors. 'Advancement and Accomplishment' (Standard Coefficient = -0.146, $p \leq 0.048$) and 'Advancement and Responsibility' (Standard Coefficient = 0.485, $p \leq 0.004$) are found to have significant positive spill over relationship even though these relationships are directly not contributing to job satisfaction. Among the Hygiene

Factors 'Working Condition and Company Policies' (Standard Coefficient = 0.494, $p \leq 0.003$), 'Social Status and Security' (Standard Coefficient = 0.282, $p \leq 0.031$), 'Company Policies and Social Status' (Standard Coefficient = 0.313, $p \leq 0.006$) and 'Salary and Job Security' (Standard Coefficient = 0.609, $p \leq 0.003$) is found to have positive spill over relationship. Hence, the finding shows that spillover effects among Hygiene Factors are found to be more important than Motivators Factors in case of Public Sector Bank employees.

Figure 4: Relationship between five Motivators and five Hygiene Constructs with Job Satisfaction for Public Sector Bank



Application Of Structural Equation Modelling For Manufacturing Sector: At first the Confirmatory Factor Analysis being performed to find the item to item correlation, which is represented by Cronbach’s Alpha as shown in Table 9 and Table 10

Attributes	Standardized Factor Loadings for Private Sector	Cronbach’s Alpha Value	Standardized Factor Loadings for Public Sector	Cronbach’s Alpha Value
Factor 1:Work Itself		.730		.766
Enjoy the type of Work	.501		.600	
Liking the Work	.755		.811	
Too much to do at work	.904		.699	
Factor 2:Responsibility		.820		.583
Responsible for Planning the Work	.796		.746	
Responsibility in the Job	.810		.682	
Freedom to use own judgment	.837			
Factor 3:Advancement		.600		.687
Promotion Given In the Job	.613		.674	
Chance of getting ahead in the Job	.627		.825	
Factor 4:Accomplishment		.663		.633
Able to take pride in job well done	.886		.866	
Being able to do something worthwhile	.535		.594	
Factor 5:Recognition		.720		.758
Credit for good work done	.871		.773	
Recognition get from the Job	.869		.621	
Praise for good work done	.768		.846	

Table 10: Confirmatory Factor Analysis for Hygiene Constructs for Manufacturing Sector				
Attributes	Standardized Factor Loadings for Private Sector	Cronbach's Alpha Value	Standardized Factor Loadings for Public Sector	Cronbach's Alpha Value
Factor 1:Company Policies		.598		.802
The way in which company policies are administered	.547		.620	
The way company policies are put into practice	.574		.745	
The policies and practices towards the employees	.861		.596	
Factor 2:Working Condition		.633		.699
Physical Working condition of the Company	.650		.708	
The pleasantness of the working condition	.888		.753	
Factor 3:Salary		.758		.775
The amount of pay for the work done	.553		.840	
Pay compared to that of other similar jobs in other companies	.557		.733	
Factor 4:Job Security				.794
The way job provides for secure future	.764	.883	.801	
The way job provides for steady employment	.841		.755	
Factor 5:Social Status		.738		.715
The chance to have a definite place in the community	.794		.557	
the social position in the community that goes with the job	.909		.652	
The chance to be important in the eyes of others	.717		.734	

Analysis For Manufacturing Sector (For Both Private and Public Manufacturing Sector):

Analysis for Private Manufacturing sector: By performing SEM for the private sector banks

employees the following fit measures indicated acceptability of the SEM, with $(\chi^2)/df= 2.00$ (44 df),GFI= 1.32 ,CFI= 1.08 being greater than 0.90 and RMR= 0.07 being less than 0.1

Table 11: Measuring of Spillover affect of Motivators Constructs with Job Satisfaction for Private Manufacturing Sector

Hypothesis	Relationship	Standardised Coefficient	SE	p value
H ₁	Job Satisfaction ← Work Itself	.081	.160	.681
H ₂	Job Satisfaction ← Responsibility	1.065	.356	.002*
H ₃	Job Satisfaction ← Advancement	-.692	.292	.021*
H ₄	Job Satisfaction ← Accomplishment	-.932	.370	.042*
H ₅	Job Satisfaction ← Recognition	.751	.414	.095

Table 12: Measuring of Spillover affect of Hygiene Constructs with Job Satisfaction for Private Manufacturing Sector

Hypothesis	Relationship	Standard Coefficient	SE	p value
H ₆	Job Satisfaction ← Company Policies	.280	.256	.209
H ₇	Job Satisfaction ← Working Condition	-.120	.236	.599
H ₈	Job Satisfaction ← Salary	.323	.180	.114
H ₉	Job Satisfaction ← Job Security	.097	.225	.663
H ₁₀	Job Satisfaction ← Social Status	-.159	.209	.473

Interpretation for Private Manufacturing Sector: Although, the five exogenous constructs of motivators, have been proposed to be the antecedents of Job Satisfaction, the estimated model results supported three out of the five relationships. This model supports that, ‘Responsibility’ (p≤0.002), ‘Advancement’ (p≤0.021) and ‘Accomplishment’ (p≤0.042) as the significant motivators which positively affects Job Satisfaction. ‘Recognition’ has been found to have positive effect on JLS at 10% level of significance. Other motivators’ constructs, ‘Work itself’ is found to have insignificant relationship with

Job Satisfaction. Among the five exogenous constructs of hygiene factors which have been hypothesized to contribute positively towards Job Satisfaction, none of the constructs is found to have a significant relationship with Job Satisfaction. **Covariance Relationship among Motivator and Hygiene Factors for Private Manufacturing Bank:** Motivators and Hygiene factors though are different aspects of measurement of Job Satisfaction, but all the motivator factors and hygiene factors are expected to have a Spillover affect on Job Satisfaction.

Table 13: Covariance Relationship among Motivator and Hygiene Factors for Private Manufacturing Sector

Relationship among Motivator and Hygiene Factors	Standard Coefficient	SE	t Value	p value
Accomplishment < ----- > Recognition	1.540	.431		***
Accomplishment < ----- > Advancement	.025	.084		.766
Advancement < ----- > Responsibility	.965	.297		.001*
Responsibility < ----- > Work Itself	.357	.194		.066
Recognition < ----- > Work Itself	.269	.142		.058
Working Condition < ----- > Company Policies	.594	.214		.005*
Working Condition < ----- > Salary	.483	.226		.032*
Status < ----- > Security	.795	.281		.005*
Company policies < ----- > Status	.198	.146		.175
Salary < ----- > Security	.319	.204		.118

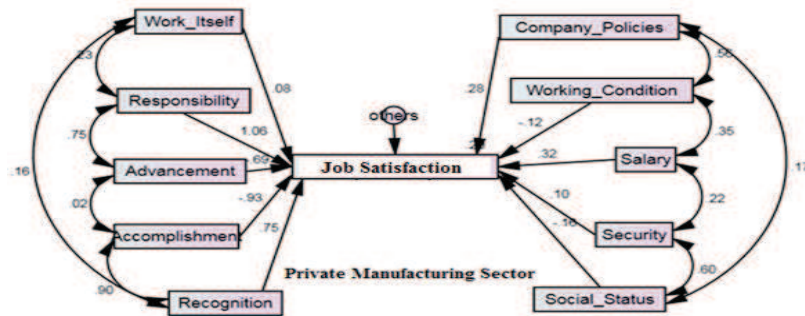
Interpretation for Private Manufacturing Sector: From the Table 13, it has been found that among Motivators Factors ‘Advancement and Responsibility’ (Standard Coefficient = 0.965, p≤ 0.001) is the only factor that is found to have significant positive

spillover relationships. Again from the Table 14, it has been found that among Hygiene Factors ‘Working Condition and Company Policies’ (Standard Coefficient = 0.594, p≤ 0.005), ‘Working Condition and Salary’ (Standard Coefficient = 0.483, p≤ 0.032)

and ‘Status and Security’ (Standard Coefficient = 0.795, $p \leq 0.005$) are found to have significant spillover relationship. The findings suggests that, inspite of none of the hygiene factor has a positive

impact on job satisfaction of private manufacturing sector, but spillover effect among Hygiene Factors are more important than Motivator factors in case of Private Manufacturing Sector employees.

Figure 5: Relationship between five Motivators and five Hygiene Constructs with Job Satisfaction for Private Manufacturing Sector.



Analysis of public manufacturing sector: By performing SEM for the private sector banks employees the following fit measures indicated

acceptability of the SEM, with $(\chi^2)/df= 2.60(44 \text{ df})$, $GFI= 1.90$, $CFI=1$ being greater than 0.90 and $RMR=0.06$ being less than 0.1

Table 14: Measuring of Spillover affect of Motivator Constructs with Job Satisfaction for Public Manufacturing Sector

Hypothesis	Relationship	Standard Coefficient	SE	p value
H ₁	Job Satisfaction ← Work Itself	.013	.157	.937
H ₂	Job Satisfaction ← Responsibility	-.192	.132	.271
H ₃	Job Satisfaction ← Advancement	.282	.138	.087**
H ₄	Job Satisfaction ← Accomplishment	-.376	.105	.022*
H ₅	Job Satisfaction ← Recognition	.070	.143	.675

Table 15: Measuring of Spillover affect of Motivator Constructs with Job Satisfaction Public Manufacturing Sector

Hypothesis	Relationship	Standard Coefficient	SE	p value
H ₆	Job Satisfaction ← Company Policies	-.299	.157	.163
H ₇	Job Satisfaction ← Working Condition	.175	.169	.393
H ₈	Job Satisfaction ← Salary	.125	.111	.405
H ₉	Job Satisfaction ← Job Security	.053	.139	.764
H ₁₀	Job Satisfaction ← Social Status	.322	.165	.050*

Interpretation for Public Manufacturing Sector: Although, the five exogenous constructs of motivators, have been proposed to be the antecedents of Job Satisfaction, the estimated model results supported only one out of the five relationships. This model supports that, ‘Accomplishment’ ($p \leq 0.022$) as the significant motivator which positively affects Job Satisfaction. ‘Advancement’ has been found to have positive effect on Job Satisfaction at 10% level of significance. Other three motivators’ constructs, Work Itself, Responsibility and Recognition are found to have

insignificant relationship with Job Satisfaction. Again among the five exogenous constructs of hygiene factors which have been hypothesized to contribute positively towards Job Satisfaction, only the hygiene construct ‘Social Status’ ($p \leq 0.050$) found to have significant relationship with Job Satisfaction at 5% level of significance.

Covariance Relationship among Motivator and Hygiene Factors for Public Manufacturing Sector: Motivators and Hygiene factors though are different aspects of measurement of Job Satisfaction, but all the motivator factors and hygiene factors are

expected to have a Spillover affect on Job Satisfaction.

Table 16: Covariance Relationship among Motivator and Hygiene Factors for Public Manufacturing Sector

Relationship among Motivator and Hygiene Factors	Standard Coefficient	SE	t Value	p value
Accomplishment < ----- > Recognition	.495	.223		.027*
Accomplishment < ----- > Advancement	-.114	.173		.510
Advancement < ----- > Responsibility	.420	.186		.024*
Responsibility < ----- > Work Itself	.279	.146		.056
Recognition < ----- > Work Itself	.137	.116		.240
Working Condition < ----- > Company Policies	.685	.221		.002*
Working Condition < ----- > Salary	-.101	.158		.523
Status < ----- > Security	.334	.148		.024*
Company policies < ----- > Status	.280	.142		.048*
Salary < ----- > Security	.180	.145		.215

Interpretation for Public Manufacturing Sector:

From the Table 16, it has been found that among Motivators Factors ‘Accomplishment and Recognition’ (Standard Coefficient = 0.495, $p \leq 0.027$) and ‘Advancement and Responsibility’ (Standard Coefficient = 0.420, $p \leq 0.024$) are found to have significant positive spillover relationships. Again from the Table 17, it has been found that among Hygiene Factors ‘Working Condition and Company Policies’ (Standard Coefficient = 0.685, $p \leq 0.002$), ‘Status and

Security’ (Standard Coefficient = 0.334, $p \leq 0.024$) and ‘Company Policies’(Standard Coefficient = 0.280, $p \leq 0.048$) are found to have significant spillover relationship. So, it has been found that motivators factors are found to be more important factor that leads to job satisfaction but the interactive spillover effect shows that the spillover among Hygiene Factors are more important than Motivator factors in case of Public Manufacturing Sector employees.

Figure 6: Relationship between five Motivators and five Hygiene Constructs with Job Satisfaction for Public Manufacturing Sector



Conclusion And Discussion: To conclude, findings of the study illustrate that in Private Sector Bank, among motivator factors ‘Responsibility’ and ‘Accomplishment’ is the significant motivators which positively affects Job Satisfaction and among Hygiene factors ‘Job Security’ has been found to be significantly contributing to Job Satisfaction. The interactive spillover relationship shows that Motivators are found to be more important than Hygiene Factors in case of Private Sector Bank employees. Among Public Sector Bank, the motivators factors that are found to have positive affect on Job Satisfaction includes Work Itself, Accomplishment and Recognition. Again, among the

hygiene factors only two constructs, Working Condition and Salary are found to have positive effect on Job Satisfaction. The structural equation modelling for private manufacturing sector shows that responsibility, advancement and accomplishment are the significant motivators which positively affect job satisfaction and no hygiene factors found to have a significant relationship with Job Satisfaction. Among the employees of public manufacturing sector, Accomplishment and Advancement are motivator factor that positively affect Job Satisfaction and only ‘Social Status’ of hygiene factor found to have significant relationship with Job Satisfaction.

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