

# “A Comparative Study on Employees Job Satisfaction Level Using Herzberg Two Factor and Maslow’s Need Theory With Reference To Manufacturing Industry”

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**Abstract:** Employee Job satisfaction is the outcome of individual response or feelings towards his or her job, culture, policies and environment. The level of satisfaction is closely correlated with the motivation provided in organization which measures. In this paper the employee satisfaction has been studied by comparing the motivational theory namely Maslow’s Hierarchy need and Herzberg two factor theory. As measurement of employee satisfaction is a behavioral study depending on the state of mind and situation in which employees work. The results derived from research will help to understand the employee’s perception and re-design the HR Policies for improving the work relations, communication, motivation and career planning.

**Key Words:** Job satisfaction, Motivation, Job Involvement, Employee Relations.

## I. INTRODUCTION

The term employee job satisfaction refers to fulfillment of a need or desire and the pleasure in the work place with the assigned job or task. Job satisfaction is the state of pleasurable emotional state where employee evaluates about his job, work culture and work environment. Most of the definition states that job satisfaction is the form of attitudes taken towards our jobs in terms of favorable and unfavorable condition. The factors that influence job satisfaction include policies and practices, culture, employee involvement, empowerment compensation, work distribution, career opportunities, the work itself and relationship with co-workers and superiors. Employee job satisfaction depends on how people perceive, think, and feel their jobs. Employee satisfaction determines the retention of skilled employees in any organization. It serves as a feedback tool for HR professionals to define strategies and policies for smooth execution of organizational goals. Job satisfaction is often determined by outcomes meet or exceeds expectations from the means of job. The level of satisfaction increases with the commitment fulfilled from the job or organization. The terms job satisfaction and job attitudes are interchangeable. A positive attitude towards the job ensures high job satisfaction

and negative attitudes indicate job dissatisfaction. Job attitude always helps to build employee morale which boosts their motivational level. The paradox of employee satisfaction states that ‘highly satisfied employees are not highly motivated and highly dissatisfied employees are not highly demotivated’

Thus satisfied employee ensures their higher productivity, commitment and loyal for defining the company’s success in the long term.

*Definition:*

- 1) *Smith:* ‘Job satisfaction is defined as employee’s judgment of how well his job on a whole is satisfying his various needs.’
- 2) *Locke:* ‘Job satisfaction is defined as a pleasurable or positive state of mind resulting from appraisal of one’s job or job experiences.’
- 3) *Stephen P. Robbins:* ‘Job satisfaction is general attitude towards one’s job the difference between the amount of reward workers receive and the amount they believe they should receive.’
- 4) *Armstrong:* ‘Job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction’
- 5) *Spector:* ‘Job satisfaction is one of the most admired and broadly researched topics in the field of organizational psychology.’
- 6) *Vroom:* ‘Job satisfaction focuses on the role of the employee in the workplace as affective orientations on the part of individuals toward work roles which they are presently occupying.’

**Importance of Job Satisfaction:**

- High employee performance
- Low Employee Turnover
- Low Absenteeism
- Better organizational image
- Better industrial relations
- Better productivity

**Theories of Motivation:**

1) *Maslow's Hierarchy of Needs*



Maslow's Hierarchy of Needs is a theory in psychology was proposed by Abraham Maslow used the term "Physiological", "Safety", "Belongingness" and "Love", "Esteem" and "Self-actualization" to describe the human motivations at work. The hierarchy remains a very popular framework in sociology research management raining and secondary and higher psychology instruction.

2) *Herzberg's Two-Factor Theory*



*Two factor theory*

The Herzberg's two factor theory was proposed by Psychologist Fredrick Herzberg's which states proposed a set

of factors in the workplace that causes job satisfaction or dissatisfaction. This theory suggests to improve job attitudes and productivity for enhancing the satisfaction level.

**II. RESEARCH METHODOLOGY**

**Research Design:** Research Design refers to "framework or plan for a study that guides the collection and analysis of data".

**Research Type:** Descriptive Research.

**Research Objective:**

1. To measure the employees job satisfaction level.
2. To identify the factors that motivates the employee's performance.
3. To understand employees job satisfaction using Maslow's Hierarchy of Need and Herzberg's Two Factor Theory.

**Source of Data Collection:**

1. *Primary Data:* The data that have been observed and recorded by the researcher for the first time in their knowledge is known as Primary Data.
2. *Secondary Data:* The data that have been compiled and stored by some agency or researcher.

**Research Instrument:**

- 1) Structured Questionnaire.
- 2) Personal Interview.
- 3) Journals & Books.

**Sampling Technique:** Convenience Sampling.

**Sample Size:** 30 Employees.

**Analysis Technique:** Percentage Analysis & Likert Scale

**Limitations of the Study**

- Interactions with employees were more difficult due to their availability; hence the result may vary according to the individuals as well as time.

**III. LITERATURE REVIEW**

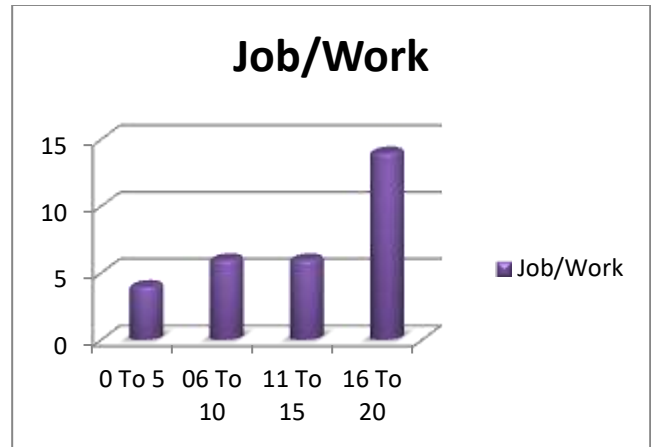
- 1) The proper utilization of employee skill, knowledge, talent and ability at work leads to reduce boredom, frustration and dissatisfaction level at work place. **(Krihiga V, 2015)**
- 2) Job satisfaction is cognitive and affective reactions to different perception of what employee feel about organisation and influence commitment, turnover, absenteeism. **(Rajeev Singh, 2015).**

- 3) Employees motivation can be identified from salaries, work recognition, rewards, job security, friendly work culture and flexible HR policies. *(Dr.Surjeet Kumar, 2015)*
- 4) Employee engagement measures the degree of employee’s satisfaction in terms of positive and negative emotional attachment to their job, colleagues, work behaviour and organization. *(Mohd. Sadique, 2014)*
- 5) Employee expects job satisfaction, learning and development facilities not only monetary or lucrative pay packages motivates anymore. *(Ravi Babu, 2014).*
- 6) The role of work life balance, organizational culture, compensation, leadership style, empowerment, engagement, favorable work policies are the attributes that correlate to the intention of employee satisfaction. *(Dr. Mita Mehta et al, 2014).*
- 7) Satisfied employees are always productive employees and contribute to the growth of the organization and remain as a source of motivation for others *(Ashwini J.,2014).*
- 8) Employee job satisfaction factors like work environment, compensation & welfare, career development, training development, motivation, work safety serves as a feedback that helps the industry to continue to improve on the way it manages employees and related issues. *(Yamini Bhojak 2014)*
- 9) The employee satisfaction, rewards system and appraisal system are the vital part of employee management in service sector *(Dr .Lalita Mishra, 2013)*
- 10) Job satisfaction includes management styles, employee involvement, culture, empowerment, organizational commitment, *(Khanna S, 2013)*
- 11) Employee appreciation, recognition, respect, sense of loyalty, job security indicates employees motivation and satisfaction.*(Robert Fox J ,2012)*
- 12) Lack of self-esteem, lack of respect from subordinate and superior, odd working conditions, poor pay, physical stress and poor career growth are the major reasons for higher rate of employee dissatisfaction.*(S.J.Manjunath ,2011)*
- 13) Job satisfaction is a complex variable for measuring efficiency and effectiveness of organization, that depends on mental and emotional state of employee *.(Brikend Aziri ,2011)*

**IV. DATA ANALYSIS**

**1. Job/work**

Scale	0-5	6-10	11-15	16-20
No of respondents	4	6	6	14

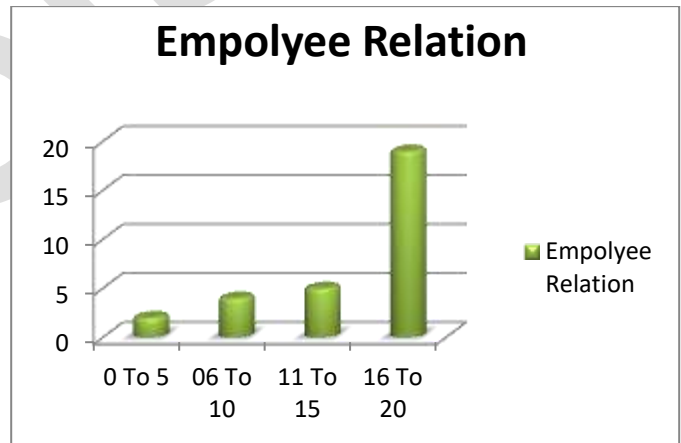


**Interpretation-**

66.66% of employees are highly satisfied with their job/work, whereas remaining employees are dissatisfied with their job/work.

**2. Employee relation**

Scale	0-5	6-10	11-15	16-20
No of respondents	2	4	5	19

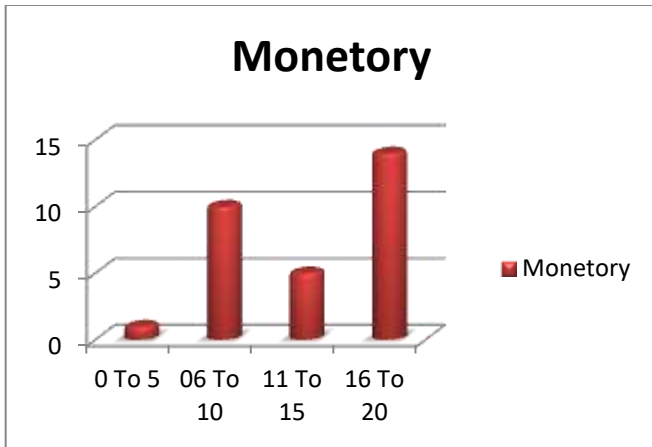


**Interpretation-**

80% of employees are highly satisfied with their colleagues and have good relation with their subordinates. Only very few numbers of employees said their relation with colleagues and superiors is not good i.e. they are highly dissatisfied.

**3) Monetary**

Scale	0-5	6-10	11-15	16-20
No of respondents	1	10	5	14

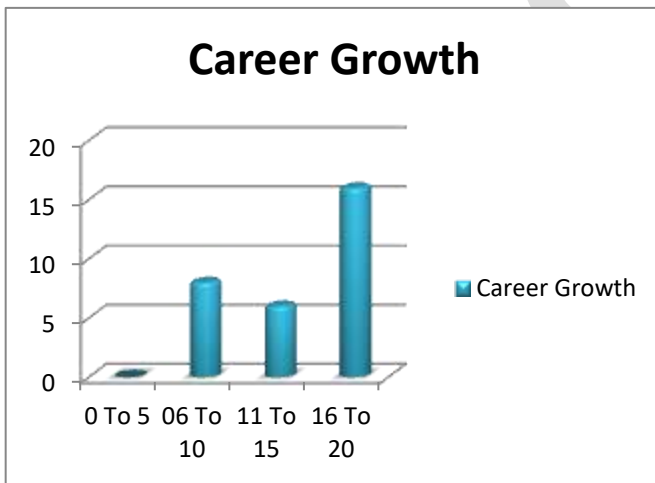


*Interpretation-*

96.66 % are highly satisfied with the salary and incentives they are getting and negligible employees are dissatisfied.

4). Career growth

Scale	0-5	6-10	11-15	16-20
No of respondents	0	8	6	16



*Interpretation-*

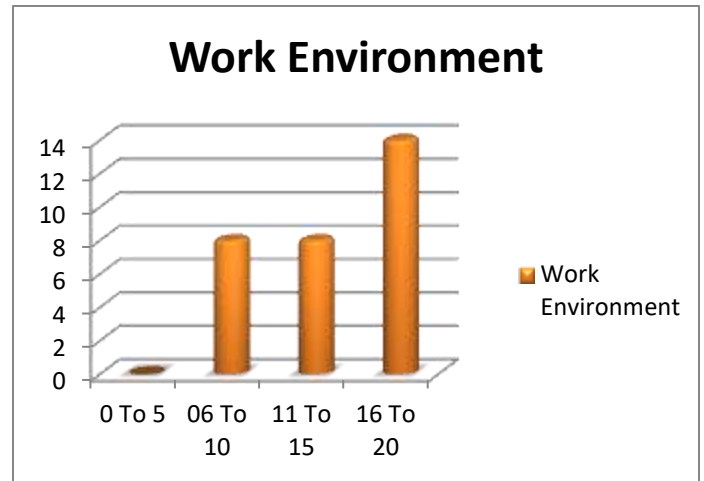
73.33% of employees are highly satisfied with the career growth in the organization and 26.67% of employees are not satisfied with their growth in the organization.

5). Work environment

Scale	0-5	6-10	11-15	6-20
No of respondents	0	8	8	14

*Interpretation-*

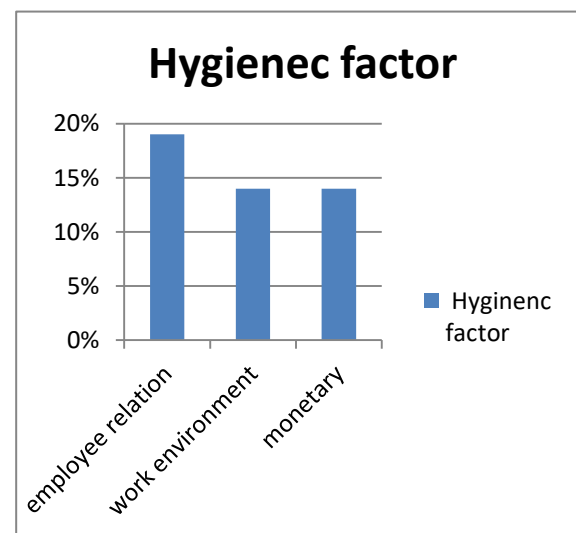
73.33% of employees are highly satisfied with the work environment of the organization; whereas 23.67% are not satisfied with work environment of the organization

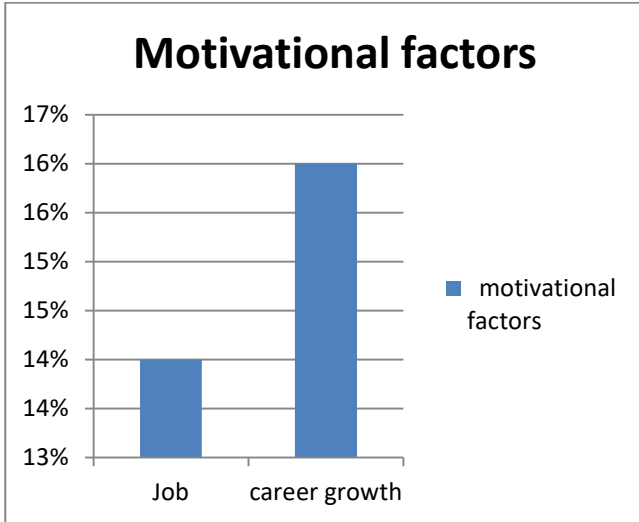


1. Comparative Analysis:

From the data analysis on the Employee Job Satisfaction using **Hertzberg's Two-Factor Theory** the researcher proved that.

Hygiene Factor	Motivational factor
Employee Relation	Job
Work Environment	Career Growth
Monetary	





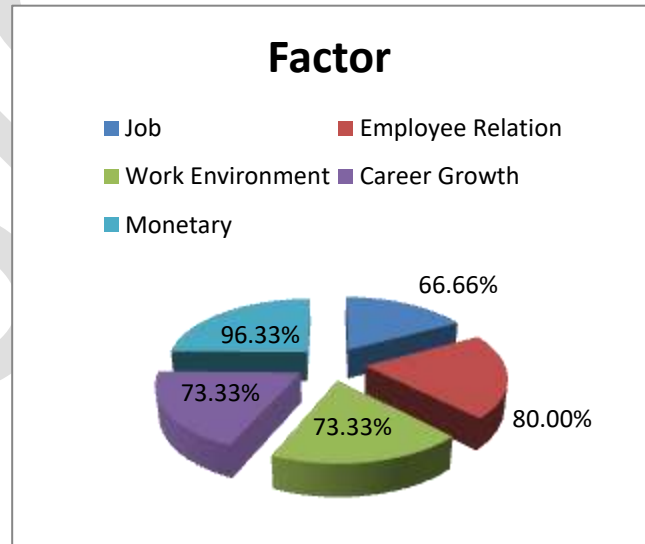
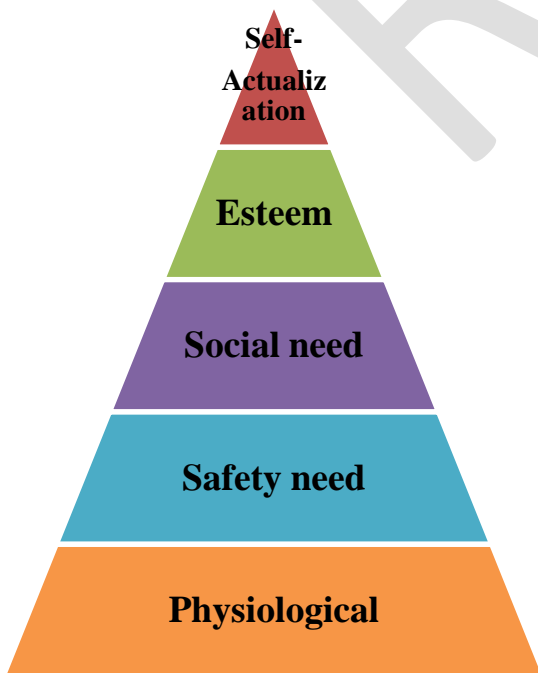
Maslow's Need Theory	Variables
Physiological need	Monetary incentive and benefits
Safety need	Work environment
Social need	Employee Relation
Esteem	Job /Self-recognition
Self-Actualization	Career Growth

Factors	PERCENT %
JOB/WORK	66.66
EMPLOYEE RELATION	80.00
WORK ENVIRONMENT	73.33
CAREER GROWTH	73.33
MONETARY	96.33

*Interpretation-*

- Employee Relation, Work Environment, Monetary are hygienic factor which improves the employee job satisfaction level. These are essential factor that leads satisfaction during its presence and dissatisfaction during its absence.
- Job, Career Growth is motivational factor which improve the employee job satisfaction and enhance employee commitment towards organization.

2. Form the data analysis on the Employee Job Satisfaction using **Maslow's Hierarchy Need Theory** of human motivation the researchers proved that.



*Interpretation-*

Employee relation shows 19% as major factor for Employee Job Satisfaction. Hence, according to Maslow's theory social need is the major factor result employee job satisfaction.

**V. FINDINGS**

- 1) 66.66% of the employees are satisfied with their job/work.
- 2) 80% of employees are highly satisfied with their colleagues and have good relations with their subordinates.
- 3) 96.66% of employees are satisfied with the incentives and salary they are getting.
- 4) 73.33% of employees are highly satisfied as they have opportunities for learning and career growth in that organization.

- 5) 73.33% of employees are satisfied with the Working environment of the organization.
- 6) Overall the employees are having a good job satisfaction and hence they are working with great enthusiasm and zeal to achieve their organization goal.

#### VI. SUGGESTIONS

- 1) Job Analysis must be carried out to reduce the fatigue, boredom or negative attitude among employees.
- 2) Employee counseling formally or informally should be introduced to identify the reason for dissatisfaction among employees in their routine work.
- 3) Every work whether small or big should be given to employees in such a way that it appears to be challenging.
- 4) Low performer should be identified and improvement plans should be updated by working upon it.
- 5) Monthly integration program keeps the employees updated with happenings of the organization and the industry.

#### VII. CONCLUSION

In simple words, it can be said that in every organization employees satisfaction has a great impact on the productivity, performance and reputation. Highly satisfied employees engaged at work with great positive attitude has created favorable work culture among team and enhanced their productivity too. Good employee relations help to improve the morale and motivational level. The assigned job to employee with clarity about role and responsibilities makes employee to build their recognition and acceptance for challenging task. Fair compensation and benefit package is also the important factor in an organization as it helps in increasing satisfaction level of employees, retains them and enhances team work and communication among all levels of management. The employee's views about their job not only have an impact on their work experience, but also on intangible outcomes such as goodwill and reputation of organization.

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