Leather Industry Employee's Perception on Herzberg's Hygiene Factors

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Abstract

The leather industry is a high-focus sector of Bangladesh. Even though the employees working in the companies related to it have a clashing discernment in regards to their work. This paper studies perception of Herzberg's hygiene factors on employees of leather industry-related companies in Bangladesh and provides a view of the current evidence of such a relationship. Both subjective and quantitative measures are utilized in this study. Some factual estimates like mean, standard deviation, extent investigation, and Z-test are used to analyze representative's discernments. Convenience sampling is used to choose leather industrial facilities and organizations from metropolitan and sub-metropolitan territories of Bangladesh. The study depicts that leather industry employees perceive most of the hygiene factors negatively such as company policy and administration, supervision, personal life, job security, and other working conditions but hold good perception toward the three factors like pay, relationship with peers, and subordinates. All job factors exercised in the leather-based companies of Bangladesh do not satisfy the employees equally. The paper closes with proposals for future exploration by applying various degrees of analysis on investigating Herzberg's hygiene factors practices on employee performance for the betterment of the leather industry.

Key Words: Herzberg's hygiene factors, leather industry, perception of employees.

1. Introduction

In many developing nations, leather and leather producers are the most reliable wellspring of fare exchange and unfamiliar trade profit. For Bangladesh, leather is a high-need mechanical area. Bangladesh has only a couple of a long time since autonomy, made huge increases from the leather exchange chiefly by making leather made things. The creation of leather-made things has been expanding in the country since the mid-1990s. The area has the potential for turning into the second biggest unfamiliar cash worker after instant pieces of clothing. The possible interest of purchasers and more excellent leather creation set out open doors for footwear and leather enterprises of Bangladesh. There is remarkable potential for the leather business in Bangladesh to get one of the country's major unfamiliar workers, after readymade pieces of clothing. This leather industry is

having a basic impact on our public economy, acquiring us the enormous measure of unfamiliar settlement. A large portion of the leather merchandise and footwear delivered here are chiefly trade arranged. In addition, the nation as of now has been exchanging completed leather and different sorts of leather things to the abroad business sectors. These items likewise have a significant interest because of their top-notch administration. The primary reason behind this was the characteristic benefit and advantage of leather that Bangladesh produces. However, the great of nearby leather in both crude and completed structure, Bangladesh was all the while limping along with some different nations from Asia in the fare of footwear and other leather items in the European and other abroad business sectors. In Bangladesh, tanneries, and leather, leather items, and footwear makers are putting on a decent battle in the middle of them for additional provisions in the worldwide business sectors. The leather business is one of the key farming sub-areas with a high potential towards item progression that keeps an eye on appropriate issues of monetary significance in the public arena and emphatically influences a nearby turn of events, production of local work, local employment, making of abundance and business.

In this competitive and unpredictable world, companies try to keep and enhance their place in the industry in which they operate. Companies operating in the industry like leather, need to be very careful while dealing with the products. As it is a major source of foreign trade and exchange. Moreover, the quality of productions and overall process depends on the mood and motivations of the employees and workers. While worker's contributions were being checked through the quality control, and the error can be minimized. Nevertheless, the executive's failure can lead to a big mistake. Therefore, motivations in the workplace for them are much more important. For that prospect, in this study, Herzberg's hygiene factors have been discussed. The factors such as status, job security, salary, fringe benefits, work conditions, good pay, paid insurance, vacation company policies; supervisory practices, wages/salary, or relationships played key roles in motivating employees. Quality of work depends on the efficient performance of motivated employees. The success of the company, in a broader sense of industry, depends on the employees' performance, efficiency, interest, enthusiasm, and integrity. The absence of hygiene factors will cause employees to work less hard. These factors are not present in the actual job itself but surround the job. Under Herzberg's (1966) hypothesis, "employees who are happy with both motivation and hygiene factors would like to perform at a top-level, and the individuals who are disappointed with the two elements would be helpless entertainers". Even though the presence of hygiene factor does not cause fulfillment all alone yet in any case, its nonappearance would cause dissatisfaction.

The paper is a hypothetical investigation of literature and methodology for an observational examination planned to advance the current load of information on how Herzberg's hygiene factors

impact leather industry workers. This investigation additionally endeavors to build up an inside and out comprehension in the context identified with hygiene factors. The experimental examination will distinguish explicit hygiene factors that fused into the leather business workers, accepting different elements are consistent. This may upgrade the employee capacity to deliver quality work. Discoveries of this investigation will recognize basic hygiene factors for propelling leather industry workers. The investigation will likewise add to the group of exploration information in worker fulfillment level of working in the leather industry in an agricultural nation like Bangladesh through approval of Herzberg's hygiene components of the two-factor theory.

2. Literature Review

The two-factor theory is generally acknowledged as a practical approach towards motivating and persuading employees and workers. Frederick Herzberg (1959) explained, 'Two Factor Theory' also known as 'Motivator Hygiene Theory' that attempts to explain motivation and satisfaction in the workplace. Herzberg's notion of motivation-hygiene is viewed as a practical exposure in enhancing employee motivation and gaining wide acceptability, satisfaction, and popularity. Herzberg along with his associates (Herzberg, 1966; Herzberg, Mausner, & Snyderman, 1959) put their opinion on employee contentment and discontentment are separate and distinguishable states of mind identifying as motivators and hygiene work dimensions. The promise of Frederick Herzberg's hypothesis is identified with the idea of motivation which is isolated into two views: hygiene and motivators. There is no denying the way that the theory of Herzberg of worker inspiration is exceptionally effective in transcribing the work behaviors & practices of organizational employees. "Yusoff et. al (2013) proposed to join both of these elements into one specific factor after contrasting the irregularities in the discoveries of the two-factor theory from different nations and businesses."

"Schemerhorn (1993) observed Herzberg's theory as the basis for picking up two significant dimensions of organizational jobs: what workers do (job content), and the organizational setting in which they do (job context)." Motivating factors included achievement, recognition, work itself, and job responsibility. Hygiene factors are identified as organizational ongoing policy, supervision, remuneration, interpersonal relationships at the workplace, and working environment. Though, Herzberg's view is far more different from the traditional view. According to the traditional view, satisfaction is the opposite of dissatisfaction. Nevertheless, Herzberg considered that satisfaction is not the antonym of dissatisfaction but instead, of no satisfaction, the antonym of dissatisfaction is no dissatisfaction. The theory also denotes that the presence of hygiene dimensions does not create employee satisfaction, rather their absence results in job discontentment. As indicated by Herzberg,

hygiene factors make dissatisfaction among the employees in the working environment. Notwithstanding it is additionally viewed as that presence of hygiene factor doesn't cause fulfillment. To eliminate dissatisfaction from a workplace, the poor leadership of hygiene factors should be taken out. Inspiring variables are those parts of the work that make individuals need to act in a task, and give individuals fulfillment. These spurring factors are viewed as natural for the work carried out. Hygiene factors are those act or work-related components which are fundamental for the presence of inspiration and fulfillment in the work environment. These do not administer positive fulfillment for a long-period in workplaces. Yet, if these variables are missing or if these elements are not accessible in a working environment or a functional occupation setting, at that point they lead to dissatisfaction. As such, hygiene factors are those variables that ought to have existed at a healthy level in a task. These assuage the employees and do not make them disappointed. These variables are outward to work. These elements depict the work climate and situation. The hygiene factors represented the physiological necessities that the people needed while playing out a task. They may anticipate that these measures should be satisfied. In 1957, Herzberg clarified the connection that existed among inspiration and occupation fulfillment for the calling of specialists with an analysis. “Later one, he cut up inspiration into two develops to gauge the degree of occupation fulfillment of workers in various firms (Herzberg, Mausner, and Snyderman, 1959).” A few explore suggest that a portion of the components pronounced by Herzberg (1966) as hygiene factors are real inspirations. A broad of thinking has arisen about how to recognize hygiene components and motivators. Legitimate working condition is one of the principal attributes in the work environment that assists with staying away from dissatisfaction in firms. While a few components are viewed as obviously fitted in one of the two classifications, different variables, especially pay, have been demonstrated to be cryptic regarding whether they are inspirations or hygiene factors. The aftereffects of Herzberg's hypothesis can shift if the test is led in various climates or ventures and on various occasions. “Herzberg et al. (1959) suggested that hygiene factors were significant in making position fulfillment and Maidani (1991) worked together that if outward factors are taken care of improperly by an association, it can make dissatisfaction among the employees.” Since the conventional Herzberg approach addressed both occupation fulfillment and dissatisfaction on a similar continuum at furthest edges. In this way, fulfillment and dissatisfaction were isolated into various arrangements of classifications, each joined by distinct set components.

Hygiene factors diminished dissatisfaction, though it was the sparks that expanded fulfillment. It was talked about that “hygiene factors satisfied the need to ignore repulsiveness, while the inspiration factors addressed the issue of the person for self-development and self-completion (Alshmemri, Maude, and Phillip, 2017).” “Chien (2013) tried the legitimacy of Herzberg's two-factor

hypothesis and discovered it to be conceivable for contemplating position fulfillment among employees and proposed to the board zones of progress as labor force arranging, progression arranging, and lucidity of execution principles." In the inspiration hygiene idea, the hygiene factors being delicate would be assessed to the viewpoint of various degrees of discernment. Since these components need cautious consideration of the administrations and strategy creators. The creator considers the matter is of extraordinary interest, reasonable for research, and having administrative ramifications in shaping motivator approaches to improve the workers' efforts to deliver leather enterprises and the current paper fills the need. This study focuses on contemplating Herzberg's inspiration hypothesis, and its superb intention is to decide the pertinence of basic factors that can straightforwardly affect the hygiene factors on workers of leather industry-related organizations in Bangladesh. In any case, innumerable zones are undiscovered because of modernization, constantly changing practices, and developing work and hierarchical societies. This has prompted changes in the hygiene factors that maintain the dissatisfaction in various associations and has moved the attention on considering distinctive persuasive speculations too.

3. Statement of the Problem

Herzberg's Motivation-Hygiene' theory was established a long ago, but it is still being frequently studied and remains an influential topic in management. Previous researches refer to the theory as widely studied. The study also applies irrespective of types of professions, incorporating sectors like power, banking, fiber, education, leather, and so on. However, very few studies have been conducted on the theory considering the hygiene factors in the context of the leather sector of Bangladesh. Hence the author explores the research gap and is interested to contribute to this matter. From that perspective, it is a study to explore the leather industry executive's perceptions related to hygiene factors as these were explained in Herzberg's theory as most dissatisfaction generating forces. The study will surely enrich the knowledge base in employee motivation in the leather sector of Bangladesh through the validation of Herzberg's two-factor model.

This paper explores a significant research gap that clarifies the essence of the objectives of the study. Although several pieces of research are undertaken on this significant issue based on Herzberg's Two Factor Theory' in the world. Bangladesh lacks behind and suffers from the scarcity of empirical studies regarding that matter. Hence, there is a need to conduct more research addressing hygiene and motivational factors. The author also finds another research gap in the leather sector as it is having no fruitful study on the hygiene issues of its employees to the viewpoint of the application and conceptualization of early motivation theories. Nevertheless, the leather sector remains maiden

and away from in-depth research in the dimensions of Herzberg's hygiene factors to the viewpoint of its human resources on which the present paper focuses. Using the knowledge of Herzberg's theory on motivation, this paper takes an initiative to assess the perception regarding the hygiene factors on employees in the leather industry of Bangladesh. The current initiative would create an urge for industry experts and policymakers to identify the vital reasons for perception variance and bring them into consideration positively.

4. Objectives of the Study

The main objective of this paper is to study the perception of Herzberg's hygiene factors of leather industry' employees of Bangladesh and provides a view of the current evidence of such a relationship. The specific objectives are:

- To offer a brief discussion on Frederick Herzberg's Two Factor Theory' in the literature.
- To focus the dimensions of Herzberg's hygiene factors to the viewpoint of leather industry employees.
- To test the significance of each of the factors upon which leather industry employees opined.
- To examine the dissatisfied variables in the workplace which usually affect employees' level of satisfaction.

5. Methodology

The methodology used in this study is both qualitative and quantitative in manner. The target population of this study is employees serving as an executive in different leather related companies in Bangladesh. The sample size of the study is 209 employees' from leather-oriented factories and companies. The sample includes some conveniently chosen 15 commercial leather-oriented factories and companies located preferably in the urban and sub-urban areas of Bangladesh. The questions were created by utilizing a five-point Likert scale. Statistical analyses like mean, standard deviation, and Z-test are utilized to analyze representative's discernments. The essential and optional information gathered from various sources has been deciphered definitively. The time frame of the study is between July 2020 to November 2020. Two hundred and nine employees were randomly interviewed from July 2020 to October 2020 on working days.

6. Hypothesis Development

Frederick Herzberg, in his book The Motivation to Work (1959), denoted some hygiene factors based on an empirical study he conducted on 200 engineers and accountants concerning twelve investigations in similar organizations. He classified the work dimensions into motivators and hygiene factors. Hygiene factors are additionally called dissatisfiers as they are needed to dodge dissatisfaction. Herzberg pointed the components essentially disturbances in the outer work setting as hygiene factors. Hygiene factors that are considered in this research are company policy and administration, the current level of pay, relationship with peers/colleagues, relationship with subordinates, work conditions, supervisory activities, personal and job security, and benefits other than salary. Employee pay refers to all forms of pay going to employees and arising from their employment. The compensation or pay design ought to be fitting and sensible. It should be equivalent and serious to those in a similar industry in a similar area. The organization arrangements ought not to be excessively unbending. They ought to be reasonable and clear. It ought to incorporate adaptable working hours, clothing regulation, breaks, get-away, and so on the workers ought to be offered medical services plans, benefits for the relatives, representative assistance programs. Working conditions ought to be protected, perfect, and sterile. The work hardware ought to be refreshed and very much kept up. The status of the employees' inside the association ought to be recognizable and held. The relationship of the employees with his companions, bosses, and subordinates ought to be suitable and adequate. There ought to be no contention or embarrassment component present. The association should give employer stability to the employees. Advantages and stipends other than compensation additionally ought to be to a decent extent. For the changing socioeconomics of the labor force, advantages will probably assume a lot bigger part later on. Alongside medical services, retirement investment funds and arranging benefits are regularly parts workers consider the most important among associations' advantages contributions other than compensation and wages. To evaluate the level of influence of Herzberg's hygiene factors on leather industry' employees regarding the dissatisfiers provided Frederick Herzberg in his 'Motivator Hygiene Theory', the following hypotheses are formulated:

H1: The leather industry' employees bear a positive view of the existing company policy and administration

H2: The leather industry' employees have an affirmative cognition with the current level of pay

H3: The leather industry' employees bear an affirmative view on the relationship with peers/ colleagues

H4: The leather industry' employees have a positive perception of the relationship with subordinates

H5: The leather industry' employees have a positive perception of the work conditions

H6: The leather industry' employees have a positive perception of the current supervisory activities

H7: The leather industry' employees have a positive perception of the personal and job security

H8: The leather industry' employees have an affirmative view towards the benefits they get other than salary

7. Data Analysis and Findings

A Z-test is a factual statistical test, for which the circulation of the test measurement under the null hypothesis can be approximated by typical dissemination. Z-test tests the mean of appropriation. For every importance level in the certainty stretch, the Z-test has a solitary basic worth, which makes it more advantageous. The Z esteem alongside mean, standard deviation, standard mistakes determined for this examination have appeared in table 1.

Table 1

Herzberg's Hygiene Factors	No. of Respondents	Mean	Standard Deviation	Standard Error	Z Value (Calculated)
Company Policy and Administration	209	3.01	0.91	0.13	9.23
Current Level of Pay	209	2.99	0.98	0.12	0.23
Relationship with Peers/Colleagues	209	3.02	1.01	0.12	0.26
Relationship with Subordinates	209	3.07	1.02	0.12	0.45
Work Conditions	209	3.15	0.99	0.11	8.37
Supervisory Activities	209	2.30	1.06	0.12	8.47
Personal and Job Security	209	3.03	0.96	0.14	6.27
Benefits other than Salary	209	2.60	1.08	0.11	5.37

H1: The leather industry' employees bear a positive view of the existing company policy and administration

This hypothesis indicates that employees have a positive view of the existing company policy and administration. The table underneath shows that in the two-tailed test at a 5% degree of importance,

table estimation of 1.96 is not exactly determined worth (Z =9.23). Thus, the null hypothesis is dismissed and subsequently, an inference can be made that employees do not have a positive perception of the prevailing organizational policy and company administration system of their company. The administrative policies and procedures are clear to most of the employees in respect of companies in the leather industry.

H2: The leather industry' employees have an affirmative cognition with the current level of pay

It is expected from the hypothesis that employees have a positive insight into the current degree of pay or compensation that their organization offers. The table underneath states that at a 5% degree of importance in the two-tailed test, table estimation of 1.96 is more noteworthy than the determined worth (Z = 0.23). In this way, the null hypothesis is acknowledged and consequently, the inference can be made that leather-oriented company' employees have a positive perception of the current level of remuneration.

H3: The leather industry' employees bear an affirmative view on the relationship with peers or colleagues

It is expected from this hypothesis that workers bear a confirmed view on the relationship with companions or partners. The table above shows that at a 5% degree of importance in the two followed test, table estimation of 1.96 is more noteworthy than the determined worth (Z =0.26). Along these lines, the null hypothesis is acknowledged and hence, we can say that leather-oriented company' employees have a positive perception towards the relationship with peers or colleagues.

H4: The leather industry' employees have a positive perception of the relationship with subordinates

It is expected from this speculation that workers hold a positive discernment on the relationship with subordinates. The table above shows that at a 5% degree of importance in the two followed tests, table estimation of 1.96 is more prominent than the determined worth (Z =0.45). Thus, the null hypothesis is acknowledged and hence, it can be inferred that leather-oriented company employees maintain a good relationship with their subordinates and they think such a fair relationship comply with smooth functioning.

H5: The leather industry' employees have a positive perception of the work conditions

It is expected from this speculation that leather area representatives have a positive insight into the current work conditions. The table above shows that at a 5% degree of importance in the two followed test, table estimation of 1.96 is not exactly determined worth (Z =8.37). In this way, the null hypothesis is dismissed and consequently, it can be inferred that leather-oriented company'

employees feel unfavorable work terms and conditions being confined to observe the hard and fast duties and responsibilities.

H6: The leather industry' employees have a positive perception of the current supervisory activities

This speculation demonstrates that leather area workers have a positive insight into the current administrative exercises. The table beneath shows that at a 5% degree of importance in the two followed test, table estimation of 1.96 is not exactly determined worth (Z = 8.47). In this way, the null hypothesis is dismissed, and henceforth, we conclude that employees perceive negatively the current mode of supervisory functioning of their leather factory or company.

H7: The leather industry' employees have a positive perception of the personal and job security

This speculation shows that leather area representatives have a positive insight into Personal and Job Security. The table above shows that at a 5% degree of importance in the two followed test, table estimation of 1.96 is not exactly determined worth (Z = 6.27). Thus, the null hypothesis is dismissed and in this way, we conclude that leather-oriented company' employees feel insecure in the context of the job and personal matters.

H8: The leather industry' employees have an affirmative view towards the benefits they get other than salary

This hypothesis indicates that employees have a positive perception of the benefits they get other than salary. The benefits most of the employees consider are health care/medical benefits paid time off benefits, flexibility to balance life and work, pension plans, family-friendly benefits, and so on. The table above shows that at a 5% degree of importance in the two followed test, table estimation of 1.96 is not exactly determined worth (Z =5.37). In this way, the null hypothesis is dismissed and subsequently, we can say that employees are in a difficult mood to have a work-life balance as they experience excessive job pressure and have little time to pay attention to their personal and family life.

8. Directions for Future Research

There is a shortage of empirical studies on the commercial leather sector of Bangladesh, there is a need to direct more research tending to the hygiene and motivator issues of leather arranged organizations and production lines. Albeit quantitative exploration is utilized in this examination, it is accepted that subjective exploration would be advantageous in upgrading the impression of how leather arranged organization' representatives are roused. Henceforth, it is prescribed to utilize

subjective strategies next to quantitative techniques in future investigations to get more precise outcomes. Further, numerous different elements can be considered to decide workers' insights toward work which can be added to extend the examination in the future. It additionally should be noticed that the paper zeros in just on Herzberg's hypothesis. It is proposed that future exploration would be founded on different speculations of occupation fulfillment and investigate different components of inspirations like criticism, commitment, administration styles, worker responsibility, representative strengthening, and representative certainty, and so forth, to see whether they could bring about any expanded difference in discernment and fulfillment towards leather industry calling. What's more, the exploration addresses produced for this investigation could be extended to incorporate the impact of other persuasive practices and ecological components on corporate leather execution.

9. Limitations of the Study

The findings acquired from the questionnaire managed in this investigation are restricted by the discernments and assessments of the respondents. It is accepted that the respondents have addressed the inquiries accurately and genuinely. Studies on inspiration utilizing Herzberg's hypothesis have advised on speculation of discoveries and suggest the utilization of the hypothesis in different conditions as hygiene and motivator factors contrast in work environments and under various conditions. The plan of the current study is dependent upon some other general inadequacies. This examination only utilized a survey to poll level employees' perceptions in the leather-oriented companies by considering eight facets of Herzberg's hygiene dimensions. Many other factors are not considered in this study due to the shortage of time. Due to limited size of the sample size, conclusions reached by this survey may not be entirely applicable to the whole leather sector. Some respondents were not aware of certain aspects of hygiene issues. A few respondents felt hesitant and seem to be quite reluctant to provide details. There might be a sense of bias crept in answers given by the respondents.

10. Conclusion and Recommendations

In Bangladesh, the leather industry becoming more competitive than ever, leather companies are contending with each other to perform well. The workers of the leather organizations are present in the situation to adjust their customary hygiene and motivators into creative human resources rehearses to address the difficulties from other serious leather companies. Herzberg's model has affirmative implications for management practice. Management and policymakers may take required

steps to mitigate hygiene factor's e-ffects in industries. The results found in this paper reveal that only three of the eight factors are well perceived by the leather industry employees as respondents and those are pay, relationship with peers, and relationship with subordinates. Hygiene factors forestall dissatisfaction yet not they lead to fulfillment. They are fundamental just to maintain a strategic distance from awful emotions at work. Then again, helpers are the genuine components that spur employees at work. Contrary to the finding of Herzberg (1966), the analysis finds that the strongest hygiene factors are wages and work environment strategies, working conditions, associations with colleagues. For instance, even though wages are an essential hygiene factor, numerous things can turn out badly without a reasonable remuneration and advantages bundle. Competitive leather companies nowadays are compelled to work in a world brimming with change and under different difficulties, and it is a higher priority than any time in recent memory to have the perfect representatives at the perfect occupation with the correct capability and involvement with a request to endure the opposition. Improved job performances of the employee will add value to the organization itself and the employee's productivity. A highly motivated employee invests his / her best hard work in carrying out every aspect of his duties and responsibilities. Leather sectors need to radically change company policies and the system of administration for the motivation of employees and to ensure employees' positive perception that would match the key strategic goals of the leather industry. The leather industry should take these issues with high importance. The management's motivational practices can be conceivably used to chalk out employees' vocation ways by guaranteeing legitimate professional advising. The parts of a hierarchical prize framework, like cash, incidental advantages, and advancement, should be wanted by the representatives; that is, they should be emphatically bold in the employees' positioning of inclinations. Moreover, because job security has long been one of the most hygiene aspects of leather-oriented organizations, this factor should be handled in such a way that would establish an affirmative appeal among the employees. Organizations worked in the leather industry need to acquaint exceptional plans related to an annuity, tip, retirement and other related advantages to upgrading the worker's conviction that all is good. These leather organizations need to expand upon an open and formative environment, where representatives have been given more self-sufficiency and opportunity to take part in the dynamic cycle and where there is to a lesser degree a progressive and formal connection among administrators and subordinates alongside an ideal organization strategy and organization. The dynamic authority is exceptionally therefore prescribed to guarantee that there is a reasonable harmony between the monetary and non-monetary inspirational endeavors while planning, exploring, and executing a procedure. Moreover, the current study endeavors to enhance the current information base in the area of employee perception in the leather sector, as there have been not very many studies inside the

Bangladesh setting that have contemplated leather industry workers' impression of hygiene components of Herzberg.

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