

# Assessing the mediating effect of Hygiene and Motivators with respect to Retail Industry (National Capital Territory-NCR)

**Prof (Dr) Mamta Gaur**, Professor-School of Business, Galgotias University  
**Dr. Alka Agnihotri**, Asst.Prof.- School of Business, Galgotias University  
**Dr. Parul Saxena**, Head –HR & OB, School of Business Studies, Sharda University

## Article Info

Volume 83

Page Number: 2894 – 2903

Publication Issue:

May - June 2020

## Abstract:

The objective of this research paper is to assess the mediating effect of Hygiene and motivator factors of Herzberg's theory in motivating employees with special reference to retail industry and estimate their level of job satisfaction through them. The research being descriptive in nature is based on Primary as well as Secondary data. Structured and standard **Questionnaire** based on motivators-hygiene has been used for data collection. The respondents (retail executive) respondents were contacted through online **Google form and questionnaires were distributed by the researcher personally** . The final sample size was 180. **Factor analysis** is the main statistical tool used to identify underlying variables, or factors, that explain the pattern of correlations within a set of given variables. Researcher has used Principal component method of extraction. **The KMO Test** was carried out for finding sampling adequacy and Bartlett's Test of Sphericity was carried along with approx. Chi-Square test to test the hypothesis. It is identified from the analysis that out of the eight factors six factors are hygiene factors. Out of these six hygiene factors 3 are money based- **Monetary gains attracts, Pay Satisfaction and Love of Money**. The results have showed that hygiene factors dominated over motivators in terms of job satisfaction (retail executives in NCR. ) . Herzberg's two factor theory is applicable but not all factors influence or impact and few are becoming obsolete.

## Article History

Article Received: 11August 2019

Revised: 18November 2019

Accepted: 23January 2020

Publication: 10May2020

**Keywords:** Motivation, Hygiene, Herzberg's Two Factor Motivation, Job Satisfaction, Job Security, Achievements

## INTRODUCTION

Retail Industry is one of the emerging front of concern as business future depends largely on them. The poverty and crisis has led young generation to enter the retail profession . It has been observed and experienced that adequate measures have not been taken to understand the factors of motivation . The problem has been experienced by researcher and hence motivated the researcher to undertake the

research to find what motivates a retail executive at workplace.

Many theories and models have been developed which caters to the various factors of motivation and satisfaction. Majority of the theories had sound application and this has been tested from time to time . It has been proved that the theories affect employee's lives, jobs, and goals in life and at work place. Researcher in her earlier work established relation between organizational factors and

motivation causing Job Satisfaction and work performance. Due to strong inclination in this field, researcher made an attempt to look into the factors of motivation that impact retail executives in their profession. The researcher realized that motivation is a very important phenomenon, and explored and analyzed further how retail executives perceive about hygiene and motivators existing within the workplace. The focus of study was to find which factor (hygiene or motivators) is more influential and effective, and how different employees seem to respond them. The research is based on the hygiene factors and motivators given by Herzberg.

### 1. BACKGROUND OF CONCEPT

The traditional motivation theories are also called as “need theories.” Some famous theories in this category are Maslows’ Hierarchy of Needs Theory (1954), McClelland’s Needs Theory (1961), and Herzberg’s Two-Factor Theory (1959) and many more. An employer or manager’s major concern is employee’s job performance which is directly related to motivation and job satisfaction. The relation between Job Satisfaction and work performance has already been discussed and proved in one of the research paper titled “Factors Impelling Job Satisfaction among IT Professionals in Chennai”. The employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility. Herzberg says, that “the only way to motivate the employee is to give him [her] challenging work in which he [she] can assume responsibility” (Leach, 2000). This statement can be applied to any job within any

industry. If the employee does not feel responsibility associated with a task or activity, he/she will not feel that their work is worth doing it.

Therefore, the basic premise of the Two-Factor Theory is that if an employer or superior is trying to increase job satisfaction and ultimately job performance for a retail executives or coworker, they need to address those factors that affect one’s job satisfaction. The most direct approach is to work on the intrinsic, job content factors. Giving the retail executives encouragement and recognition helps them to feel more valued, as well as giving a sense of achievement and responsibility. Herzberg says, that “the only way to motivate the retail executives is to give him [her] challenging work in which he [she] can assume responsibility” (Leach, 2000). Researcher think that this statement can be applied to any job / industry. If the employee do not feel responsibility associated with a certain task or department, he/she will not feel that their work is worth.

**Motivators**  
Recognition  
Work itself  
Responsibility  
Advancement  
Possibility of Growth

**Hygiene factors**  
Administration  
Company Policy  
Personal or Working Relationships  
Working conditions  
Salary  
Feeling of Job Security  
Personal Life

### 2. RESEARCH METHODOLOGY

The research is descriptive in nature .

#### Objectives of the Study

1. To find the applicability of Herzberg's two factor theory in retail industry
2. To identify which factors (hygiene/ motivators) contribute more in motivating employee .

### Hypothesis

1. H<sub>0</sub>= Herzberg's two factor theory is applicable in Retail Industry  
H<sub>1</sub>= Herzberg's two factor theory is not applicable in Retail Industry
2. H<sub>0</sub>= All factors are contributing in true sense in retail sector.  
H<sub>1</sub>=All factors are not contributing in true sense in retail sector.

The research was based on both primary as well as secondary data. The tool used for data collection was structured and standard **questionnaire** based on two factors (motivation-hygiene). The questionnaire consisted of 45 variables. The sampling unit or respondents were retail executives from malls and stand alone retail stores. The random sampling technique has been used . The respondents were contacted through online **Google docs and questionnaires were distributed by the researcher personally. The questionnaire was floated to 349 respondents but only 228 were received back out of which only 180 were found fit to be included in research.**

### Data Scale

The variables were quantitative at the interval level as categorical data is not suitable for factor analysis.

For data collected, Pearson correlation coefficients was calculated to find suitability for factor analysis. The data collected had bivariate normal distribution for each the variable and observations were independent.

### Statistical Techniques used for analysis

To find the applicability and validity of the variables factors analysis has been carried. Factor analysis will explain the pattern of correlations within a set of observed variables. Factor analysis helps in data reduction, identifying a small number of factors explaining most of the variance.

**Extraction method-** Principal component method of extraction has been used for data reduction. In beginning 45 variables were there which has been reduced to a few (8) principal components.

**The KMO and Bartlett's Test** - KMO was carried out for finding sampling adequacy and Bartlett's Test of Sphericity was carried along with Approx. Chi-Square test to test the hypothesis.

### 3. DATA ANALYSIS AND INTERPRETATION

- 1) The study was carried on 180 sample units, the demographic characteristics studied are , gender, age experience, income and education level .The age was categorized in interval 15-20 (1) , 21-25 (2) , 26-30 (3) ,31-35 (4) and above 35 (5) .

**Statistics Age(Years)**

Valid	180
Missing	0
Mean	2.07
Median	2
Mode	2
SD	0.963
Variance	0.928
Skewness	0.841
Std. Error of Skewness	0.181
Range	4

Std. Deviation	1.216
Variance	1.479
Skewness	0.768
Std. Er of Skewness	0.181
Range	4

**Age(Years)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	55	30.6	30.6
	2	75	41.7	72.2
	3	36	20	92.2
	4	10	5.6	97.8
	5	4	2.2	100
Total	180	100	100	

**Table. 1**

From this statistics we can analyze that mean age of the sample is 2.07 this means majority of the retail executives in the sample were below 30 years and are in age group of 21-25 years.

- 1) The experience was categorized in interval of years 1-5 (1), 5-10 (2), 10-15 (3), 15-20 (4) and Above 20 (5)

Statistics Experience (Years)	
Valid	180
Missing	0
Mean	2.26
Median	2
Mode	1

**Experience (Years)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	60	33.3	33.3
	2	55	30.6	63.9
	3	36	20	83.9
	4	16	8.9	92.8
	5	13	7.2	100
Total	180	100	100	

**Table. 2**

From this statistics we can analyze that mean experience of the sample is 2.26 this means majority of the sample had experience less than 15 years and are in experience 10-15 and few had experience above 20 years.

- 1) The income was categorized in interval 10-15 (1), 15-20 (2), 20-25 (3), 25-30 (4) and above 35 (5).

**Statistics Income (In Thousands)**

Valid	180
Missing	0
Mean	2.76
Median	3
Mode	3
Std. Deviation	1.385
Variance	1.918
Skewness	0.333
Std. Er of Skewness	0.181
Range	4

**Income (In Thousands)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	41	22.8	22.8	22.8
	2	44	24.4	24.4	47.2
	3	45	25	25	72.2
	4	18	10	10	82.2
	5	32	17.8	17.8	100
Total		180	100	100	

**Table. 3**

From this statistics we can analyze that mean income of the sample is 2.76 this means majority of the sample's earning capacity was below Rs 25000 and are in income group of a above Rs. 20-25 thousand.

- 1) The education status was studied in three categories 10<sup>th</sup> (High school) (1) 12<sup>th</sup> (Intermediate) (2) Graduate (3)

Statistics	
Highest Education	
Valid	180
Missing	0
Mean	2.11
Median	2
Mode	2
Std. Deviation	0.548
Variance	0.3
Skewness	0.063
Std. Er of Skewness	0.181
Range	2

Highest Education				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1	2	3	4	5
	18	10	10	10	10
	124	68.9	68.9	78.9	78.9
	38	21.1	21.1	100	100
Total	180	100	100		

**Table. 4**

From this statistics we can analyze that majority of the sample was graduate and are in group 3.

1) **Descriptive Measures of 45 variables**

45 variables were taken for the study and responses from 180 respondents were collected and categorized using interval scale, Strongly disagree (1) Disagree (2) Neutral (3) Agree (4) Strongly agree (5).

Mean –From the mean value we can identify important variable that influences retail executives ( My job allows me to improve my experience, skills and performance (variable no 14) ). It has the highest mean of 4.24. Next important variable is I feel I have contributed in the growth of my store in a positive manner. It has second highest mean 4.22 (variable no 3) . Mean values for all 45 variables are more than 3 or close to 4 , hence it can be taken that all variables play important role in motivation of retail executives. The determinant is not 0 there will be no computational problems with the factor analysis . N is the number of cases used in the factor analysis. Here N =180. As we have N> 50 factor analysis can be applied.



S.No	Variables (1-45)	Mean	S.D.
		Statistic	
1	I am proud to work in this Retail store because it recognizes my achievements	3.89	1.011
2	I feel satisfied with my job because it gives me feeling of accomplishment	4.03	.960
3	I feel I have contributed in the growth of my store in a positive manner	4.22	.917
4	I will choose career advancement rather than monetary incentives	4.02	.933
5	My job allows me to learn new skills for career advancement	4.16	.873
6	My work is thrilling and I have a lot of variety in tasks that I do	3.97	.930
7	I am empowered enough to do my job	3.96	.953
8	My job is challenging and exciting	4.08	.842
9	I feel appreciated when I achieve or complete a task	4.10	.872
10	My Supervisor always thanks me for a job well done	3.81	1.025
11	I receive adequate recognition for doing my job well	3.88	1.006
12	I am proud to work in my Retail store because I feel I have grown as a person	4.01	.937
13	My job allows me to grow and develop as a person	4.10	.885
14	My job allows me to improve my experience, skills and performance	4.24	.930
15	The attitude of the administration is very accommodative in my Retail store	3.62	1.115
16	I am proud to work for this Retail store because the job policy is favorable for its staff	3.77	1.089
17	I completely understand the mission of my Retail store	3.97	1.011
18	It is easy to get along with my colleagues	4.03	.884
19	My colleagues are helpful and friendly	4.03	.924
20	Colleagues are important to me	4.11	.855
21	I believe safe working at my workplace	4.13	.922
22	I believe my job is secure	3.66	1.179
23	My workplace is located in an area where I feel comfortable	4.04	.918
24	I feel my performance has improved because of the support from my Supervisor	3.88	.995
25	I feel satisfied at work because of my relationship with my Supervisor	3.86	.964
26	My Supervisors are strong and trustworthy leaders	3.77	1.073
27	I am encouraged to work harder because of my salary	3.51	1.106
28	I believe my salary is fair	3.41	1.171
29	I feel satisfied because of the comfort I am provided at work	3.74	.977
30	I am proud to work for my Retail store because of the pleasant working conditions	3.76	.953
31	I am satisfied with my job	3.85	1.016
32	I am happy with the way my colleagues and Supervisor treat me	3.94	.940
33	I am satisfied with what I achieve at work	3.91	.976
34	I feel good at work	3.98	.865
35	Money reinforces me to work harder	3.57	1.141
36	I am motivated to work hard for money	3.55	1.125
37	Money reflects my accomplishments	3.25	1.093
38	Money is how we compare each other	3.06	1.192
39	Money is a symbol of success for me	3.08	1.223
40	Money reinforces me to work with more enthusiasm and vigor	3.36	1.142
41	Money is attractive	3.35	1.151
42	Money is an important factor in our lives	3.64	1.092
43	I am satisfied with my pay	3.21	1.117
44	The pay I receive is appropriate for the work I do	3.32	1.127
45	My pay is high in comparison to my colleagues pay for doing a similar job	3.06	1.265

**Table 5**

**1) KMO and Bartlett's Test**

As we can see the KMO value was more than 0.50 in both the cases, before as well as after the factor analysis. Kaiser (1974) recommended 0.5 as minimum means barely we can accept, but between 0.7-0.8 it is acceptable, and values above 0.9 are superb.

**Bartlett's Test of Sphericity –Hence for this research Factor analysis can be further carried out on the data as we can see that the Bartlett's Test Of Sphericity is not significant (0.00). That is, significance is 0.00.**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.872
Bartlett's Test of Sphericity	Approx. Chi-Square
	3236.966
	df
	465
	Sig.
	0.000

**Table 6 KMO and Bartlett's Test**

**2) Total Variance**

The eight row shows a value of 71.434 . This means that the 8 factors together account for 71.434 % of the total variance

**1) Total Variance Explained**

- Eight factors (i.e., components) have been saved. That is, the analysis assumes that the 45 original variables can be reduced to 8 underlying factors. (The number of components selected has been determined by the Kaiser Rule.)
- The eight components explain 71% of the variance in the data. That is, when it is assumed that there are eight components, we can predict 71% of the information in all the 45 variables. (By chance, we would expect to be able to predict 8/45=18%.)

- The first component explains more of the variance than the second component and then goes on in descending order .

- Thus, the first component seems to measure propensity to work security, relationship, working condition and job satisfaction.
- There are moderate-to-strong correlations between the variable 35, 36, 37, 38, 39 ,40 and the second component t. Thus, the second component seems to measure propensity to towards love of money.

The rotated component matrix helps to determine what the components represent. The fifth component is most highly correlated with third factor ‘I feel I have contributed in the growth of my store in a positive manner’. The fourth component is most highly correlated with *tenth factor* ‘ My Supervisor always thanks me for a job well done’ . This suggests that researcher can focus on *these factors* in further analyses, but can do even better by saving component scores.

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.834	31.723	31.723	9.834	31.723	31.723	5.741	18.519	18.519
2	4.352	14.038	45.761	4.352	14.038	45.761	4.010	12.937	31.456
3	1.734	5.594	51.355	1.734	5.594	51.355	3.163	10.202	41.658
4	1.554	5.011	56.367	1.554	5.011	56.367	2.315	7.469	49.127
5	1.344	4.337	60.703	1.344	4.337	60.703	2.026	6.535	55.661
6	1.170	3.774	64.477	1.170	3.774	64.477	1.992	6.425	62.086
7	1.086	3.504	67.981	1.086	3.504	67.981	1.698	5.477	67.564
8	1.070	3.453	71.434	1.070	3.453	71.434	1.200	3.870	71.434

Extraction Method: Principal Component Analysis.

**Table. 7**

3) Rotated Component Matrix

The *rotated component matrix*, also referred as *loadings*, (contains estimates of the correlations between each of the variables and the estimated components).

In this research:

- There are moderate-to-strong correlations between variable 5,16, 22,25,26,28,29,30,31,32 and component 1.
- The correlations between the variable 3 and the first component is very low. Typically, when interpreting a *component matrix*, correlations of less than 0.3 or 0.4 are regarded as being trivial. (These correlations are commonly referred to as *loadings*; the correlations can also be negative and in such an instance correlations of between -0.4 or -0.3 and 0.0 are regarded as being trivially small.)

**Table 8: Revised Rotated Component Matrix<sup>a</sup>**

Variable	Component							
	1	2	3	4	5	6	7	8
3					.806			
4					.564			
5	.457							
8					.663			
10				.733				
11				.695				
15				.642				
16	.524							
18			.818					
19			.781					
20			.713					
21			.558					
22	.623							
25	.666							
26	.592							
28	.662							
29	.825							
30	.771							
31	.785							
32	.633							
34								.578
35		.680						
36		.760						
37		.769						
38		.808						
39		.826						
40		.804						
41							.684	
42							.782	
43					.809			
44					.745			

## FINDINGS

It is observed in the study that all 45 variables do not affect the satisfaction of the retail executives. Only 31 factors influence while remaining 14 makes no or negligible impact. For example in Motivator factors researcher took 14 variables to describes 5 job content factors. But after survey it is found that out of 14 only 6 are considered as impacting retail executives while others do not impact. For hygiene category 31 variables were taken out which only six are not making impact while 25 are still very important. Retail executives perception towards achievement, work itself and growth is not positive as according to them it does not enhance satisfaction if they are present at workplace. Similarly workplace comfort, understanding the mission ,support from superiors ,hard work due to salary, satisfaction from work achieved, and comparable pay if present do not enhance dissatisfaction . Hence it can be said that Herzberg’s two factor theory is applicable but not all factors influence or impact and few are becoming obsolete.

Component/ Factor	C1	C2	C3	C4	C5	C6	C7	C8
Factor Name (given by researcher)	Job Satisfac tion & Working conditio ns	Love of Money	Relation with peers	Recognition	Career Advanceme nt and work	Pay Satisfac tion	Moneta ry gains attracts	Job motivates
Variables contributing to Factor	(5,16,22, 25, 26,28,29, 30,31,32)	(35,36,37 ,38,39,40 )	(18,19,20 & 21)	(10,11&15)	(3,4&8)	(43 & 44)	(41& 42)	(34)
Category of Factor	Hygiene	Hygiene	Hygiene	Motivators	Motivators	Hygiene	Hygiene	Hygiene

**Table 9**

The eight factor identified are job satisfaction & working conditions , love of money , relation with peers, recognition ,career advancement and work, pay satisfaction ,monetary gains attracts and job

itself. Out of this job satisfaction & working conditions, love of money, monetary gains attracts and job motivates are hygiene while recognition and career advancement and work are motivators. It can be observed that hygiene factors are found more in number as compared to motivators in workplace setting.

It can be inferred from the findings that objectives (to find whether Herzberg’s two factor theory is still applicable in retail sector in present era/ times and to identify which factors contribute more in enhancing employee motivation ) of the Study are fulfilled or achieved. From the findings and analysis null hypothesis is rejected while alternate hypothesis is accepted in both the cases.

<u>Status</u>	<u>Hypothesis 1</u>	<u>Hypothesis 2</u>
Rejected	H0= Herzberg’s two factor theory is applicable in Retail Industry as it was proposed in present times in retail sector	H0= All factors are contributing in true sense in retail sector
Accepted	H1= Herzberg’s two factor theory is not applicable in Retail Industry as it was proposed in present times in retail sector	H1=All factors are not contributing in true sense in retail sector.



The study also aimed to identify to what extent does the love of money mediate the relationship between money and Job satisfaction. As observed out of the eight factors six factors are hygiene factors and out of which 3 hygiene factors are money based- **Monetary gains attracts, Pay Satisfaction and Love of Money.** The results have showed that hygiene factors dominated motivators in terms of job satisfaction of retail executives in NCR.

#### 4. CONCLUSION

It has been made obvious in the research that salary is most important hygiene factor, however most important motivator is pat on the back, recognition, getting your name as best employee of month etc . When compared to the Herzberg's Theory, salary is one of those factors that effects the dissatisfaction, whereas, recognition is best motivator. To keep the employee satisfied with their performance and position there must also be another level of motivation; the most common career advancement, an intangible reward. It has been observed that retail executives often work for a promotion as their salary( basic +incentives) is the only source of livelihood . It was observed that different perception about rewards or individual and team achievements. During survey very few Individual-based rewards were observed to be very few. Very honestly it is concluded and admitted by retail executives that in most cases, people need both.

It is recommended that future research can explore other factors of motivations such as feedback, leadership styles and employee confidence to see whether they could result in any increased variance in motivation and satisfaction.

#### REFERENCES

1. Ball, Dr. J. (2008). Understanding Herzberg's Motivation Theory.
2. Hunsaker, P.L. (2015). Management: A Skills Approach. (2nd ed.) Upper Saddle River, NJ: Pearson Prentice Hall.
3. Subramani1 A.K., Akbar Jan N, & Gaur M (2016) " Impact of Organizational Climate on Organizational Citizenship Behaviour with respect to Automotive Industries at Ambattur Industrial Estate, Chennai" , International Journal of Applied Business and Economic Research (IJABER) (ISSN : 0972-7302), Vol 13, no 8, 2016
4. Leach, F.J., Westbrook, J.D. (2016). Motivation and Job Satisfaction in One Government research and Development Environment. Engineering Management Journal. Vol.12, Iss. 4; pg. 3-9.
5. Ruthankoon, R., Ogunlana, S.O. (2013). Testing Herzberg's Two-Factor Theory in the Thai Construction Industry. Engineering, Construction and Architectural Management. Vol.10, Iss. 5; pg. 333-342.
6. Schermerhorn, J.R., Hunt, J.G., & Osborn, R.N. (2013). Organizational Behavior: Instructor's Resource Guide. (8th ed.) Hoboken, NJ: John Wiley & Sons, Inc.

7. Herzberg's Motivation-Hygiene Theory. Internet Center for Management and Business Administration, Inc. Retrieved 20 February 2005. Motivation in Theory – Herzberg Two-Factor Theory.
8. Subramani A.K., Akbar Jan N, & Gaur M (2016) “ Factors Impelling Job Satisfaction Among IT Professionals in Chennai” International Journal of Applied Business and Economic Research (IJABER) (ISSN : 0972-7302), Vol 13, no 8, 2016
9. Gaur Mamta “Managing And Coping With Stress & Developing Resilient Workplaces Through Inner Engineering- A Technique Promoting Self-Empowerment And Personal Growth In Today's Uncertain Organizational Climate” in International Research Journal of Sustainable Science and Engineering (IRJSSE ), ISSN: 2347-6176 (Online) , Dec 2013 issue 12 .
10. Gaur Mamta, Rawal Setuma “ Job Satisfaction-A Sustainable Growth And Development Approach.” in International Journal of Applied Economics and Management, Volume 1 ,Issue 1, 2004.
11. EA Maidani - Public personnel management, 1991 - journals.sagepub.com
12. OW DeShields, A Kara, E Kaynak - International journal of educational ..., 2005 - emerald.com
13. R. Neil Maddox, Two-factor Theory and Consumer Satisfaction: Replication and Extension, *Journal of Consumer Research*, Volume 8, Issue 1, June 1981, Pages 97–102, <https://doi.org/10.1086/208845>
14. Gaur M “Strategic HRM-The Emerging Trend” IJAMBU. ISSN 2348-1382 (Online) Volume 2 Issue 1, Jan-Mar 2014

#### Web references

1. <http://www.accaglobal.com/publications/studentaccountant/1010721>
2. <http://www.netmba.com/mgmt/ob/motivation/herzberg>
3. [http://www.tutor2u.net/business/people/motivation\\_theory\\_herzberg.asp](http://www.tutor2u.net/business/people/motivation_theory_herzberg.asp)
4. <http://www.netmba.com/mgmt/ob/motivation/herzberg>
5. [http://shodhganga.inflibnet.ac.in/bitstream/10603/51113/12/12\\_chapter%203.pdf](http://shodhganga.inflibnet.ac.in/bitstream/10603/51113/12/12_chapter%203.pdf)