



## **To study the relationship among, hygiene factors, employee commitment and employee job satisfaction in casting industry**

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### **ABSTRACT :**

**Aim/Purpose:** The purpose the research is to investigate the effect of hygiene factors (Job security, Working conditions, relationship with co-workers and rewards) on employee job satisfaction. A conceptual model was developed to test the mediation (employee job commitment) relationship between hygiene factors and employee job satisfaction. **Design/methodology/approach:** 120 respondents were selected from different departments of the study organization to collect the data by using structured questionnaire. **Findings:** The end result of the study identified that hygiene factors significantly influence the employee job commitment and job satisfaction. Apart from that employee job commitment mediates the relationship between hygiene factors and employee job satisfaction. **Research limitations/implications:** The study provides many essential insights for both practitioner and academicians. However, the researcher has confronted some issues, such as common method bias and social desirability bias in survey- based research. Finally, the authors have used adequate measures to minimize these biases. **Originality/value:** The one-way interaction model (mediation) was used in this study. As for the author's knowledge, this model was tested for the first time in the manufacturing organizations.

**Keywords:** Hygiene factors, employee job commitment and job satisfaction.

### **1. Introduction:**

Job satisfaction is a widely researched construct in organizational behavior and human resource management, reflecting an individual's overall attitude towards their job and work environment. According to Herzberg's Two-Factor Theory, job satisfaction is influenced by two distinct sets of factors: motivators (intrinsic factors related to the job itself, such as achievement, recognition, and growth opportunities) and hygiene factors (extrinsic factors related to the job context or environment, such as company policies, supervision, working conditions, salary, and interpersonal relationships). While motivators are believed to contribute to job satisfaction, hygiene factors are primarily responsible for preventing job dissatisfaction. When hygiene factors are inadequate or absent, employees may experience dissatisfaction, leading to negative outcomes such as decreased productivity, increased absenteeism, and high turnover. However, the presence of favorable hygiene factors alone does not necessarily lead to job satisfaction; it merely prevents dissatisfaction.

### **Review of Literature:**

Loher et al. (1985) examined how an employee's perception of fair treatment and just procedures within the organization impacts their overall job satisfaction. Their review found that when employees feel they are treated equitably and have a voice in decisions that affect them, it leads to higher job satisfaction. Ng & Sorensen (2008) looked at the role of organizational culture in shaping job satisfaction levels. Cultures that emphasize innovation, open communication, and employee development tend to foster greater job satisfaction compared to more rigid, hierarchical cultures. Erdogan & Bauer (2005) reviewed how the quality of the leader-member exchange relationship between a supervisor and subordinate influences the subordinate's job satisfaction. They found that employees who have a trusting, respectful relationship with their manager experience higher job satisfaction. Hackman & Oldham (1976) examined job characteristics like skill variety, task identity, task significance, autonomy, and feedback, and their impact on job satisfaction through the Job Characteristics Model. Jobs designed with more of these motivating characteristics lead to greater satisfaction. Eatough et al. (2011) explored the link between work-life balance practices, such as flexible schedules and telecommuting options, and job satisfaction. Their review suggested that organizations offering better work-life balance experience higher employee job satisfaction and retention. Judge et al. (2010) investigated how an employee's core self-evaluations, including self-esteem, self-efficacy, and locus of control, shape their job satisfaction levels. Individuals with more positive self-views tend to experience greater job satisfaction. Kinicki et al. (2002) looked at the role of dispositional factors like positive and negative affectivity in predicting job satisfaction. They found that while situational factors are important, an employee's innate dispositions also play a significant role in their job attitudes. Spector (1997) reviewed how different job stressors, such as role conflict, role ambiguity, and work overload, can contribute to lower job satisfaction levels among employees. Minimizing these stressors is crucial for maintaining high job satisfaction. Morgeson & Humphrey (2006) examined the impact of social characteristics like interdependence, feedback from others, and social support on job

satisfaction, in addition to job characteristics. Both sets of factors were found to be important predictors. Jiang et al. (2012) explored how perceived organizational support, or the belief that the organization values their contributions and cares about their well-being, positively influences employee job satisfaction and commitment. Michel et al. (2011) reviewed the role of trait affectivity, or an individual's tendency to experience positive or negative emotions, in shaping job satisfaction levels. Employees with higher positive affectivity generally report greater job satisfaction. Brough & Pears (2004) looked at the impact of workplace bullying, incivility, and interpersonal mistreatment on job satisfaction. Their review found that such negative behaviors significantly decrease employee job satisfaction and well-being.

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### Objective of the Study

To Study the various factors of hygienes, commitment and job satisfaction of employees in the company.  
 To examine the relationship between hygiene factors and job commitment of employees  
 To examine the relationship between hygiene factors and job satisfaction of employees.  
 To offer suggestions to strengthen hygienic factors for enhancing employee commitment and job satisfaction

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### Need for the Study:

Employee job satisfaction is a crucial determinant of organizational success, as it impacts employee motivation, productivity, and retention. Hygiene factors, as proposed by Herzberg's Two-Factor Theory, refer to the job context or environmental factors that can lead to dissatisfaction if not adequately addressed. These factors include company policies, supervision, working conditions, salary, and interpersonal relationships. While the influence of hygiene factors on job satisfaction has been extensively studied, the potential mediating role of employee job commitment in this relationship remains underexplored. Understanding this mediating mechanism is essential for organizations to develop effective strategies to enhance job satisfaction and foster a committed workforce.

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### Scope of the Study:-

This literature review will focus on examining the relationship between hygiene factors and employee job satisfaction, with a particular emphasis on the mediating role of employee job commitment. The review will encompass studies from various industries and sectors, exploring the impact of hygiene factors such as organizational policies, supervision, working conditions, compensation, and interpersonal relationships on job satisfaction. Additionally, it will investigate the concept of employee job commitment, including its dimensions (affective, continuance, and normative commitment) and its potential mediating effect on the relationship between hygiene factors and job satisfaction. The scope will also cover theoretical frameworks, such as Herzberg's Two-Factor Theory and the Job Characteristics Model, to provide a comprehensive understanding of the underlying mechanisms.

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### Research Methodology and design

The methodology that is adopted for the study is that it facilitates the data accumulation. The information is gathered through survey method. The survey method has been adopted for collecting the data from employees. Research design is defined as the specification of methods and procedure for acquiring their information needed. Generally DESCRIPTIVE research design followed.

**Data Sources:** -Have taken the advantage of both primary and secondary data sources to collect the data from various respondents. The primary data sources collected through structured questionnaire whereas the secondary data sources through company websites and other testimonial documents of the company.

**Sample Size:-** Out of 1200 population, have taken 120 samples on the basis of simple random sampling by distributing structured questionnaire which include both open and closed ended questions.

#### Sampling Technique:-

I take STRATIFIED RANDOM sampling for the study. Stratified random sampling is a sampling method where the population is divided into different subgroups, based on certain characteristics or attributes. Then, a random sample is selected from all subgroups in the sample. This method is used to ensure that the sample is more representative of the overall population and to reduce sampling error. HR, Finance, Production etc., from each group a common 10% has taken. Therefore total 120 samples have taken.

**Statistical Techniques:** - Applied descriptive statistics to analyze the data and to understand the current status of the phenomenon.

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### Data Analysis and Interpretation:

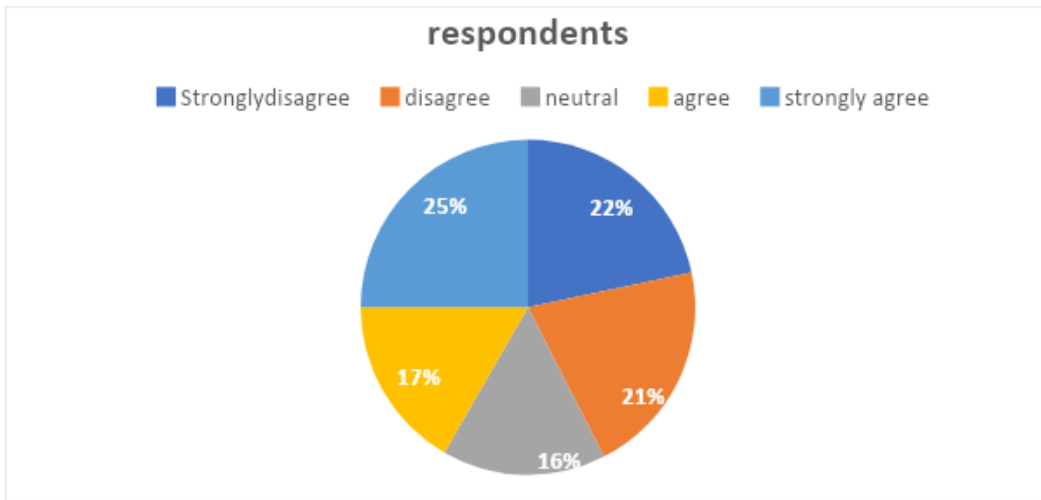
I am optimistic about the future growth and stability of my career within this organization.

Future growth and stability: That's a fantastic mindset to have! Optimism can fuel motivation and drive you to achieve your goals. Believing in the growth and stability of your career within your organization sets a positive tone for your professional journey. Keep nurturing that optimism, stay proactive, and continue contributing your best efforts. From the below table 4:1 explains the employee opinion on future growth and stability followed by the organization.

**Table 4:1 explains the employee opinion on future growth and Stability followed by the organization**

S.NO	opinion	Respondents	percentage
1	Strongly disagree	26	21
2	disagree	25	21
3	neutral	19	16
4	agree	20	17
5	strongly agree	30	25
	total	120	100

**Graph 4:1 graphical representation of opinion of respondents regarding future growth and stability followed by the organization.**



Interpretation: from the graph 4:1 reveals that out of 120 sample majority 30(25%) of the respondents are strongly agree regarding employee future growth and stability followed by the organization. Followed 26(21%) of the respondents are strongly disagree 19(16%) of the respondents have shown the neutral tendency regarding employee future growth and stability followed by the organization. Conclusion: It is witnessed from the analysis that the majority 50% of the respondents are satisfied regarding Future growth and stability followed by the organization

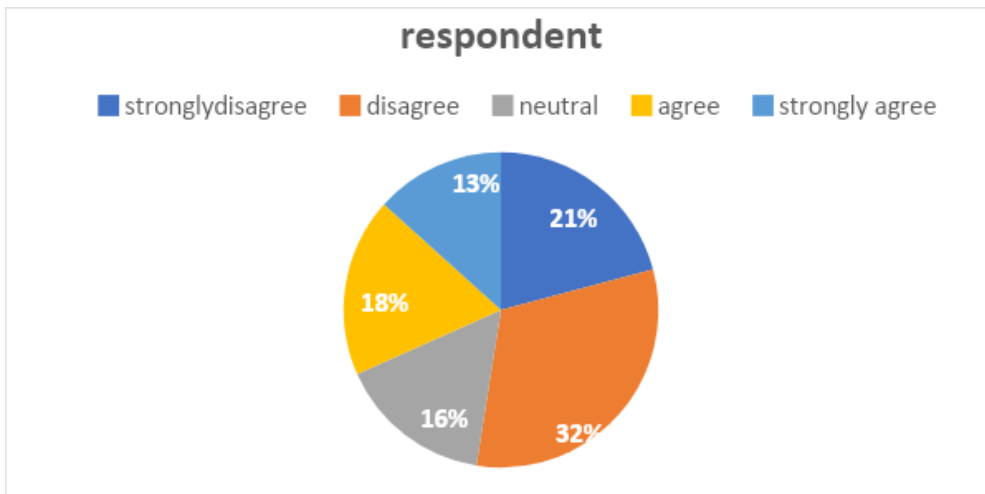
**The physical workspace provided by the company is conducive to productivity and comfort.**

Productivity and comfort: Productivity and comfort are essential elements for a fulfilling career experience. Feeling productive indicates that you're making meaningful contributions and achieving your goals, which can be incredibly rewarding. Additionally, comfort in your work environment fosters a sense of ease and well-being, allowing you to focus on your tasks without unnecessary distractions or stress. From the below table 4:1 explains the employee opinion on productivity and comfort followed by the organisation

**Table 4:2 explains the employee productivity and comfort followed by the organization**

S.NO	opinion	Respondents	percentage
1	Strongly disagree	25	21
2	disagree	38	32
3	neutral	19	16
4	agree	22	18
5	strongly agree	16	13
	total	120	100

**Graph 4:2 graphical representation of opinion of respondents regarding Productivity and comfort followed by the organization.**



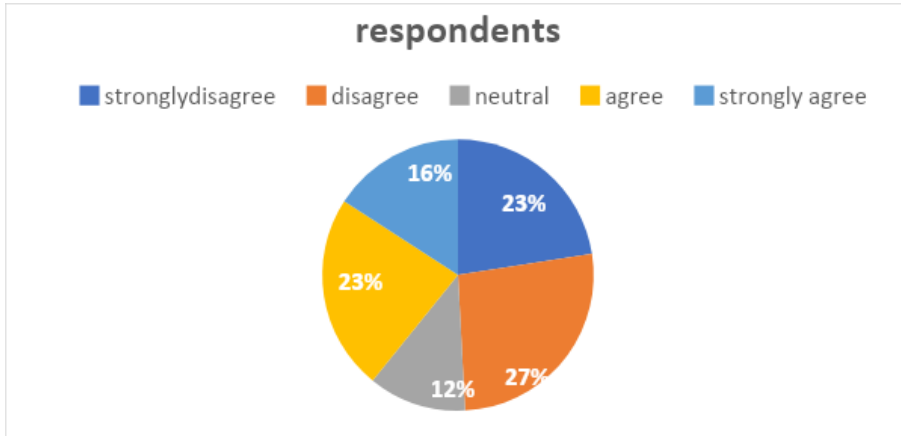
Interpretation: from the graph 4:2 reveals that out of 120 sample majority 16(13%) of the respondents are strongly agree regarding employee productivity and comfort followed by the organisation. Followed 25(21%) of the respondents are strongly disagree 19(16%) of the respondents have shown the neutral tendency regarding employee productivity and comfort followed by the organization. Conclusion: It is witnessed from the analysis that the majority 54% of the respondents are dissatisfied regarding productivity and comfort followed by the organization

The company maintains appropriate health and safety standards in the workplace health and safety standards: Absolutely, health and safety standards play a crucial role in creating a productive and comfortable work environment. When employees feel safe and confident in their well-being, they can focus better on their tasks without worrying about potential hazards or risks. Additionally, prioritizing health and safety fosters a positive culture of care and support within the organization, which can boost morale and overall satisfaction. From the below table 4:1 explains the employee opinion on health and safety standards followed by the organisation

**Table 4:3 explains the employee health and safety standards followed by the organization**

S.No	opinion	Respondents	percentage
1	Strongly disagree	27	22
2	disagree	32	27
3	neutral	14	12
4	agree	28	23
5	strongly agree	19	16
	total	120	100

**Graph 4:3 graphical representation of opinion of respondent’s health and safety standards followed by the organisation.**



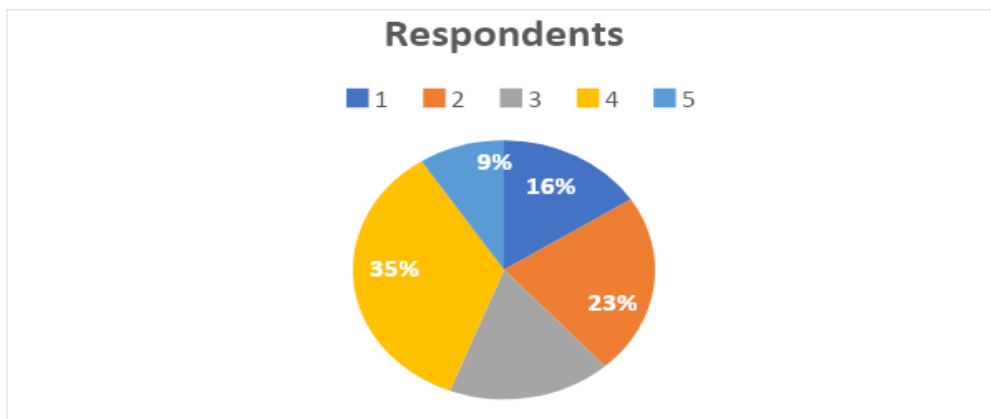
Interpretation: from the graph 4:3 reveals that out of 120 sample majority 19(16%) of the respondents are strongly agree regarding employee health and safety standards followed by the organisation. Followed 27(22%) of the respondents are strongly disagree 14(12%) of the respondents have shown the neutral tendency regarding employee productivity and comfort followed by the organization. Conclusion: It is witnessed from the analysis that the majority 49% of the respondents are dissatisfied regarding health and safety standards followed by the organization

The company promotes a healthy work-life balance among its employee’s healthy work-life balance: Maintaining a healthy work-life balance is essential for overall well-being and job satisfaction. When employees have time to recharge outside of work, they come back to their roles refreshed and energized, which can lead to increased productivity and creativity. Additionally, a healthy work-life balance reduces stress and burnout, allowing individuals to prioritize their personal lives and relationships. From the below table 4:1 explains the employee opinion on healthy work-life balance followed by the organisation

**Table 4:4 explains the employee healthy work-life balance Followed by the organization**

S.NO	opinion	Respondents	percentage
1	Strongly disagree	19	16
2	disagree	27	22
3	neutral	21	18
4	agree	42	35
5	strongly agree	11	9
	total	120	100

**Graph 4:4 Graphical representation of opinion of respondents healthy work-life balance followed by the organization**



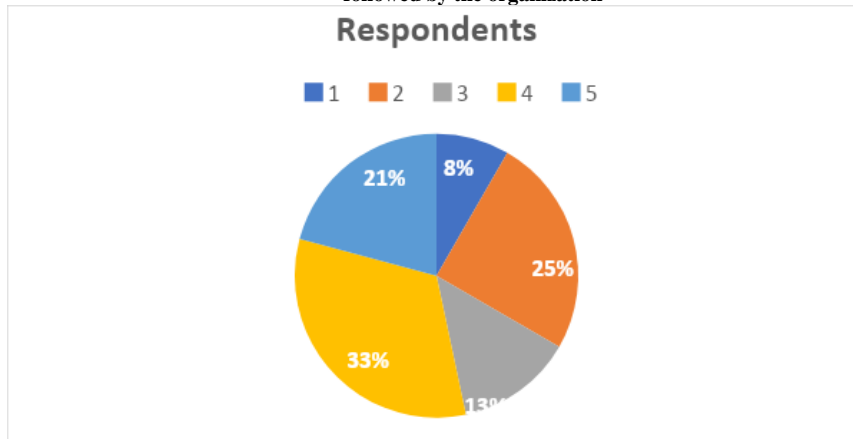
Interpretation: from the graph 4:4 reveals that out of 120 sample majority 11(9%) of the respondents are strongly agree regarding employee healthy work-life balance followed by the organisation. Followed 19(16%) of the respondents are strongly disagree 21(18%) of the respondents have shown the neutral tendency regarding employee healthy work-life balance followed by the organization Conclusion: It is witnessed from the analysis that the majority 44% of the respondents are satisfied regarding healthy work-life balance followed by the organization

Overall, I am satisfied with the working conditions provided by the company working conditions: Ensuring favourable working conditions is crucial for employee satisfaction, productivity, and overall well-being. Positive working conditions encompass various factors, including physical comfort, safety, organizational culture, and opportunities for growth and development. Physical comfort in the workplace involves factors such as ergonomic furniture, proper lighting, temperature control, and adequate space. From the below table 4:1 explains the employee opinion on working conditions followed by the organization.

**Table. 4:1 explains the working conditions followed by the organisation**

S.NO	opinion	Respondents	percentage
1	Strongly disagree	10	8
2	disagree	30	25
3	neutral	16	13
4	agree	39	33
5	strongly agree	25	21
	total	120	100

**Graph 4:1 graphical representation of opinion of respondents working conditions followed by the organization**



Interpretation: from the graph 4:1 reveals that out of 120 sample majority 25(21%) of the respondents are strongly agree regarding working conditions followed by the organisation. Followed 10(8%) of the respondents are strongly disagree 16(18%) of the respondents have shown the neutral tendency regarding working conditions followed by the organization Conclusion: It is witnessed from the analysis that the majority 54% of the respondents are satisfied regarding working conditions followed by the organization.

### Findings:

- The majority 50% of the respondents are satisfied regarding Future growth and stability followed by the organization
- The majority 54% of the respondents are dissatisfied regarding productivity and comfort followed by the organization
- The majority 45% of the respondents are satisfied regarding tools and equipment followed by the organization
- The majority 44% of the respondents are satisfied regarding healthy work-life balance followed by the organization
- The majority 54% of the respondents are satisfied regarding working conditions followed by the organization

### Suggestions:

- The Management have to improve workplace facilities for more comfort and production
- The Management have to provide Training and Skill Enhancement Program for getting success in project to employees.
- The Management should be more concentrate on the welfare facilities of the employees to do their work efficient needs for their job
- The Management have to recognize the employees work and performance more.
- The Management have to be growth employee's salary according to their performance

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**Conclusion:**

It can be concluded that the employees are satisfied with the job designed to them and the policies proved to them by the organization. Only few aspects of the job are to be modified, So that employees could produce better results to the organisation. Company performance is good in all aspects from the survey and majority of the employee were satisfied with over all facilities proved by the company are overall the organization culture and employee satisfaction level in organization are good

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