

International Conference on Small and Medium Enterprises Development with a Theme
“Innovation and Sustainability in SME Development” (ICSMED 2012)

Identification of Herzberg’s Motivator-Hygiene Factors for SME’s Workers : Case Study of SME in Bandung, Indonesia

Ceicalia Tesavrita, Dedy Suryadi ^{a,*}

^a*Industrial Engineering Department, Parahyangan Catholic University, Ciumbuleuit 94, Bandung 40141, Indonesia*

Abstract

In general, an organization’s life cycle consists of 4 phases. Those phases are birth, growth, mature, and decline. In order to optimize an organization’s income, it should retain its growth and mature phases as long as possible. There have been quite a number of growing SME in West Java, however merely a fraction of them who is able to survive the growth phase. In order to survive, one of the main issues is to keep the workers motivated to achieve a good performance.

There have been several theories explaining motivation, including the one offered by Herzberg. According to Herzberg, there are two groups of factors that contribute to motivation. They are motivator and hygiene factors. A person’s dissatisfaction may be eliminated by providing the hygiene factors, while a person’s satisfaction may be enhanced by providing the motivator factors. In this research, those factors are grouped further into 6 categories based on Kano model. Based on the categorization, it is clear which factors affect a person’s job satisfaction. In the context of SME, they would be able to prioritize the factors that they need to motivate the workers, keep the workers satisfied, and furthermore survive the growth phase.

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Selection and peer-review under responsibility of Parahyangan Catholic University.

Keywords: job satisfaction, Herzberg, Kano, SME

* Corresponding author. Tel.: +62-22-2032700; fax: +62-22-2032700.

E-mail address: ceicalia@unpar.ac.id; dedy@unpar.ac.id.

1. Introduction

The lengthy effects of economic crises since the last decade have forced many companies to downsize its organizational posture. As the result, not only quite a number of employees suddenly find themselves jobless, but it is also harder to find a job in big companies. As the consequence, it has driven some people to start their own businesses, which are usually called Small-Medium Enterprises (SME). Some other people, who are unable to enter the big companies, get themselves working in these SME. In Bandung, West Java, which is the focus of this research, it may be noticed that SME have grown rapidly just for the last few years.

The typical characteristics of a newly-started or organization are a relatively small capital and size of the organization, which means it does not employ a lot of people. Along with its growth, the number of people employed (or involved) is normally increased. Based on the initial research, it has been found out that one of the problems faced by a newly-started organization is the difficulties in keeping the employees loyal and motivated to work.

The low job loyalty and job motivation are caused by unsatisfied employees. Moreover, job satisfaction is also found to be related with stress. People who are satisfied are less likely to develop stress than those who are unsatisfied (Schultz 2006). Therefore, job satisfaction is actually an important issue for all working people, either they are working in the SME or in big companies.

Job satisfaction is obtained by a member of an organization (an employee) if things that motivate a person are fulfilled (Robbins 2005). Among the theories that seek the explanation of the relationship between motivation and job satisfaction is the Two-Factor Theory, proposed by Herzberg. The theory proposes that dissatisfaction and satisfaction are two different concepts. It means, the elimination of dissatisfaction does not automatically mean that satisfaction occurs. Therefore, an organization should initially strive to fulfill the factors that are able to eliminate job dissatisfaction. Even if these factors are fulfilled with higher and higher level, satisfaction still will not occur. The organization must find different factors that promote job satisfaction and fulfill those factors.

There were many research that already used this combined model to identified factors that influence employee's job satisfaction. In retail setting, Winer and Schiff (1980) found that what influenced the most in job satisfaction is achievement, followed by "making more money", "chances of promotion", and "recognition. Meanwhile, same research done in Malaysia found different result. Tan (2011) found that the most important factor influencing job-satisfaction is hygiene factors such as working condition, money, and company policy. Thus, the objectives of this research may be stated as follows:

- Identifying factors that influence job satisfaction based on Herzberg's theory.
- Classifying the identified factors based on Kano model.
- Developing a hierarchical priority of those factors that may improve the job satisfaction of the employees in SME.

2. Model Development

The development starts with identifying factors that influence a person's work motivation. The identification is done through an intensive interview with people working in SME. The interview itself is an open interview, in which people are free to express all their opinions using their own words. The interview is stopped after there is no more factors identified from the very last respondent. Based on the interview, it has been identified 22 attributes that influence a person's work motivation. The attributes are shown in Table 1.

Based on the 22 attributes, a questionnaire is created. The purpose is to measure the weight of each attribute. The questionnaire is given to 30 respondents in order to test its validity and reliability. The questionnaire has found to be valid and reliable. Another questionnaire is created in order to classify those attributes according to Kano model. This questionnaire is given to 58 respondents. There are two parts of this questionnaire. The first

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