

RESEARCH ARTICLE

HYGIENE FACTORS AND JOB SATISFACTION OF MOTORCYCLE DEALER EMPLOYEES IN 3RD DISTRICT OF LAGUNA

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ARTICLE DETAILS

Article History:

Received 18 October 2023
Revised 23 November 2023
Accepted 15 December 2023
Available online 19 December 2023

ABSTRACT

Employee job satisfaction is vital in enhancing productivity, commitment, and retention in organizations. However, motorcycle dealership employees in the Philippines meet several barriers, including extended hours of work, low pay, a lack of benefits, and limited career growth for advancement. These challenges negatively impact job satisfaction, reducing productivity and dedication and increasing employee turnover. The study utilized a quantitative descriptive correlational research method to examine hygiene and motivational factors affecting job satisfaction among motorcycle employees in the 3rd district of Laguna, Philippines. The study found that hygiene factors such as working conditions, coworker relations, supervisor quality, base wage and salary, policies and rules, and status affect employee job satisfaction. Furthermore, Hygiene factors were identified as essential in increasing job satisfaction. Employers should prioritize addressing these elements to maintain and improve hygiene factors and focus on maintaining high levels of job satisfaction and providing opportunities for growth and advancement. Regular surveys or assessments should be conducted to continuously monitor and address hygiene factors. This study emphasizes the importance of understanding and enhancing employee job satisfaction to foster organizational productivity, commitment, and retention. The study aimed to contribute insights into how hygiene factors impact job satisfaction within the motorcycle dealership industry. However, the research focused solely on the 3rd district of Laguna, potentially limiting the generalizability of findings to other regions or industries.

KEYWORDS

Employee job satisfaction, Productivity, Commitment, Retention, Hygiene factors, Motorcycle dealers

1. INTRODUCTION

In previous years, many organizations made a great effort to satisfy their customers and employees. Despite being individuals from different backgrounds, religions, and communities, these employees are putting in much hard work to help achieve organizational goals and success and bring profit to the company; employees are the true asset of the company. On the other hand, employee job satisfaction is essential to an employee's experience in any organization. It is crucial in determining employee commitment, productivity, and retention. Companies are searching for strategies to attract skilled workers as the global economy grows more competitive. Therefore, organizational management must comprehend the elements affecting job satisfaction and create plans to enhance it (Schoole, 2023).

In the Philippines, the issue of job satisfaction among employees has been introduced previously. Based on the Philippine Statistics Authority's report from 2023, wholesale and retail trade, as well as motor vehicle and motorcycle maintenance, were the primary drivers of the Philippine economy's fourth-quarter growth (Philippine Statistics Authority, 2023). Reported from the Jobstreet: Filipinos Less Happy at Work (2017), many Filipino employees in different industries leave their jobs for various reasons, and one of their claims is that the lack of training and professional growth possibilities was the leading cause of their dissatisfaction at work and motorcycle dealers' employee is close to this situation. In addition, Motorcycle dealers' employees are often faced with challenges that affect their job satisfaction. These challenges include long working hours, low salaries, lack of benefits, and limited career growth opportunities.

Job satisfaction refers to a range of positive and negative emotions experienced by an employee in relation to their job, as well as the overall level of contentment or happiness towards their work (Inayat and Khan, 2021). In fact, Job satisfaction has been a subject of interest for many scholars in the management field, and specific definitions show that external factors can influence job satisfaction. Frederick Herzberg's two-factor theory proposes that two sets of factors affect job satisfaction: hygiene factors and motivational factors. Hygiene factors are related to the workplace, and their absence or inadequacy leads to dissatisfaction. Motivational factors, intrinsic to the job, and promote satisfaction. While the absence of hygiene factors does not directly lead to motivation, their presence is necessary to prevent dissatisfaction. Similarly, motivational factors do not guarantee satisfaction if hygiene factors are lacking. Both sets of factors independently influence job satisfaction (Rupasinghe and Morais, 2019).

2. LITERATURE REVIEW

In the realm of organizational behavior and employee satisfaction, numerous studies have explored the intricate relationship between hygiene factors and job satisfaction. This literature review aims to delve into the existing body of research and studies that shed light on the role of hygiene factors in shaping employees' overall satisfaction with their jobs. By examining the multifaceted nature of these factors and their impact on individual well-being and organizational outcomes, we can gain valuable insights into enhancing workplace conditions and fostering greater employee contentment.

Based on the article by the Philippines made remarkable progress in

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Website:
www.bosoc.com.my

DOI:
10.26480/bosoc.01.2023.41.46

education between 1950 and 2010, resulting in almost all primary education being completed (Acosta et al., 2017). Still, only half of primary school graduates continue to secondary school, and only half continue tertiary education. Workers with higher levels of education frequently earn higher wages in the Philippines, mirroring global trends, and there is a positive relationship between educational attainment and formal employment.

To find an employee who can commit to a company for an extended period of time is difficult for any employer. When an employee works in a company and stays longer, this is considered a tenured employee. This comes with some advantages and disadvantages for a professional (Hess, 2019). The longer an employee stays in the organization, helps build a solid personal and professional reputation and establish a trustworthy image (Indeed, 2023; Eatough, 2022). This is because it allows one to work on the same projects and have regular mentors in the form of senior staff. Johnson argues that employees' length of service made them become subject matter experts from coworkers' perspectives because they are very informed about their workplace's duties, processes, and systems (Johnson, 2020). They are among the first individuals to be sought for assistance when there is a question concerning the job. They may be an invaluable support system for new hires and represent a stable work environment. Employees who stay with a company for several years are more likely to be satisfied (Ferguson, 2017).

Job status refers to the authority, respect, and importance of a specific job or occupation within a society (Sogani, 2022). Factors influencing work status include education level, a crucial element. As stated in the data on the economic benefits of education, individuals' labour market prospects improve with each new degree of educational attainment (Economic and Social Prospects, 2023). Individuals with advanced educational qualifications are more inclined to secure employment, maintain long-term employment, acquire new skills, and achieve higher earnings throughout their careers than those with lower educational attainment levels.

From an employer's standpoint, the range of a salary for a role can quickly indicate if an individual is ready to take the leap and accept a job offer or continue searching. Surprisingly, one of the first criteria individuals consider when looking at job postings or negotiating employment offers is salary. As stated by Base wage and Salary are two of the most important motivators and top contributors to job satisfaction (Manalo and Apat, 2021; Wilde, 2018). Compensation is the reward that workers receive for their service or contribution to the company (Adibah, 2019).

In addition, coworkers are essential to the organization's operation. The term coworker refers to a fellow employee who works in the same organization but may have a different level or work in a completely different job or skill set and shares a workspace or duties; they also share information between individuals, groups, or organizational levels to achieve a goal (Indeed, 2022; Cetinkaya et al., 2021). A group researchers demonstrate the beneficial impact of strong workplace relationships on work behaviors, such as increased commitment, reduced job stress, and a heightened sense of social influence (Tran et al., 2018). In line with the Institute of Leadership & Management's report titled "New Decade, New Direction," the ability to get along with colleagues is emphasized as being more significant than receiving a higher salary (Jackie Le Poidevin, 2020).

As mentioned in the study conducted by Officevibe, having friends at work benefits employees' mental well-being and health because employees are happier coming to work every day to see their coworkers or friends (Officevibe, 2022). Comparatively, not all employees were the same. Mattone states that some employees may feel threatened by their coworkers' success (Mattone, 2019). Furthermore, when a peer has a breakthrough or discovers a means to boost their productivity, it can negatively affect everyone else. As a result, employees may undermine others' efforts, hinder innovation, or inflate the achievements of others. A group researchers personality and social interaction among employees might influence satisfaction and work performance (Occhipinti et al., 2018).

It cannot be denied that relationship matters in the workplace. A person's mood in completing his or her job is affected by a good or bad relationship; thus, having a healthy workplace relationship is crucial to keep and sustaining employees' excitement to do their job (Abun et al., 2018). In addition, Workplace relationships are the interactions he/she has with their peers. Friendship, mutual respect, and the capacity to execute things together can all be used to assess the quality of a relationship.

Moreover, job satisfaction is a vast topic with several implications for various people. Job satisfaction can be defined as a general assessment of

the job or attitudes towards particular areas or facets of employment. Work satisfaction relates to employees' feelings and experiences with their jobs. It refers to how much people enjoy (satisfy) or loathes (dissatisfied) their jobs (Spector, 2022). According to job satisfaction is a happy or positive emotional state from an evaluation of one's employment or job experience (Lock, 1976, as cited in Alromaihi et al., 2017). There are two types of job satisfaction: intrinsic and extrinsic. Intrinsic job satisfaction concerns the nature of the work and the tasks and duties that comprise the job. Extrinsic job satisfaction concerns work conditions such as the workplace environment, supervisor, pay, and coworkers (Herrity, 2022).

Correspondingly, job security is one of the primary concerns of every employee. Forward-looking employers must clearly describe how an employee's function will evolve over time and prepare them for this shift (BasuMallick, 2021). Regular workers have a regular schedule, continue contracts, and tend to work a minimum average of 35 hours per week. Regular employees have a set schedule and ongoing contracts and work at least 35 hours weekly. These employees enjoy expected employer benefits, which encompass (medical, disability, and life insurance; retirement benefits; paid time off; and fringe benefits); these elements can improve or influence employee contentment or dissatisfaction (Indeed Editorial Team, 2021). Previous research found that permanent employees were more satisfied with their jobs than temporary contract and temporary employees (Forde and Slater, 2006; Hall, 2006, as cited in Ntisa, et al., 2016).

On the other hand, respondents are dissatisfied when their supervisor informs them about job changes, expresses concern for their career advancement, and recognizes them for doing an excellent job regularly. However, as specified 13 per cent of the employees, as a result of a survey, said that the reason for them leaving the company was a Lack of respect from or support from the supervisor; thus, the quality of supervision and feedback from a superior is essential to encourage the skills development of employees, because it comprises details about the employees as well as information about how others view and assess the employees (Branham, 2005). As stated in the study about managers' leadership styles and job performance of company rank and file employees, The branch manager of a manufacturing company applied transactional and transformational leadership styles, while the autocratic leadership style was the least utilized. It was found that this management style firmly influences the performance and productivity of rank-and-file employees (Ricablanca and Abocejo, 2020).

When working in an organization most individual wants to experience a good working environment. Employees should be able to work productively and happily in the workplace. As mentioned by International Working Conditions, working conditions, cover a wide range of topics and issues, ranging from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical and mental demands that exist in the workplace (International Working Conditions, 2023). Additionally, In the Philippines, The Labor Code establishes DOLE to be in charge for administering and enforcing occupational safety and health laws, regulations and standards in all workplaces, regardless of where they may be (The Labor Code establishes DOLE, 2023). The OSH (Occupational Safety Health) Law states that each Filipino worker must be protected from harm, illness, or death by having safe and healthy working conditions and when creating and implementing occupational safety and health policies and programs, employers must encourage strict but flexible, inclusive, and gender-sensitive measures (OSH LAW (RA11058) | Safe Filming, 2020).

On the other hand, a group researchers suggest that tools and supplies need to be given the resources they need to work, regardless of their skills and knowledge (Zhenjing et al., 2022). Meanwhile, OSH (Occupational Safety and Health) Law outlines the obligations of employers, independent contractors, subcontractors, and others who manage, regulate, or oversee employment that all employees, especially those starting a new job and those getting accustomed to their workplace, must receive thorough occupational safety orientations or instructions from their employers. Another workplace issue that must be addressed is the employee's working hours. Based on the article regarding working conditions in the Philippines Justlended, an employee's working hours are, on average, 8 hours each day, with a lunch break of roughly an hour (Justlended, 2022). Safe work standards increase productivity and job security; also, businesses must give their employees one day off per week or, depending on the employment, weekends off. These are the expectations that employees have of their workplace. When this condition is not met, employees may feel dissatisfied or unhappy.

Furthermore, Poor work conditions can also induce stress among

employees, which can produce negative work behaviors and reduce productivity (What Is the Meaning of Work Conditions? 2020). Correspondingly, Andriotis explained that ongoing employee training is vital in keeping a happy workforce (Andriotis, 2017). Most employees prefer continuing training and development because it promotes job satisfaction rather than just material gain. The study also revealed that employees are content with their jobs since they can grow within the company. Employees are also willing to remain with the company due to the prospects for professional development (Nava-Macali et al., 2019). However, some research mentioned that Career development learning (CDL) areer development learning (CDL) aims to assist students to build the skills required for their future occupations by designing instruction and practice (Ho et al., 2022).

Cakir and Adiguzel research explains that white-collar professionals believe that executing the obligations and responsibilities indicated in their job description is critical to their organizational function (Cakir and Adiguzel, 2020). According to the American Journal of Humanities and Social Sciences Research (AJHSSR), an employee's obligations and responsibilities may rise with advancement (Widiani and GedeSupartha, 2020). Concerns have also been raised about the overlap and duplication of organizational jobs and responsibilities (Williams, 2021). Similarly, a recent research study conducted by Kk on Job Satisfaction in Japan's Healthcare Industry report discovered that while 94% of people surveyed in healthcare (biotechnology, pharmaceuticals, hospitals, and medical devices) desired more responsibility in their role, only 50% said job responsibility would be a top job change motivation (Kk, 2018). Employees may feel undervalued and demotivated if they do not perceive their duties and responsibilities as expanding as their skills and talents develop. This could lead to decreased efficiency and productivity. Alternatively, some determined individuals may look for work in a different organization that offers prospects for personal and professional development.

2.1 Theoretical framework

2.1.1 Herzberg's Two-Factor Theory

The basis for this study is the Two-Factor theory, also referred to as Herzberg's Two-Factor Theory, developed by Frederick Herzberg in 1959 (Tan, 2013). Maslow's hierarchy of needs influences this factor based on what employment characteristics satisfy employees. This concept argues that distinct workplace variables cause job satisfaction or dissatisfaction (Nickerson, 2021). There are two categories of factors that impact employee motivation and job satisfaction. The first category is referred to as hygiene factors, encompassing elements such as working conditions, salary, job status, company policies, relationships with coworkers, and the quality of supervision. While these factors may not directly enhance job happiness or motivation, their absence can lead to dissatisfaction.

A group researchers used Herzberg's two-factor theory in their paper The Influence of Social Media on Employees' Knowledge Sharing Motivation: A Two-Factor Theory Perspective (Zhang et al., 2020). The author introduces the two-factor approach as the research framework for presenting research hypotheses and developing the theoretical model. According to the study, there are three motivational stages for information sharing: absence of motivation, intermediate state, and with motivation. The fulfilment of hygiene elements and motivators influences each of these phases. Social media usage only boosts employees' motivation to participate, but its absence does. However, through the mediating influence of self-efficacy, social media can indirectly affect employees' motivation to share knowledge. In contrast to hygiene factors, Motivators are the second type of factor. These factors include responsibility, work itself, and advancement. They directly affect job satisfaction and motivation.

3. METHODOLOGY

3.1 Research Design

The chosen research design for this study is quantitative descriptive correlational research. This design aims to describe the relationship between hygiene factors and job satisfaction among employees in motorcycle dealerships without establishing causal relationships.

3.2 Respondents of the Study

The study focused on employees from various motorcycle dealerships in the 3rd district of Laguna, Philippines. The reason for selecting these employees as respondents was their direct involvement in the motorcycle industry and their unique work environments. Their distinct characteristics and experiences could provide insights into how hygiene

aspects impact job satisfaction.

3.3 Sampling Technique

The researcher utilized a random sampling technique to select participants for the study. By assigning numbers to employees and then randomly selecting individuals, the study aimed to ensure a representative sample. This approach helps minimize bias and enhance the generalizability of findings. The study focused on employees from various motorcycle dealerships in the 3rd district of Laguna, Philippines.

3.4 Data Collection and Analysis

Data collection involved using a modified survey questionnaire comprising Likert scale items. The questionnaire was divided into two parts: Part I collected demographic information, while Part II assessed hygiene factors and job satisfaction. The researcher personally administered the survey to the respondents, obtaining permission from managers. This approach ensured consistency in data collection and minimized potential errors. The researcher guaranteed that motorcycle dealers employed all of the participants in this study. The researcher personally collected the survey questionnaire from the managers of motorcycle dealers in the 3rd district of Laguna. The gathered data were tallied, tabulated, encoded, and analyzed using statistical methods/tools.

4. FINDINGS AND DISCUSSION

This chapter discusses the results and analysis of the study on Hygiene factors and Job satisfaction among motorcycle dealership employees in the 3rd district of Laguna:

The study analyzed the relationship between hygiene factors and job satisfaction among motorcycle dealership employees in the 3rd district of Laguna. The profile of the respondents was assessed in terms of their educational attainment, job status, and length of service. Results showed that most of the respondents held bachelor's degrees, indicating that companies prefer hiring individuals with higher educational qualifications. Moreover, most respondents had been with the company for 1-5 years. However, some respondents did not specify their employment status, and some did not indicate their length of service. These findings can be used to better understand the characteristics of motorcycle dealership employees in the 3rd district of Laguna and provide insights for improving their job satisfaction.

The findings indicate that motorcycle dealers' employees emphasize working conditions, coworker relations, policies and rules, supervisor quality, base wage and salary, and job status. They strongly agree on the importance of safety measures, access to modern equipment, positive coworker relations, and job security. However, there are areas for improvement, such as workload management, policy understanding, supervisor performance, and compensation satisfaction. In general, employees show a favourable attitude towards their current job and benefits, but they desire more opportunities for advancement, better work-life balance, and higher pay. Employers should focus on creating a positive work environment, providing effective communication of policies, enhancing supervisor skills, reviewing and adjusting compensation regularly, and offering growth opportunities to improve job satisfaction and overall employee well-being.

Based on the report, employees have a high level of employee satisfaction regarding responsibility, the work itself, and advancement. In terms of responsibility, employees believe they have the appropriate level of responsibility and are capable of successfully carrying out their tasks. They feel at ease and confident in their ability to achieve their objectives. Regarding the work itself, employees find their work fulfilling, enjoyable, and meaningful. They take pride in their tasks and feel a sense of accomplishment. The work aligns well with their skills and interests, contributing to their overall satisfaction. In terms of advancement, employees feel fulfilled and satisfied with the opportunities for growth and progress in their current job. They perceive that their employer values their contributions and is invested in their career development. Overall, these findings indicate that employees have a positive perception of their job satisfaction. They are satisfied with their level of responsibility, find their work fulfilling, and believe there are ample opportunities for advancement and growth within their current job.

The test of the relationship between hygiene factors and employee job satisfaction in terms of responsibility, work-itself, and advancement is examined. For responsibility (Table 13), the variables of coworker relations and policies/rules show statistically insignificant relationships with employees' job satisfaction. This suggests no evidence of a significant relationship between hygiene factors and job satisfaction regarding

responsibility. Therefore, the null hypothesis would be accepted. Similarly, for the work-itself (Table 14), the policies/rules and supervisor quality variables also demonstrate statistically insignificant relationships with employees' job satisfaction. This implies no strong evidence of a relationship between these hygiene factors and job satisfaction concerning the work itself. Thus, the null hypothesis would be accepted. However, regarding advancement (Table 15), the variables of working conditions and status exhibit statistically significant relationships with employees' job satisfaction. This indicates evidence of a relationship between these hygiene factors and job satisfaction regarding advancement. Therefore, the null hypothesis would be rejected in this scenario. The findings suggest that hygiene factors have a limited impact on job satisfaction regarding responsibility and the work itself, as indicated by the statistically insignificant relationships. However, hygiene factors significantly influence job satisfaction related to advancement, as evidenced by the statistically significant relationships.

The study emphasizes the importance of addressing hygiene factors, such as working conditions, basic wage and salary, and status, to improve job satisfaction among motorcycle dealer employees in the 3rd District of Laguna. The findings suggest that these factors significantly influence employees' satisfaction and overall well-being. The recommendations focus on employee retention, compensation and benefits, and workplace safety to create a positive work environment and foster engagement, retention, and productivity. Implementing these measures can lead to a more motivated and productive workforce, enhancing job satisfaction and employee well-being in motorcycle dealerships in the 3rd District of Laguna.

5. CONCLUSION

Based on the finding of the study, the following conclusions were drawn:

It can be concluded that the study on motorcycle dealership employees in the 3rd district of Laguna reveals several key insights. Firstly, the majority of respondents hold bachelor's degrees, indicating a preference for individuals with higher educational qualifications in the hiring process. Additionally, most employees have been with the company for 1-5 years, suggesting a relatively stable workforce.

It can be concluded that the findings indicate that employees highly value working conditions, coworker relations, policies and rules, supervisor quality, base wage and salary, and job status. They express strong agreement on the importance of safety measures, access to modern equipment, positive coworker relations, and job security. However, there are areas for improvement, including workload management, policy understanding, supervisor performance, and compensation satisfaction.

It can be concluded that the despite these areas for improvement, employees generally display a favorable attitude toward their current job and benefits. They express a high level of job satisfaction regarding responsibility, finding their tasks manageable and feeling confident in their ability to achieve objectives. The work itself is described as fulfilling, enjoyable, and meaningful, aligning well with their skills and interests.

Furthermore, employees feel satisfied with the opportunities for growth and advancement, perceiving that their employer values their contributions and invests in their career development.

It can be concluded that the study's analysis of the relationship between hygiene factors and job satisfaction indicates that these factors have a limited impact on job satisfaction related to responsibility and the work itself. The variables of coworker relations, policies/rules, and supervisor quality show statistically insignificant relationships in these areas. However, hygiene factors significantly influence job satisfaction concerning advancement, as evidenced by the statistically significant relationships between working conditions and status.

In conclusion, to improve overall job satisfaction and employee well-being, motorcycle dealership employers in the 3rd district of Laguna should focus on creating a positive work environment, enhancing communication of policies, improving supervisor skills, regularly reviewing and adjusting compensation, and offering growth opportunities for advancement.

The findings of the study highlight the importance of addressing hygiene factors in improving job satisfaction among motorcycle dealer employees in the 3rd District of Laguna. By focusing on working conditions, basic wage and salary, and status, employers can create a positive work environment that fosters employee engagement, retention, and productivity. The recommendations provided offer practical solutions to address these factors, including measures related to employee retention, compensation and benefits, and workplace safety. By implementing these

recommendations, motorcycle dealerships in the 3rd District of Laguna can enhance job satisfaction, employee well-being, and overall organizational success.

RECOMMENDATIONS

Based from the conclusions, the study recommends the following:

It may be recommended that motorcycle dealerships in the 3rd district should prioritize addressing hygiene factors such as Base wage and salary, working conditions, and status to improve job satisfaction among their employees. Regular surveys or assessments should also be conducted to gauge employee satisfaction levels, regardless of their tenure.

It may be recommended that the motorcycle dealer company should maintain and improve the perceived level of hygiene factors to increase job satisfaction and motivation among their employees. Specifically, the company should focus on addressing the moderate agreement on some indicators to further improve the working conditions, basic wage and salary, and status of their employees. By doing so, the company can create a positive work environment that can lead to a more productive and satisfied workforce. It is also recommended to conduct regular surveys or assessments to continuously monitor and address the hygiene factors of the company.

It may be recommended that the management of motorcycle dealerships in the 3rd district of Laguna should focus on maintaining the existing high levels of job satisfaction among their employees. Additionally, they should continue to provide opportunities for growth and advancement to keep their employees engaged and motivated. The management should also consider conducting regular surveys to monitor the level of job satisfaction among their employees and take necessary steps to address any issues that may arise.

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