

IMPACT OF MOTIVATION ON EMPLOYEE'S JOB SATISFACTION

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Abstract

Background: Motivating employees to perform to their maximum potential in their jobs is one of the key elements in modern Human Resource Management. It is believed that when an employee is motivated, they will be generally satisfied with their job. Work motivation is process that initiates and maintains goal-directed performance. Motivation generates the mental efforts that derive us to apply our knowledge and skill.

Objective: The present research was planned with the primary objective to assess the relationship between Work place Motivation and job satisfaction among the employees of private sector and public sector. The secondary aim was to find out the significant difference between these groups.

Materials and Method: For this purpose 100 employees from Patna were selected. In which 50 were from the Tata Motors and 50 respondents from Office of Accountant General. The sample was collect using incidental cum-purposive sampling method.

Measures: The following tools were administered to collect data as per the objectives of the study:

1. Work Preference Inventory
2. Minnesota Satisfaction Questionnaire

The scoring was done according to the respective manuals.

Result and Conclusion: There was significant difference between private sector and public sector employees on intrinsic motivation. There was no significant difference between private sector and public sector employees on job satisfaction. There was positive correlation between work place motivation and job satisfaction.

Key words: work place motivation, job satisfaction, private sector, public sector and employee.

INTRODUCTION

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence.

Motivation is the process that initiate and maintains goal directed performance. It is a set of energetic forces that originate both within as well as beyond an individual's being to initiate behavior and to determine its form, direction, intensity and deviation. It energizes our thinking, fuels our enthusiasm and colors our positive and negative emotional reactions to work and life (Richard and Rossier)

Luthans (1998) asserts that motivation is the process that arouses, energizes, directs, and sustains behavior and performance. It is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs. Money is not the only motivator. There are other incentives which can also serve as motivators.

Motivation

Motivation is a general term that applies to the entire class of drives, desires, needs, wishes and similar forces. Managers do things which they hope will satisfy desires and the desires will induce the workers to act in a desired manner. (Koontz Wehrich, 2003). The continued existence and functioning of any organization, largely depends on the extent to which the workers are effective and efficient. A good management should ensure that the employees satisfy their own goals. This also depends on how well they are motivated. It therefore narrows down to the fact that workers must be motivated to achieve organizational objectives. Workers must be educated to motivate themselves to achieve objectives by reorientation of their attitudes to be productive both for their welfare and that of the organization.

- According to Robbins (2003:208), motivation is a process that produces an intensity, direction, and individual perseverance in the pursuit of a goal.
- Luthans (2006:270) states that motivation is a process that begins with physiological or psychological deficiency that drives the behavior or encouragement intended for achievement of goal or incentives.
- Rusbult et al. in Gupta (1991) state that a motivation is giving an impetus to the individual to direct his behavior; it will cause an individual to work and encourage him to work better. In the end there is interest to improve his performance.

According to Mc Cornick and Tifflin (2007), Motivation can be either extrinsic or intrinsic. Extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, and promotion, contract of service, the work environment and conditions of work. While Intrinsic motivation on the other hand are those rewards that can be termed psychological motivations and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. So many people have carried out researches in this area, some of which are Oloko (2003), Kayode (2003), Nwachukwu (2004), Egwurudi (2008). All these issues call for research efforts, so as to bring to focus how an appropriate reward package can cheer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

Job Performance

The performance is the result of work accomplished by a worker to perform work in a given period. Scotter (2000) says that task performance and contextual performance rating has consistently shown that employees who stay with the organization have higher performance rating than those who leave the organization, meaning that there is a negative correlation between the performance and the intention to leave the organization. Employees having higher contextual performance felt more satisfied with their jobs and more committed to their organization. Porter et al. and Wexley in Jay Kim S (1986) say that the performance will tend to increase when all the employees have commitment on work behavior. The management should continually strive to encourage employees to behave well in order to improve their performance. Kopelman and Thompson (1986) elucidate that the predictions of work motivation and job performance affects the interdependent five conditions

1. time,
2. initial level of criteria,
3. level of rewards,
4. task-specific abilities and
5. Organizational control system response.

According to Gomes (2001:72) there are several indicators of job performance assessment, including:

1. quantity of work, namely the quantity of work done within a predetermined period of time,
2. quality of work, namely the quality of work achieved under condition of suitability and readiness,
3. Creativeness, the authenticity of the ideas raised and actions to resolve issues that arise;
4. Cooperation, namely a willingness to cooperate with others (fellow members of the organization),
5. Dependability, namely awareness and trustworthy in terms of attendance and task completion,
6. Initiative, namely the spirit to carry out new tasks and expand the responsibilities,
7. Personal quality related to personality, leadership, hospitality, and personal integrity.

REVIEW OF LITERATURE

Zhou Dan (2015) suggests there are limited difference between private sector employees and public sector employees. The finding of no difference in the general values of public sector employees suggests that at most general psychological level, employees in both sector are highly similar when demographic difference are considered. The work value finding suggest that employees in the public sector place less emphasis on advancement opportunities and intrinsic work values than do private sector employees. This study added further support to the common finding that private sector employees are more committed to the organization than public sector employees. By studying all the aspects of public sector employees and private sector employees we find that motivation level of public sector employees is high as compared to private sector employees and our model support our results and among variables relation exist.

Rashid and Rasid (2012) confirmed that work motivation of bank officers is significantly dependent upon their salary, fringe benefit, efficiency in work, quality supervision, and co-worker relationship. Bank type (sector of choice or employment) is found to be the most relevant to bank employees' job motivation. Private Banks employees are found comparatively more satisfied than those from public sector banks as they enjoy better salary, better fringe benefits, quality supervision, good co-worker relationship, advancement opportunities and yield higher efficiency in work. On the other hand, public sector bank employees have inadequate benefits and facilities, which result in comparatively, lower level of workplace motivation.

Objectives

- To study the work motivation of the employees working in public Sector and private sector
- To study the job satisfaction of the employees working in public sector and private sector

METHODOLOGY:

To verify the objectives framed in the previous chapter (Chapter II: Review of Literature) an appropriate scientific empirically sound methodology was designed. This chapter deals with hypotheses, research design, sample, tools and procedure of current study.

Hypothesis

The following hypotheses were formulated:

1. There would be significant difference between the level of work place motivation among the employees of private sector and the employees of public sector.
2. There would be significant difference in the level of job satisfaction among the employees of private sector and the employees of public sector.
3. There would be positive correlation between the work motivation and occupational stress.

Sample: The study consisted 100 employees. In which 50 employees were from Tata Motors (private sector and 50 from Office of Accountant General, Bihar (public sector). The sample was collected by incidental cum-purposive method.

Tools used: The research tools used for testing hypothesis were

- 1. Socio demographic data- sheet-** This was developed for the current study purpose. With the help of this relevant socio demographic information about sample was collected. Such as age, gender, education, residential area, annual income of family.
- 2. Work Preference Inventory (WPI):** The WPI (work form) (Amabile, et al, 1994) consists of 30 statements for which respondents indicate how true each statement is of them on a 4-point scale. Higher scores indicate greater motivation. Each item is scored for its primary scale Intrinsic Motivation (15 items) or Extrinsic Motivation (15 items) and its secondary scale Enjoyment (IM, 10 items), Challenge (IM, 5 items), Outward (EM, 10 items), or Compensation (EM, 5 items). Total scores are calculated for each scale. Internal consistency reliability have been reported as $\alpha = .70$ to $.75$ (Stuhlfaut, 2010)
- 3. Minnesota Satisfaction Questionnaire (MSQ):** The Minnesota Satisfaction Questionnaire (Weiss, Dawis, England and Lofquist, 1967) used is the 20 items short form of the 100 items original questionnaire. This test satisfaction features including security, advancement, recognition, supervision, salary and a variety to gain an index of general job satisfaction. The job satisfaction scale was divided into 3 separate scales and new variables were computed as per the MSQ-short form scoring instructions. No re-coding was required for these scales. The three new computed variables are: Intrinsic Satisfaction, Extrinsic Satisfaction and General (General job satisfaction is comprised of both intrinsic and extrinsic job satisfaction.) The responses are measured on a 5-point scale, with 1 representing not satisfaction and 5 indicating extreme satisfaction. In terms of reliability and validity, for general satisfaction, test-retest validity was found to be 0.89 over one-week and 0.70 over one year, Weiss et al. (1967). For reliability, Kinnoin (2005) reported that the MSQ-short form reliability coefficient alpha was 0.92.

Procedure: The researcher went to the Tata motor (private sector) and Office of accountant general, Bihar (public sector) and met the senior or head of the office and explained the purpose of visit. Then after getting the permission, distributed the questionnaires among the employees. The purpose of visit was to explain them too. This way a report was established. They were given the instructions for filling up the questionnaire. After the

questionnaires were filled, they were collected by the researcher. The procedure of data collection was same in Tata motors and office of accountant general. The procedure of data collection was completed in a week.

Statistical analysis: Mean, SD, correlation and independent t-test were applied.

RESULTS:

This chapter deals with the result and interpretation of the findings. The descriptive statistics and inferential statistics were computed on the scores of stress scale and educational interest. The interpretation of the obtained results is being discussed hypothesis wise.

Result table 1: Showing descriptive (mean & SD) and inferential (t-ratio) for difference between private and public employees on work preference inventory.

Variables		groups	N	mean	SD	df	t-test
Work preference inventory	Intrinsic motivation	Private sector	30	45.82	4.99	29	2.024**
		Public sector	30	43.19	6.53		
	Extrinsic motivation	Private sector	30	38.58	6.28	29	1.47
		Public sector	30	36.89	5.76		

Result table 1 shows that private sector employees statistically significantly higher ($p > 0.01$) on intrinsic motivation dimension of work preference inventory than public sector employees. On extrinsic motivation dimension private sector employees scored higher (mean=38.58, SD=6.28) than public sector employees, but the difference was not statistically significant ($p < 0.05$).

Result table 2: Showing descriptive (mean & SD) and inferential (t-ratio) for difference between private and public employees on Minnesota satisfaction questionnaire.

variable	group	N	mean	SD	df	t-test
Job satisfaction	Private sector	30	68.09	13.01	29	.230
	Public sector	30	67.14	15.007		

From result table 2 it is revealed that private sector employees have slightly higher job satisfaction (mean=68.09, SD=13.01) than public sector employees. The mean difference between two groups on job satisfaction was very little and statistically not significant ($p < 0.05$).

Result table 3: Showing association between work place motivation and job satisfaction among private sector and public sector employees.

Variables	Work place motivation	
	Intrinsic motivation	Extrinsic motivation
Job satisfaction	.255**	.220**

Result table 3 showing association between work place motivation and job satisfaction. Job satisfaction has statistically significant positive association ($p > 0.01$) with intrinsic motivation and extrinsic motivation.

Conclusion

On the basis of the result obtained it could be said that work place motivation has statistically significant positive relationship with job satisfaction. According to result obtained public sector employees had less mean of work motivation as compare to private sector employees. On intrinsic motivation difference between two groups was statistically significant ($p > 0.01$) but on extrinsic motivation difference was not significant ($p < 0.05$). No significant difference found on job satisfaction between private and public sector employees., thus it only occur due to chance factor or may be due to small sample (N=100). Limitations of this study are that, it didn't include mental and physical

health status in study. Mental health and physical health is not measure by researcher. The small sample size is also a limitation of this study.

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