

IMPACT OF EMPLOYEE MOTIVATION ON JOB SATISFACTION

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Abstract

The present research study aims to investigate impact of employee motivation on job satisfaction. Employee motivation refers to the readiness to put forth effort in the pursuit of a goal. (Cambridge Dictionary of Psychology) Job Satisfaction is the feelings that an employee exhibits towards his job and the nature of work. This can be both positive and negative emotions (Singh, J. K., & Jain, M. 2013). The hypothesis of this present study was that there will be a positive correlation between employee motivation and job satisfaction. 122 individuals who participated in the study out of which 44 were females and 78 were males. To assess employee motivation and job satisfaction Generic job satisfaction scale (Macdonald, S., & MacIntyre, P. 1997). and work extrinsic and intrinsic motivation scale (Tremblay et al, 2009) was used. Pearson Correlation Analysis revealed that there is a significant positive relationship between employee motivation and job satisfaction. Pearson correlation value 0.344 and significance level 0.000. This research can be utilized by the organizations to identify motivating factors for employees and make plans according to employee motivation. It can used to make the required changes in an organization and retain employees for a longer time.

Keywords: Motivation, Job Satisfaction, Hygiene factors, Motivators

I. INTRODUCTION

Motivation is a term that has various definitions floating around. Different researchers have defined motivation differently. According to Vroom “movere” is the root word of motivation which means “to move”. It is the driving force behind human behavior and guides human behavior in the right direction to achieve (Vroom, V. H. 1994). Similarly, it is defined by the Cambridge Dictionary of Psychology as a readiness to put forth effort in the pursuit of a goal. (Matsumoto, D. E. 2009). One of the most prominent ideas associated to job satisfaction is Herzberg's two-factor theory, commonly identified as the motivation-hygiene hypothesis (Dion, M. J. 2006). Herzberg's idea revolves around the discrepancy amid two factors: motivation and hygiene. Achievement, recognition, the work itself, responsibility, development, and the opportunity of growth are all motivating aspects (Herzberg, 1966; Herzberg, 2003). Corporation guidelines and management, relationships with administrators, interpersonal relationships, working situation, and reimbursement are all hygiene issues (Herzberg, 1966; Herzberg, 2003). Positive attitudes regarding the job are predisposed by motivation factors, and hygiene considerations frame the 'performing' of the job (Alshmemri et al. 2017)

Motivation is the key factor when attempting to understand the behavior of an employee in an organization as it provides the most valid explanation of why employees behave a certain way in an organization (George, J. M., & Jones, G. R. 2005). Employee motivation is one area in which any

organization constantly works as it creates an impact on work performance and enables any organization to retain its employees. As stated by Moorhead and Griffin, (1998) Motivation of any employee determines their performance hence, it is crucial for an organization, forming a conjunction with ability and environment. Employee motivation is one area that is extensively researched because of the kind of impact it creates on employee behavior. Gallup poll was conducted in United States of America where it was found that about 55% workforce have no enthusiasm for their work. Highlighting the importance of this issue in any organization. (Roodt, et al. 2009). Job satisfaction is a very crucial element in any organization as it enables the organization to retain its employees in long term and ensures dedication and sincerity from the employees towards their work and the organization.

Employees are unique individuals who come from diverse backgrounds and have various internal and external factors impacting motivation (Dzansi, D. Y., Chipunza, C., & Dzansi, L. W. 2016). A motivated employee is said to have developed job satisfaction translating in higher performance. Hence, put forward is an association between employee motivation and job satisfaction. As previous research shows that there is a relationship between motivation and job satisfaction it was also brought forward that motivation and job satisfaction both are important in increasing the welfare of an employee (Gruneberg, M. M. 1979).

II. Literature Review

A research study was conducted to test intrinsic and extrinsic motivation have on hefty work investment of employees' time and effort on work and job agreement. The research carried out moderation mediating analysis which included two conditions i.e. employed apprentices' vs non-apprentice workforces. The second condition was nationality as 242 participants from Israel and 171 participants from Japan filled the questionnaire to become a part of the research. The finding of this research study showed that the status of a worker moderated the impact of intrinsic and extrinsic motivation on heavy labor investment of time, effort, and job engagement (Shkoler, O., & Kimura, T. 2020).

Another research study was conducted in Ghana to test the relationship between job motivation elements and performance among Ghanaian primary school teachers is investigated in this study. The research used a quantitative approach using a sample of 254 instructors from a population of 678 in Ghana's Effutu Municipality, 159 questionnaires were completed, and submitted- 62.6% return rate. The study reveals that remuneration package, job design and atmosphere, and performance management system are major factors in predicting teacher motivation in the municipality, using multiple regression and ANOVA (Forson et al, 2021).

Similarly, another research was conducted to examine the intrinsic and extrinsic motivation that impacts employee engagement in public sector. Qualitative and quantitative research method was used to gather data. The research study included both primary and secondary data. The study target group included four city administrative office personnel, all kebeles office employees. 349 questionnaires were filled and returned. A positive significant relationship was found between employee engagement and intrinsic and extrinsic motivation. (Engidaw, A. E, 2021)

In Rivers State, Nigeria, a study examined at the variations and relationships between teachers' work satisfaction, motivation, and teaching performance. The data for the study was collected using the 'TEJOSAMOQ' questionnaire. While the study's data was evaluated using a variety of statistical techniques, including mean point value, standard deviation, and variance, as well as t- tests of significance and one-way analyses of variance (ANOVA). Teachers' work satisfaction appears to have a bigger influence on teaching performance, according to the survey results, since teachers are also unsatisfied with educational policies and administration, compensation and fringe benefits, material incentives, and progress. (Ololube, N. P, 2006).

Rani, L., Tyagi, V., & Arora, M. (2021) conducted research to investigate the elements that determined employee motivation in various Indian enterprises, as well as the influence of demographic characteristics on these factors. The goal of this study is to give managers and other policymakers practical advice on how to improve employee motivation policies. This study was carried out with the use of a questionnaire. The questionnaire was divided into two sections: Part (A) and Part (B). The questionnaire was built around 10 motivational variables, and participants were asked to rate the factors in order of significance. T test and ANOVA were used to determine the relationship between motivational factors and demographic data. Inayat, W., & Jahanzeb Khan, M. (2021) investigated the role of job satisfaction on employee performance in Peshawar, Pakistan's private sector firms. One hundred and eighty workers (N = 180) from Peshawar's private enterprises were chosen as a sample for this study. Giving to the findings, there is a link between the working environment and employee job satisfaction.

A cross-sectional and longitudinal data from Chilean employees, with the goal of overcoming past constraints. Three investigations have found a strong relationship between two components. Study 1 (N = 636) found that, above and beyond many perilous control factors, improved job satisfaction forecast higher life happiness both contemporaneously and in the longer run, and vice versa. Study 2 (N = 725) and Study 3 (N = 703) confirmed the findings of Study 1, but for the first time investigated the function of fundamental psychological needs fulfillment (as defined by self-determination theory) in the job–life satisfaction relationship. The purpose of this research was to investigate the effect of the workplace on employee job satisfaction. (Raziq, A., & Maulabakhsh, R, 2015). Research was conducted to examine the influence of the workplace on employee job satisfaction used a self-administered survey questionnaire was used to collect data. Data from 80 personnel was composed using simple random sampling. As per the results, there is a link between the working environment and employee job satisfaction. (Unanue et al, 2017)

At the Development Bank of Ethiopia, study looked at the relationship between work satisfaction and staff performance on a total sample group of 230 bank workers. The data was gathered from both primary and secondary sources. Descriptive statistics, correlation, and regression analysis was employed. Employee job happiness is influenced by factors such as pay, advancement possibilities, coworkers, supervisors, and the work itself. The link between job happiness and job performance was viewed in a variety of ways. According to the findings, work happiness has a significant beneficial influence on job performance. Furthermore, compensation, promotion chances, coworkers, work itself,

and job performance are all relatively good, with a substantial positive association between manager and job performance. (Alemnew, A. 2014)

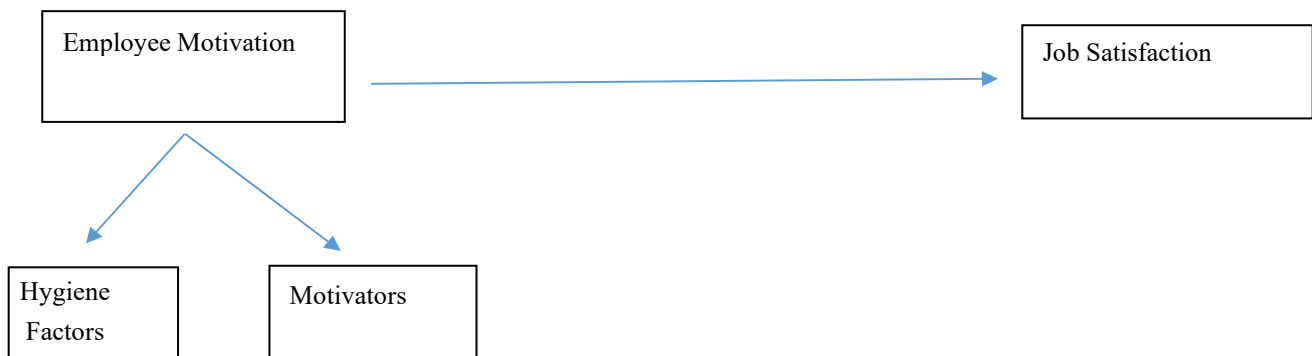
III. THEORATICAL FRAMEWORK

The independent variable in this research study employee motivation while the dependent variable is job satisfaction. The relationship between these two variables was tested based on the following theory:

A. Herzberg Two Factor Theory

Herzberg two factor theory is famously known as Herzberg motivator and hygiene factor theory. During the period of late 1950s Herzberg carried out research by interviewing a group of employees to find out factors that differentiate between satisfied and a dissatisfied employee. Later, he concluded his research with a set of hygiene and motivator factors. Hygiene factors were found to be related to the organization directly like salary, policies, supervision, working conditions, interpersonal relationships etc. however, motivator factors were found to be related to employee's personal self-satisfaction meeting the needs of recognition and growth. (Herzberg et al., 2017)

The hypothesis of Herzberg is a good place to start. By instilling a work culture that fosters job satisfaction and the growth of motivated, creative, and contented workers. As a result, employee satisfaction influences every component of an employee's life, from his or her pleasure to complete efficiency and performance. Employee desire, according to Frederick Herzberg, has dual magnitudes: "hygiene" and "motivation." Employee discontent with the workplace is abridged by hygiene concerns such as compensation and direction. Employees become more productive, innovative, and devoted because of motivators such as greeting and accomplishment. (Richard, A. 2012)



IV. SIGNIFICANCE OF THE STUDY

The aim of this research is to explore employee job satisfaction level based on the motivation of employees. It is important to divide motivation in different factors and determine which type of motivation becomes the main driving force for an employee that it then translates into job satisfaction. For this research, Herzberg's motivation-hygiene factor theory is the main basis. The chief purpose of this study stands to examine the applicability of Herzberg two factor theory in terms of employee motivation and job satisfaction. This research will prove to be a milestone in the domain of organizational psychology as it will enable

There would be a positive correlation between employee motivation and job satisfaction.

Hypothesis: *There will be a positive correlation between employee motivation and job satisfaction.*

V. Methodology

A. Participants

The sample size of 122 participants was included in this research (Females 44, Males 78) study with a target population of individuals who have at least graduation level education and are working as employees in any organization ranging from fresh employees to 10+ years of work experience. The participants belonged to variety of socioeconomic status with 46.7% individuals belonged to middle class. The participants varied in their marital status. It included 1 divorced, 84 married, and 37 single individuals.

B. Inclusion Criteria

Participants were selected based on the target population that came under the age range of 23 to 55 years, having at least graduation level education, working in any organization having the experience ranging from fresh to 10+ years of job experience. Both males and females were included in this research as participants.

C. Exclusion Criteria

Participants that were under the age of 23 and over the age of 55 they were excluded as participants of this research, moreover, individuals who were not a part of any organization were refrained from this research as the aim of this research study is to see the impact of employee motivation on job satisfaction.

VI. MEASURES

A. Consent Form: This is the first form that the participants had to fill, where it was documented that, briefs the participants about the research on the current topic and that it requires participants in the research and require them to fill in the questionnaires. Participants were well informed that their participation in the research was completely voluntary which means that there were no monetary rewards, or any course credits were awarded to them. The participants were asked to read the form thoroughly, and if they agreed to participate, they signed it confirming that they have given us the consent to go ahead.

B. Demographic Information: It is the second form in this form basic information about the participants was asked. This included their name, age, gender, qualification, total work experience, job title, the type of organization they are employed in, experience in this current organization.

C. Generic Job Satisfaction Scale (Macdonald, S., & MacIntyre, P., 1997): A scale on job satisfaction was created, which could be utilized in a wide scope of work gatherings. An underlying pool of 44 items was thought to be parts of occupation fulfillment was finished by an example of 885 Ontario working grown-ups in a wide scope of occupations. Factor analysis was then conducted on 10 items and was then identified as one variable. Cronbach's alpha for these items was .77. The middling scores on the scales were not expressively unique among males and females and midst six significant work groups. The scale was significantly linked with work environment aspects, for example, work pressure, weariness, segregation and risk of ailment or injury.

D. Work Extrinsic and Intrinsic Motivation Scale: (Tremblay et al, 2009)

The Work Extrinsic and Intrinsic Motivation Scale (WEIMS) is an 18-items scale based on work motivation. It is theoretically stuck in self-determination theory (Deci and Ryan, 2000). Studies reported high levels of reliability and validity.

VII. Procedure

An online survey was conducted through Google Form by circulating the form link on social media forums like WhatsApp, Instagram, and Facebook. All the participants were required to fill up the questionnaire regarding employee motivation, and job satisfaction. Firstly, the participants filled out the consent form attached on the first page of the questionnaire in which they agreed to willingly participate in the research and were made aware of the purpose of research, their identity would remain confidential, and they had the right to withdraw at any point in time. Once they filled out the consent form, they then proceeded to fill the demographic sheet which enabled us to collect the basic information regarding the participants' age, gender and educational level. Lastly, they filled out the questionnaire attached in which the participants self-reported motivation and job satisfaction. The questionnaires used were Generic Job Satisfaction scale and Work Extrinsic and Intrinsic Motivation. A formal email was sent to the authors to take permission before using the questionnaires for the research.

VIII. Ethical Considerations

The research was conducted following all ethical considerations. Participation was completely voluntary as a consent form was made to fill before the survey with their identity kept anonymous. Right to withdraw was also given if at any point the participants wanted to discontinue. Informed consent was respected as participants were informed about the research about the purpose of this research before, they agreed to participate. If any participant felt distressed during or after the research, they were debriefed through a short counseling session.

IX. Statistical Analysis

Descriptive statistics were run on the basic information of the participants which included their gender, marital status, and socio-economic status. Furthermore, Pearson's correlation test was applied on the two variables i) Employee motivation ii) Job Satisfaction.

X. Operational Definitions

Employee Motivation: it is the readiness to put forth effort in the pursuit of a goal. (Cambridge Dictionary of Psychology)

Job Satisfaction: it is the feelings that an employee exhibits towards his job and the nature of work. This can be both positive and negative emotions. (Singh, J. K., & Jain, M. 2013).

RESULTS

Table 1: Demographic information including frequency, percentage, and mean. (N=122)

| Variables | Frequency | Percentage | Mean |
|-----------------------------|-----------|------------|------|
| Socioeconomic Status | | | |
| Lower Middle Class | 6 | 4.9 | |
| Middle Class | 57 | 46.7 | |
| Upper Class | 3 | 2.5 | |
| Upper Middle Class | 56 | 45.9 | |
| Total | 122 | 100.0 | |
| Marital Status | | | |
| Divorced | 1 | .8 | |
| Married | 84 | 68.9 | |
| Single | 37 | 30.3 | |
| Total | 122 | 100.0 | |
| Sex | | | |
| Female | 44 | 36.1 | |
| Male Age | 78 | 63.9 | 34.4 |

Table 2: Pearson Correlation between Job Satisfaction and Employee Motivation

| | | Employee Motivation |
|------------------|-----------------|---------------------|
| | R | .344** |
| Job Satisfaction | Sig. (1-tailed) | .000 |
| | N | 122 |

** . Correlation is significant at the 0.01 level (1-tailed)

The results specify that there is a highly significant correlation between employee motivation and job satisfaction as indicated .000. The Pearson Correlation value indicates $r=.34$.

XI. DISCUSSION

The hypothesis of this study stated that there would be a positive correlation between employee motivation and job satisfaction, this hypothesis was accepted the result shows that significant correlation ($p < .05$, table 2) was found between employee motivation and job satisfaction. This finding has also been supported by previous research in which they tried to investigate a positive relationship between work motivation and job satisfaction. It was found that there was indeed a

positive correlation between these variables. (Ayub, N., & Rafif, S., 2011) Similarly, this finding is further validated by another research. A positive correlation was found between career motivation and organizational commitment and job satisfaction. (Alniacika et al., 2012)

The relationship between employee motivation and job satisfaction is greatly dependent on the age of an employee. If an employee is a recent graduate or a young employee, then he or she is most likely to be less motivated and dissatisfied at their jobs. A research study was conducted on 1036 workers employed in multinational organization. The research showed positive correlation between motivating potential score. It was found that motivation is greater in older employees as compared to younger employees. (Boumans, N. P., De Jong, A. H., & Janssen, S. M. 2011).

Another important factor that impacts employee motivation and job satisfaction is the on-job training received by the employees. Research was conducted it was found that training is a meditating factor for employee job satisfaction (Asim, M. 2013).

Income and benefits provided by an organization are another factors that impact employee motivation. Research was conducted at Groz-Beckert Vietnam co.td it consisted of 300 employees from various departments and it showed that there was a positive correlation between income and benefits have an impact on employee motivation. (Le,et. al., 2021)

Recognition, working conditions, training and development provided by an organization impacts employee motivation which in turn increases employee performance. A research was conducted in Kenya on 278 employees and it was found that these factors truly impact employee performance within an organization. (Mary Elector Odukah, 2016).

LIMITATION

The major limitation encountered during this research was that it has a limited scope as it only looks out for the impact of employee motivation on job satisfaction; however, there are many other factors that work together to give a sense of job satisfaction to an employee. Additionally, as this research was conducted only in Karachi, Pakistan on a sample of 122 individuals. However, the research could be extended to different regions of Pakistan. Moreover, the research does not hold a classification of types of employees that were studied.

FUTURE RECOMENDATIONS

It is recommended to work on extending the research and include more factors that impact job satisfaction. Furthermore, it is recommended to reproduce the research in different regions and provinces of Pakistan as well as in other ethnicities to make this research generalizable. Additionally, this research should be replicated in a few years to determine the reliability of it. The research could be streamlined by specifying the professions as different jobs have different demand and that can impact the motivation levels of employees.

IMPLICATIONS

This research can be utilized by the organizations to identify motivating factors for employees and make plans according to employee motivation. This can also be used to make the required changes in an organization and retain employees for a longer time. It can also be used as a guide to monitor motivation levels timely and plan interventions for the employees which can increase their job satisfaction and productivity at work.

CONCLUSION

The research study aimed at finding a correlation between employee motivation and job satisfaction. This study was able to accept the hypothesis which indicated a positive correlation between the two variables. It is important to note that this research study was only able to investigate impact of employee motivation on job satisfaction however, there are a lot more factors that impact job satisfaction of any employee hence, further research should investigate other factors that impact job satisfaction.

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