



A Study on The Role of Employee Motivation in Job Satisfaction Among The Faculty Members of a Private Arts and Science College - A Case Study of The American College

KEYWORDS

Job Satisfaction, Employee Motivation, Performance Enhancement, Employee Retention

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ABSTRACT Employee motivation is one of the major issues faced by every organization. It is the major task of every manager to motivate his subordinates or to create the 'will to work' among the subordinates. Job satisfaction is defined as an attitude individuals hold about their work consisting of a general or global factor of satisfaction as well as a collection of specific factors related to sources of work reinforcement. Job Satisfaction affects the physical health of a person. Motivation involves getting the members of the group to pull weight effectively, to give their loyalty to the group, to carry out properly the purpose of the organization. Job satisfaction is one of the most crucial but controversial issues in industrial psychology and behavioural management in organization. It ultimately decides the extent of employee motivation through the development of organizational climate of environment. This paper aims to analyse the relationship between job satisfaction and job motivation among The American College faculty members. The data needed for the study has been collected from the employees through questionnaires and through direct interviews. Analysis and interpretation has been done by using the statistical tools, chi-square test and regression.

INTRODUCTION

"Motivation is the willingness to exert high level of effort towards organizational goals, conditioned by the efforts ability to satisfy some individual need". Motivation implies that one person, in organization context a manager, includes another, say an employee, to engage in action by ensuring that a channel to satisfy those needs and aspirations becomes available to the person. The personnel management is concerned with organizing human resources in such a way to get maximum output to the enterprise and to develop the talent of people at work to the fullest satisfaction. Job satisfaction is believed to reflect an individual's affective and/or cognitive assessment of his or her working conditions and job attributes (Weiss & Cropanzano, 1996); it has been traditionally used to confirm the effectiveness of job redesign and motivational conditions at work. Job satisfaction has been one of the most extensively researched concepts in work and organizational psychology. Motive can be known by studying his needs and desires. Motivation involves getting the members of the group to pull weight effectively, to give their loyalty to the group, to carry out properly the purpose of the organization. Workers will tend to be as efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization. This will also result in increased productivity. This study aims to investigate the relationship between job satisfaction and job motivation in the study area.

THE CONCEPT OF MOTIVATION AND SATISFACTION

The word motivation has been derived from motive which means any idea, need or emotion that prompts a man in to action. Whatever may be the behavior of man, there is some stimulus behind it. Stimulus is dependent upon the motive of the person concerned. Motive can be known by studying his needs and desires. There is no universal theory that can explain the factors influencing motives which control mans behavior at any particular point of time. In general, the different motives operate at different times among different people and influence their behaviours.

The process of motivation studies the motives of individuals which cause different type of behaviour. According to **Hoppock (1977)**, job satisfaction can be defined as essentially any combination of psychological, physiological, and environmental circumstances that cause a person to say, "I am satisfied with my job". Job satisfaction is defined as an attitude individuals hold about their work consisting of a general or global factor of satisfaction as well as a collection of specific factors related to sources of work reinforcement. Job satisfaction is a positive emotional state that occurs when a person's job seems to fulfill one's needs". It is not always related with the money factor-because some people also work to satisfy their urge to work.

REVIEW OF LITERATURE

Gloria J.Le and Jim Brett's study of Canadian Libraries found that "relationship with non professional staff " was a source of great satisfaction among professional librarians ,suggesting either the existence of less classist system than in the British libraries of Thapisa's study of that professional librarians are unaware that many paraprofessionals feel deprecated. Both studies found that job satisfaction of professional librarians was high.

Bonnie Hornestein studied over 600 academic librarians in the United States to determine whether the faculty status and rank were related to job satisfaction. She found that greatest sources of satisfaction of the librarians in her study were relationship with patrons, relationship with co-workers, assigned duties and variety of work. Dissatisfaction was caused by opportunities for promotion, recognition of accomplishment and salary.

Rensis Likerthas called motivation as the core of management. Motivation is the core of management. Motivation is an effective instrument in the hands of the management in inspiring the work force .It is the major task of every manager to motivate his subordinate or to create the will to work among the subordinates .It should also be remembered that the worker may be immensely capable of doing some work, nothing

can be achieved if he is not willing to work. Creation of a will to work is motivation in simple but true sense of term.

Motivation is an important function which very manager performs for actuating the people to work for accomplishment of objectives of the organization .Issuance of well conceived instructions and orders does not mean that they will be followed .A manager has to make appropriate use of motivation to enthuse the employees to follow them. Effective motivation succeeds not only in having an order accepted but also in gaining a determination to see that it is executed efficiently and effectively.

Brush, Moch, and Pooyan (1987) analyzed 19 studies that found a correlation between age and job satisfaction. Their syntheses indicated that age and job satisfaction are related and that job satisfaction increases with age

OBJECTIVES

- To analyse the overall job satisfaction among The American College faculty members.
- To identify the overall job motivation among The American College faculty members.
- To investigate the relationship between overall job satisfaction and overall job motivation among The American College faculty members.

HYPOTHESIS

- There is no association between overall job satisfaction and overall job motivation among The American College faculty members.

DATA AND METHODOLOGY

The nature of sampling used for the study is convenient sampling for selection of homogeneous sample for the study. It refers to selecting samples of study objects on convince located. For this study, the primary data was collected through structured questionnaire hand delivered to the participants. For this study, secondary data were collected from books and reputed journals. Percentage analysis, chi-square test and regression were used to investigate and interpret the processed data. Statistical Package for Social Sciences (SPSS) was used for analytical purpose of the study.

THE EFFECTS OF JOB SATISFACTION ON EMPLOYEE PERFORMANCE

The following are the effects of job satisfaction on employee performance.

- High Productivity
- Turn Over
- Less Absenteeism

SATISFACTION AND PRODUCTIVITY:

Historically, the concept of human relations assumed that high job satisfaction leads to high productivity but later research indicated that it was an incorrect perception. The question that has been often raised is whether job satisfactions leads to performance or performance leads to job satisfaction.

CORNELL in his studies said, "A satisfied worker is a productive worker". Out of this study, he concludes that if the needs of the worker like pay, promotion etc, are satisfied in the above said job, he will be a productive worker. He will be motivated to work out of his needs are satisfies and production would be increased. Lawrence and Porter have developed a model suggesting that "Productivity leads to job satisfaction".

SATISFACTION AND ABSENTEEISM AND TURNOVER:

The study conducted by C.Rost and Alwin F.Aander explains that satisfied worker will stay in the same job for a long time. The worker will satisfied when his heed are satisfied.

Satisfying the needs of the worker can reduce the labour turnover and absenteeism

PROCESS OF MOTIVATION:

1. Identification of need
2. Tension
3. Course of action
4. Result –Positive/Negative
5. Feed back

TYPES OF MOTIVATION:

The general types of motivation are:

- Positive motivation
- Negative motivation

POSITIVE MOTIVATION:

It refers to the provision of incentives monetary and non-monetary. Monetary incentives include the wages, salary, pay, increment etc., non-monetary incentives consist increment in status, recognition of work, increasing responsibilities etc.,

NEGATIVE MOTIVATION:

This motivation is based on force, fear and threats. The activities such as demotion, fear of suspension, wage cut etc..., can also motivate employees to do their work effectively and efficiently.

ANALYSIS AND INTERPRETATION

TABLE 1: OVERALL EMPLOYEE MOTIVATION.

OVERALL EMPLOYEE MOTIVATION	FREQUENCY	PERCENT
Strongly agree	12	30
Agree	23	57.5
Neutral	3	7.5
Disagree	2	5
Strongly disagree	0	0
Total	40	100

Chart 1:



INTERPRETATION:

From the above table the weighted average value is 4.125

and it is almost equal to 5 and from the above chart 57.5% of the respondents were agree with their employee motivation and 30% of the respondents were strongly agree with their employee motivation. So it is clear that most of the employees were satisfied with their employee motivation.

TABLE 2: CLASSIFICATION BASED ON OVERALL JOB SATISFACTION

S.NO	CONTENTS	NO OF RESPONDENTS	PERCENTAGE
1	Highly Satisfied	10	25
2	Satisfied	26	65
3	Average	3	7.5
4	Dissatisfied	1	2.5
5	Highly dissatisfied	0	0
TOTAL		40	100



INTERPRETATION:

The above table 2 shows that 25% of the respondents were highly satisfied with their overall job satisfaction. 65% of the respondents were satisfied with their overall job satisfaction. 7.5% of the respondents were average with their overall job satisfaction. 2.5% of the respondents were dissatisfied with their overall job satisfaction.

TABLE 3: INFLUENCE OF OVER ALL JOB SATISFACTION ON THE OVERALL JOB MOTIVATION

OVER ALL JOB SATISFACTION	OVER ALL JOB MOTIVATION			TOTAL
	STRONGLY AGREE	AGREE	NEUTRAL	
Highly satisfied	10	0	0	10
Satisfied	2	23	1	26
Average	0	1	2	3
Dissatisfied	0	1	0	1
Total	12	25	3	40

The above table 3 shows that the influence of overall job satisfaction on the overall job motivation of The American College employees in the study area. It is observed that 10 sample respondents job satisfaction is highly satisfied and their job motivation is strongly agree. 26 sample respondents job satisfaction is satisfied among them 2 are in strongly agree in job motivation, 23 are in agree in job motivation and the job motivation is neutral for only 1 respondents. 3 sample respondents job satisfaction is average in which 1 and 2 are in agree and neutral in job moti-

vation respectively. 1 sample respondent job satisfaction is dissatisfied and their job motivation is agree.

TESTING OF HYPOTHESIS

Hypothesis: There is no association between job motivation and job satisfaction in the study area.

In order to study the relationship between job satisfaction and job motivation of the american college employees the chi-square test was used.

The formula used was

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

Where,

O - refers to the observed frequencies

E - refers to the expected frequencies

To determine the value of χ^2 the steps required are:

$$E = \frac{RT \times CT}{N}$$

E - Expected frequency

RT- The row total for the row containing the cell

CT- The column total for the column containing the cell

N - The total number of observation

TABLE 3.1: ESTIMATED RESULTS

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	46.824*	6	.000*
Likelihood Ratio	41.702	6	.000
No. of Valid Cases	40		

*Significant at 5% level.

The estimated results show that the value of Chi-square is 46.824, which is significant at 5 per cent level. Therefore the null hypothesis is rejected. i.e., there is a significant relationship between job motivation and job satisfaction in the study area.

TREND LINE

Job Motivation In Job Satisfaction

Model	Coefficients	Std. Error	t. stat	R ²
Intercept	0.387	0.226	1.712	0.557
X Variable 1	0.838	0.121	6.907	

The straight line trend for Motivation in Job satisfaction has been estimated to be $Y = 0.387 + 0.838t$

It is observed from the estimated results that the co-efficient value is 0.838 which is positive it shows that there is a positive relationship between job motivation and job satisfaction.

i.e, If job motivation increases job satisfaction also increases or if job motivation decreases job satisfaction also decreases. It is interpreted from the results that one percent change in job motivation level leads to 83.9 percent change job satisfaction.

CONCLUSION:

Job satisfaction plays a significant role in the management. The more they (employees) satisfied the more they contribute to the management. From the study it is observed that without Job motivation we wouldn't be able to achieve Job satisfaction. The factor incentive plays a major role in motivating the employees of the organization. Management can help to create employee motivation by putting systems in place that will ensure that workers are challenged and then rewarded for being successful. Management that aspires to create a working environment that enhances employee motivation will obviously have a satisfied work force in future. It helps in building better human relations. Fewer problems always lead to more work and will have the better coordination. So it is very important to have a happy and satisfied workforce to get the maximum benefits. Employee motivation and in turn Job satisfaction cannot be achieved in a day but it is a continuous process. It has to be maintained at all times for the benefit of both employer and employees.

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