



A study of relationship between employee job satisfaction and motivation under organizational structure

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ABSTRACT

Employee satisfaction has been defined as a function of perceived performance and expectations. It is a persons' feeling of pleasure or disappointment resulting from comparing the results to his expectations. If the performance falls short of expectations, the employee is dissatisfied and if it matches the expectations, the employee is satisfied. The job satisfaction of staff and their motivation to work efficiently is essential for organizations to achieve their objectives and sustain themselves. In any organizational structure the employees constitute its foundation. When the employees in any organization are satisfied with their job, they will be in a condition to provide best customer services. Thus looking to the fact that in today's competitive world the one who provides better customer services is the one who is preferred the most by customers. When staff members are unmotivated and dissatisfied with their job, they tend to not pursue their job with full efficiency and other tasks assigned to them. Job satisfaction among the entire staff creates a positive environment within the organization. Motivation among employees is further the resultant of various factors such as compensation, recognition, working environment, supervisor behavior etc. These factors are simple to understand, easy to measure and can add tremendous value to any organization that is willing to implement them. Looking to all these facts an attempt has been made to understand the perceptions of factors which the employees relate to their job satisfaction.

KEYWORDS

INTRODUCTION:

The management of people at work is an integral part of management process of any organization. To understand the critical importance of people in the organization is to recognize that the human element is a part that cannot be neglected. A well-managed organization usually sees an average worker as the root source of its smooth functioning and success at the end. Such organizations feel that each part of its profit spent for the betterment of employees' professional as well as personal life is in turn going to benefit the organization directly or indirectly. An effective organization will make sure that there is a spirit of co-operation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library.

One way to define Job satisfaction is to say that it is the end state of feeling. The term feeling here defines the fact that a feeling is experienced after a task is accomplished whether it is about writing a book or completing a project assigned by superior authorities. These activities may be for few minutes or months or years. But in all cases, they satisfy a certain need.

LITERATURE REVIEW:

Job satisfaction is a complex concept, which can mean a variety of things to different people. Carr (2008) defines it as a more of an attitude, an internal state. It could for example, be associated with a personal feeling of achievement either quantitative or qualitative. Although most people are satisfied with their jobs overall, they are not necessarily happy with all aspects of their jobs.

According to Keith Davis and John W. Newstrom (2002), Job Satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work. It is an affective attitude a feeling of relative like or dislike towards something.

Maslow's Hierarchy of Needs: Maslow states that people are motivated by unmet needs which are in a hierarchical order that prevents us from being motivated by a need area unless all lower level needs have been met.

Herzberg's Motivation/Hygiene (two factor) Theory: Herzberg states that satisfaction and dissatisfaction are not on the

same continuum and are therefore not opposites. He further states that the motivational factors can cause satisfaction or no satisfaction while the hygiene factors cause dissatisfaction when absent and no dissatisfaction when present, both having magnitudes of strength. This theory was developed from an industrial setting and some critics question its validity outside of that area, particularly if the critical incident method is not used for data collection.

McGregor's X Y Theories: McGregor's Theory Y matches much of Maslow's self-actualization level of motivation. It is based on the assumption that self-direction, self-control, and maturity control motivation.

McClelland's Need for Achievement Theory: McClelland's need for achievement underlies Maslow's self-actualization. The similarities to Herzberg are that high achievers tend to be interested in Herzberg's motivators while low achievers are more concerned about hygiene factors.

AIM AND OBJECTIVES:

The aim is to establish whether there is any relationship between employee's job satisfaction and their level of motivation.

THE OBJECTIVES OF THIS PAPER ARE:

- Execute a study of employees' attitude relating to levels of their job satisfaction and motivation and give suggestions for improving the same.
- To study relationship between the personal factors of the employee (such as gender, designation, qualification, age and years of service completed in the organization) with their level of satisfaction.
- To study various factors influencing job satisfaction.

Research Model:



RESEARCH METHODOLOGY:

The methodology followed for conducting the study includes the specification of research design, sample design, questionnaire design, data collection and statistical tools used for analyzing the collected data.

Research Design:

The research design used for this study is of descriptive type. Descriptive studies are those studies which describe the characteristics of a particular individual or a group of individuals.

Population:

To collect information covering all the aspects of study so that a relationship between job satisfaction and motivation can be established, the data shall be sourced from Public as well as Private sector so that a more accurate conclusion can be derived from the study.

Data collection:

Sources of data:The data collected for the study was primary and secondary.

The methodology of the study is based on the primary as well as secondary data. The study depends mainly on the primary data collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents. The data for study was mainly collected from Public and New Private Sector Banks, few private educational institutes and few government employees including teachers and other public welfare departments.

Sampling Method:The simple random sampling method was used for the study. It's a type of probability sampling. This is when a list containing all the population is created and used to obtain participants by random selection. This random selection guaranteed that each individual has an independent and equal chance of being selected. This method is very fair, unbiased and easy to carry out.

Sample size:The sample size selected for the study was 200, which includes representatives of different sectors of economy viz. Government sector, Public sector undertakings such as banks and other private institutions.

Data collection method:A well-framed and structured questionnaire containing both open and close ended questions was prepared for gathering the primary data. The questionnaire was framed in such a way that the answers reflect the ideas and thoughts of the respondents with regard to level of satisfaction which is resultant of various factors.

DATA ANALYSIS AND DISCUSSION:

This section presents and analyses the information gathered by the research instruments chosen by the researcher for meeting the objectives of research. The results will be presented followed directly with the analysis of the data and interpretation of the results.

The results obtained from the study are described below:

Table:1 Demographics:The demographic characteristics of respondents have been shown in table 1.

Variables		Frequency	Percentage (%)
Gender	Male	148	74
	Female	52	26
Age	20-30 years	46	23
	30-40 years	32	16
	40-50 years	54	27
	50 and above	68	34
Organizational type	Public	100	50
	Private	100	50
Nature of job	Permanent	139	69.5
	Contract	61	30.5

As shown in table 1 the sample contains a heterogeneous group where the responses were collected in such a way that representative from all the age groups, organizations(private and public sector both) and different category of jobs were covered under the study.

Descriptive Statistics:

	N	Mean	Std. Deviation
Pay and promotion	200	2.98	0.366238
Recognition	200	2.81	0.398914
Job and working condition	200	2.735	0.475941
Motivation	200	3.045	0.440432
Job satisfaction	200	3.0325	0.50573

Table 3 indicates the mean and standard deviation of pay and promotion, recognition, job and working condition, motivation and job satisfaction among the employees. Data was collected based on five point like RT scale wherein the responses were ranging from 1= strongly agree to 5= strongly disagree. Based on the mean, the responses by employees were near to neutral.

Regression Analysis:

		r 2	β	p
Pay and promotion-Motivation	0.660	0.413	0.487	0.00
Recognition-Motivation	0.542	0.209	0.435	0.00
Job and working condition-Motivation	0.601	0.302	0.624	0.00
Motivation-Job Satisfaction	0.525	0.297	0.426	0.00

Table indicates the relationship of pay and promotion, recognition and job and working condition with motivation and lastly motivation with job satisfaction among employees. It was found in the analysis that there is a highly significant relationship between pay and promotion and motivation. Again there is highly significant relationship between Job and working conditions and motivation. Relationship between recognition and motivation is moderately significant. But overall if the results of all these three factors are compared then pay and promotion stands first that affect the motivation among employees the most. Similarly it was found that there is a significant relationship between motivation and job satisfaction as well.

CONCLUSION:

The study indicates that there is correlation between job satisfaction and motivation of employees which is affected by pay and promotion, recognition and the working conditions. Pay and promotion is the most important factor among these, followed by working conditions and recognition. The factors affecting employee motivation can be enhanced and improved by creating an appropriate working environment that maximizes the factors that affect performance.

A high satisfaction results in greater efficiency in accomplishing the assigned work or duties. The phenomenon is however more complicated than how it appears to be. It is more important for any organization to offer high satisfaction, as it directly relates to more loyalty towards job and it also eliminates the fear of employer about job switching by its employees. This means that the more job satisfaction an employee perceives, the more motivated the employee is.

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