

RELATIONSHIP BETWEEN MOTIVATION AND JOB SATISFACTION OF THE WHITE COLLAR EMPLOYEES : A CASE STUDY

Prof. S. K. Singh* & Vivek Tiwari**

ABSTRACT

The present study investigates the relationship between Motivation and Job Satisfaction. Motivation has been treated as a dependent and Job Satisfaction as an independent variable. The respondents were the employees of one of the public sector giants of India, BSNL and the data has been collected from 45 white color employees (supervisors and above) of BSNL, Saharanpur. Primary data has been collected by the researcher through two different standard structured questionnaires based on a five pointer likert scale.

The results show a positive correlation between motivation and job satisfaction i.e., motivation increases with increase in job satisfaction and vice-versa. The results of the study also indicate that, motivation remains unaffected of both age as well as the length of the service of the employees. It may be because of the fact that the factors responsible for motivation and satisfaction seem to be present in the working environment of the organization. The paper also finds the relative importance of different factors that contribute to the satisfaction of employees; Compensation Package emerged as the most important factor, whereas the Self Actualization appears to be the least important factor.

INTRODUCTION

Work plays a dominant role in our lives. It occupies more of our time than any other activity. We define ourselves in part by our career or profession, it is very difficult to enjoy life without doing some productive work, and any activity which has so much importance must evoke strong positive or negative reactions from and these reactions tell how satisfied or dissatisfied one is with his/her work. Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997).

One of the most important factors that lead one to their goals is the drive. This drive is known as motivation. It is a zest and determination with a kind of excitement that leads one to persevere to reach greater heights, in no matter what avenue of their life; be it personal or professional. The drive may come from an internal or external source. The individual determines this. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people "tick." Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. According to Olajide (2000), "it is goal-directed, and therefore cannot

* Head & Dean, Faculty of Management Studies, Banaras Hindu University, Varanasi

** Research Scholar, Faculty of Management Studies, Banaras Hindu University, Varanasi

be outside the goals of any organization whether public, private, or nonprofit”.

Akintoye (2000) asserts that money remains the most significant motivational strategy. Though way back Abraham Maslow (1943), gave a model that shows that factors that motivate an individual keep changing as one climbs the ladder of age and maturity. And also, achievement of one goal sets the ball rolling for another one to be achieved. Thus, to be motivated is a constant need. There are times when one faces a period of de-motivation and everything seems bleak. It is then that they need to find what would motivate them back into action.

According to Carlyle's "Great Man Theory" (1888) an organization's achievements are its employee's achievements. This theory shows how important employees are for an organization and how important it is that they are satisfied, motivated and hence productive. As it is a well known fact that these two factors i.e., Motivation and Job Satisfaction have a great impact on the performance of an employee as well as the organization thus, the study of relationship between these two variables unarguably becomes a topic of prime importance and of great interest for study and further research. Before moving further let us look at what other prominent and eminent researchers have to say about these two factors or what they have found earlier in their studies.

Review of Literature

Crites (1985) has aptly distinguished between job satisfaction and job attitudes. He observes, "If it is some specific aspect of the job such as duties and tasks or working conditions, then the concept which is defined would be job attitudes". If it is the overall job in which the individual is presently employed, then the concept would be job satisfaction

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.

Toby Marshall Egan, Baiyin Yang, Kenneth R. Bartlett (2004) examined the effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention. This study examined the relationship of organizational learning culture, job satisfaction, and organizational outcome variables with a sample of information technology (IT) employees in the United States. It found that learning organizational culture is associated with IT employee job satisfaction and motivation to transfer learning. Turnover intention was found to be negatively influenced by organizational learning culture and job satisfaction.

According to research done by T. A. Judge and R. Ilies (2004) on Job Satisfaction, People who tend to be positive and cheerful most of the time do indeed tend to express higher job Satisfaction than ones who tend to be Down and Gloomy. They also added that Job Satisfaction depends primarily on the match between the outcomes individual value in their jobs and their perceptions about the availability of such outcomes-especially for those facets of the job that are highly valued.

W.R. Boswell, J.W. Boudreau and J. Tichy (2005) have given the concept of Honeymoon Effect and Hangover Effect in relation to Job Satisfaction. According to them, Honeymoon effect is the tendency to enjoy high level of satisfaction on new jobs that they have taken in response to dissatisfaction with their old jobs, while hangover effect is the tendency for people's level of satisfaction to drop over time from when a position is brand new to when one gains more experience with it.

Donald P. Moynihan and Sanjay K. Pandey (2007) worked over the topic "Finding Workable Levers over Work Motivation": Comparing Job Satisfaction, Job Involvement, and Organizational Commitment. The authors

examine the effect of individual attributes, job characteristics, and organizational variables on three aspects of work motivation: job satisfaction, organizational commitment, and job involvement. They find that managers have varying degrees of influence over these different aspects of work motivation, with greatest influence over job satisfaction and least influence over job involvement. A number of variables are important for work motivation, including public service motivation, advancement opportunities, role clarity; job routine ness, and group culture.

Motivation basically has two dimensions (Anonymous, 2010), one being "making employees work better, more efficiently and effectively" from the point of view of managers, the other being "enabling employees to do their jobs in the best way with enjoyment and desire" from the point of view of employees.

Motivation and Job Satisfaction has been considered to be affected by economic variables and this fact cannot be denied but are not sufficient enough to have a prolonged effect. However, it is seen that appeal to the motivating economic tools and expecting from them more than needed does not seem to result in success very much. Therefore, in planning rewarding, encouraging economic tools should be employed in accordance with employees' needs. In fact, there are ways of increasing employees' work motivation and satisfaction other than monetary tools (Moncrief, 2010).

Yasemin Oraman (2011), worked to evaluate the effective dynamics of work motivation and job satisfaction of textile employees. It analyzes the effectiveness of psycho-social, economic, organizational and managerial tools over individuals' motivation in terms of maintaining the motivation and job satisfaction of the employees in the business. He came out with the conclusions that economics tools by employee are positively

and significantly related to the level of motivation increase perceived by the employee. Second regression model plays an important role in determining the level of job satisfaction except economic and psychosocial tools and has a positive effect on increasing employee motivation with implementations carried out to increase employee satisfaction at work.

RESEARCH METHODOLOGY

Statement of the problem

There has been a lot of study in the area of Motivation and Job Satisfaction still it remains unexplored to some extent and yet a general understanding has not been developed when it comes to studies conducted at different times and in different work environment. One of the greatest challenges organizations face today is how to manage turnover of work force that may be caused by migration of a lot of industrial workers. Therefore, it has become an important area of research that how to reduce turnover and absenteeism and improve performance of an organization. Moreover, it has been observed many a times that employees who are satisfied with their jobs are still not good performers. This may be because of their lack of Motivation and commitment for the organization; this point of view emphasizes the importance of the study of Motivation and its relationship to Job Satisfaction.

With this background in the present study is an humble endeavor towards exploring the dynamic relationship between the two very important organizational variables i.e., Motivation and Job Satisfaction in one of the public sector giants of the country BSNL.

Objectives

The present study aims at exploring the relationship between Job Satisfaction and Motivation of the employees in an organizational set-up. The objectives of the study are enumerated below:

1. To find out the Relationship between Motivation (Y) and Job Satisfaction (X).
2. To explore the effects of Age and the Experience on the Motivational Level of the Employees.
3. To find out the relative importance of the various Job Satisfying factors

Hypothesis

1. There is no significant difference between the Mean Motivation Score of the high and low satisfied employees.
2. Motivation remains unaffected of the age of the employees.
3. There is no significant relationship between Motivation and the Length of Service of the employees.

Research design

In the present study, Motivation has been treated as a dependent and Job Satisfaction as an independent variable. Mathematically, relationship between Motivation and Job Satisfaction is as below:

$$M = f (JS)$$

'M' stands for Motivation and 'JS' stands for Job Satisfaction

Then independent variable (Job Satisfaction) has been split into two groups: - high and low with reference to the median of the variables scores in question. Above the median score is representing high Job Satisfaction and below median score is low Job Satisfaction of the employees. Thereafter, the mean motivational score of the highly satisfied employees has been compared with the mean motivational score of the low satisfied employees with a view to explore the impact of satisfaction on motivation.

Data collection

As the research is descriptive in nature the study relies on primary data collected from white collar employees, working in BSNL,

Saharanpur. Primary data has been collected by the researcher through standard Structured Questionnaires.

Tool(s)

Two questionnaires one for motivation and other for job satisfaction have been used. Both the Questionnaires are standard questionnaires and have passed the reliability test. Each questionnaire consists of 10 questions and all are 5-point likert scale based questions and the responder has to tick any one from the 5-point responses ranging from 1 to 5. Response 5 gets 5 marks and 1 gets 1 mark. Thus each individuals score will range from a maximum of 50 to a minimum of 10 in both the cases. We will consider 30 as a median score and any score at 30 or above will be considered as motivating and satisfying and below it as non-motivating and non-satisfying.

Sample: The researcher has collected data from 45 white collar employees i.e., supervisor and above out of a population of 180 employees. The respondents belonged to different age group (25-35yrs, 36-45yrs and 45 and above) and with different experience level (1-10yrs, 11-20yrs and 20yrs and above) through Stratified Convenience Sampling.

Sample Profile:

Table 1
Age-wise distribution of the sample respondents.

Age (Years)	No. of Employees	%age
Below 30	12	26.6
30-45	24	53.4
Above 45	9	20

The profile shows that majority of employees i.e., 53.4% belong to the age group of 35 to 45. It is apparent from Table No. 1 that 80% of the employees are below 45 years of age which implies that most of the respondents white color employees belong to relatively younger group.

Table 2
Length of service-wise distribution of respondents

Length of service (in years)	No. of Employees	%age
Below 10	11	24.4
10-20	23	51.2
Above 20	11	24.4

The Table 2 gives an idea about the distribution of the employees on the basis of their years of experience in the organization. It can be inferred from the above table that majority of the employees (51.2%) fall under the category of 10 to 20 years of experience. It implies that the organization consists mostly of rich in experience white color employees. If we combine the above percentage with the employees who are with 21 years and above experience it amounts to 75.6% of employees, this further substantiates the richness of the experience of the employees.

Table 4
Motivation Scores of workers in the high and low Job Satisfaction Groups: (Median = 30)

Group	N	Mean Motivation Score	Median of Motivation Score	SD	Variance
High Job Satisfaction	38	39.52632	41.5	5.50472	30.30194
Low Job Satisfaction	7	27.14286	27	2.899683	8.408163

In Table 4, we bifurcated the motivational scores of the employees belonging to the High and Low Job Satisfaction groups and thereafter the mean motivational scores of high and low satisfied groups were calculated. For testing the significance of the difference between the mean scores obtained we calculated the Z-Static at 95% confidence level and $\alpha = .05$ which came out to be 8.759528. We compared this with the critical Z value and found it to be much greater and hence we rejected our first null hypothesis.

The analysis provides ample evidence to infer that: there is a significant difference

DATA ANALYSIS

Table 3
No. of employees with high and low level of Motivation and Job Satisfaction:

Level/Variable	High	Low
Job Satisfaction	38	7
Motivation	37	8

(Note: respondents scoring 30 and above have been considered as highly job satisfied and motivated)

It can be inferred from Table 3 that more than 80% of the employees belong to the group of highly satisfied and motivated employees. This inference also tells us that most of the factors responsible for satisfaction and motivation are present in the organization, while to further substantiate this we will go for further statistical analysis.

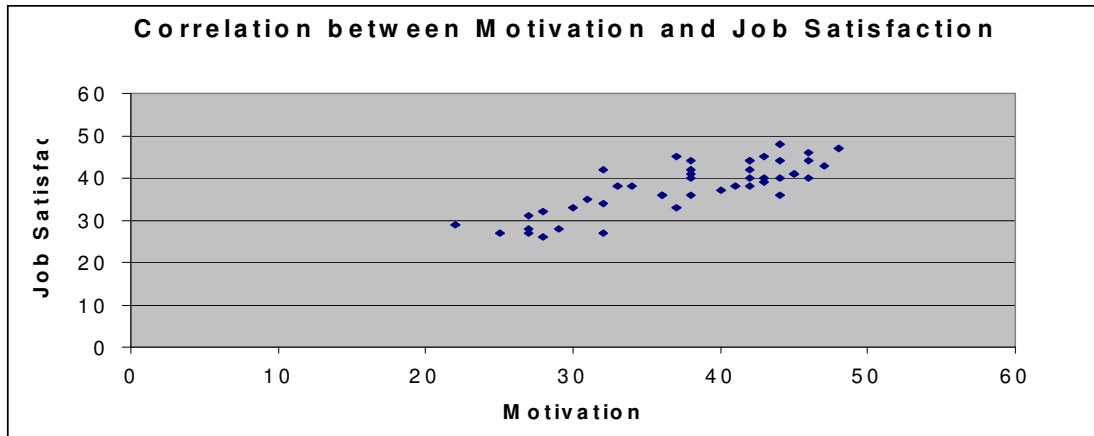
between the Mean Motivation Score of the high and low satisfied employees.

The Correlation Coefficient

To understand the extent and the nature of relationship between the variables i.e., Motivation and Job Satisfaction the Karl Pearson's coefficient of correlation was calculated, we was found to be $r = 0.822134$, it is evident from the Karl Pearson's coefficient of correlation that there is a high degree of positive correlation between the Motivation and Job Satisfaction. It indicates that the motivation of employees increases with the

increase in the Job Satisfaction level of the employees and vice-versa. This strong positive correlation between the two variables is also evident from the graph shown in the figure 1.

Figure1
Graphical representation of the correlation between Motivation and Satisfaction



Testing the Significance of a Correlation

Further, to ascertain whether the observed correlation between motivation and Job Satisfaction is merely due to chance or the correlation is a real one statistical significance was tested by using the value table. It was found that the critical value given in the value table was 0.374, whereas the correlation between the two values was 0.822134 which was much higher than the critical value given in the table. Therefore, it may be inferred safely that the correlation between the variables under study is statistically significant and it is a real one and not merely because of chance.

Coefficient of Determination

In our case $r = 0.822134$ thus $r^2 = 0.68$ is 68%

Thus 68% of the variation in the value of Job Satisfaction (Y) is accountable to Motivation (X) in this case and the rest may be depending on some other factors which are not the part of the study so are considered here to be out of scope.

As we know that correlation only tells us that there is a relationship between two or more variables and it does not tell us the kind of

relationship that exists. So to further substantiate our results let us find the Regression between the two variables under study and find what kind of relationship exists.

Regression analysis

As the coefficient of correlation tells only that there is a relationship between the two variables but it does not clarify the kind of relationship existing between the two variables. Therefore, regression analysis was carried out to examine the kind of relationship existing between Motivation and Job Satisfaction.

The functional relationship between the two variables under study may be understood with the help of the line of regression of motivation on Job Satisfaction.

$$M = a + bJ$$

(M = Motivation and J = Job Satisfaction while 'a' and 'b' are constants)

We need to find out the values of 'a' and 'b' and put it in the above equation to establish a functional relationship between the two variables. The final regression equation comes out to be:

$$M = 10.95 + 0.72J$$

Relationship of Motivation to Experience and Length of Service

Table 5
Relationship between Motivation and Age of employees

Age Group (years)/ Motivation level	Below 30	30-45	45-above	total
High	5	17	3	25
Low	7	7	6	20
total	12	24	9	45

Table 5 shows the distribution of employees on the basis of their age and the level of motivation they fall into. It can be inferred from the table 5 that most of the employees i.e., 70% belonging to the 35-45 age group are motivated. While the case is completely different in the other two age groups.

To establish relationship between these two variables the Chi-square for test of independence of two attributes (Table 5) was used that came out to be 0.081829. The critical value at alpha = .05 and degree of freedom = 2 is 5.99.

Since, the calculated value was less than the critical value hence the null hypothesis was accepted i.e., Motivation remains unaffected of the age of the employees.

Table No. 6 : Relationship between Motivation and Length of Service

Age Group (years)/ Motivation level	Below 10	10-20	21-above	total
High	5	17	5	27
Low	6	6	6	18
total	11	23	11	45

Table 6 shows the distribution of employees on the basis of their Length of

Service and the level of motivation they fall into. The above table gives an idea about that almost 74% respondents belonging to 10-20 years of experience fall into the group of high motivated employees. While more or less for rest of the two groups the case is same as it was between age and motivation.

To establish the relationship between the two variables the use chi-square for test of independence of two attributes came out to be 0.149983. The critical value at alpha = .05 and degree of freedom = 2 was 5.99.

Since, the calculated value came out to be less than the critical value hence the null hypothesis was accepted i.e., There is no significant relationship between Motivation and the Length of Service of the employees.

The conclusions from Table 5 and 6 further support the inferences that were drawn from Table 3 that most of the employees are satisfied and highly motivated because it seems that the factors responsible for Motivation and Satisfaction of employees are present in the working environment and thus the factors like Age and Length of service does not seem to have much impact on the Motivational Level of employees.

Findings & Conclusions

1. There is a significant difference between the Mean Motivation Scores of the high and low satisfied employees. This implies that motivation is a function of job satisfaction and its value does get affected with change in the value of satisfaction i.e., the value of Motivation increases with increase in the value of Job Satisfaction and vice-versa.
2. There is a strong positive correlation (r = 0.822134) between the Motivation and Job Satisfaction of the employees and the functional relationship between them also indicates that the value of Motivation increases with increase in the value of Job Satisfaction and vice-versa

3. The Age and the Length of service of the employees do not bear any impact on the Motivational level of the employees.
4. The most important factor affecting the satisfaction level of employees came out to be compensation package which got the maximum weightage (419/500). This was inferred directly from the responses of the employees which the employees indicated in the questionnaire.
5. The least important factor affecting the satisfaction level of employees came out to be self actualization which got the minimum weightage (280/500).

The sequence of factors according to their importance in decreasing order for Job Satisfaction, inferred directly from the questionnaire responses of the respondents:

- Compensation package
- Responsibility at work
- Empowerment at work
- Achievement
- Learning opportunities
- Recognition
- Growth opportunities in career
- Challenging assignments
- Job enrichment
- Self actualization

Suggestions

Organization should focus its efforts more on designing better Compensation Packages, delegation of responsibility to workers, and Empowerment of employees. Also it has been observed that the level of Motivation among workers who are above the age of 45 years is low, though the reasons for that are not known still organization should focus its attention on that and must find out the reasons and do the needful. The same trend can be seen in the employees having experience of more than 20 years. Thus it makes it more imperative for the

organization to focus on it and come out with some solutions as these employees are the backbone of the organization.

REFERENCES

- Akintoye, I.R. (2000). *The place of financial management in personnel psychology. A Paper Presented as Part of Personnel Psychology Guest Lecture Series. Department of Guidance and Counselling, University of Ibadan, Nigeria.*
- Alexander, J.A; Liechtenstein, R.O, & Hellmann, E. (1998). *A causal model of voluntary turnover among nursing personnel in long term psychiatric setting. Research in Nursing and Health* 21 (5), 415-427.
- Anonymous (2010), <http://www.bsm.gov.tr/kalite/08.asp?sira=8> (accessed June 03, 2010).
- Atkinson, J. W. *A Theory of Achievement Motivation.* New York, John Wiley and Sons, 1959.
- Boswell W.R., Boudreau J.W. and Tichy J. (2005). *The relationship between employee job change and job satisfaction: the honeymoon- hangover effect. Journal of applied psychology*, 90, 882-892.
- Carlyl Thomas, *The Great Man Theory, On Heroes, Hero-Worship and the Heroic in History*, Fredrick A. Stokes & Brother, New York, 1888. p. 2.
<http://en.wikipedia.org/wiki/Great_Man_theory> (accessed on 12, Aug, 2011)
- Crites, J. O. (1985). [Review of the Job Descriptive Index]. In J. V. Mitchell (Ed.), *The ninth mental measurements yearbook* (pp. 753-754). Lincoln, NE: Buros Institute.
- Davis, K.(1988). *Ypetmede ysan davranypy: Orgusel Davranypy.* 3rd ed. New York: McGraw-Hill.
- Egan Toby Marshall, Yang Baiyin, Bartlett Kenneth R., *The Effects of Organizational Learning Culture and Job Satisfaction on Motivation to transfer learning and turnover intention, human resource development quarterly, vol. 15, no. 3, fall 2004*
- G. Jerald and Baron Robert A.(2009), *Behavior in Organizations, Work-Related Attitudes; Prejudice, Job Satisfaction and Organizational Commitment*, PHI, 9th edi. P.221-224
- Hackman, J. R., & Oldham, G. R. (1976). *Motivation through the design of work: Test of a theory. Organizational Behavior and Human Performance*, 16, 250-279.
- Ilies R. And Judge T.A (2003). *On the heritability of Job Satisfaction: the mediating role of personality Journal of applied psychology*, 88, 750-759.

- Kuruuzum Ayse, Cetin Emre Ipekci and Irmak Sezgin (2008), *Path analysis of organizational commitment, job involvement and job satisfaction in Turkish hospitality industry*, *Tourism Review j* vol. 64 no.1, 2009, pp. 4-16.
- Moncrief L (2010). *5 Powerful Tools to Improve Employee Motivation and Job Satisfaction without Money*, <<http://www.articledashboard.com/Article/5-Powerful-Tools-to-ImproveEmployee-Motivation-and-Job-Satisfaction-Without-Money/1526591>> (accessed July 15, 2010).
- Moser, K. (1997). *Commitment in organizations*. *Psychologies* 41 (4), 160-170.
- Moynihan Donald P. and Pandey, Sanjay K. (2007), *Finding Workable Levers over Work Motivation: Comparing Job Satisfaction, Job Involvement and organizational Commitment*. <http://papers.ssrn.com/sol3/papers.cfm?abstract_id=975290> (accessed July 15, 2011)
- New John W. and David Keith; *Organizational Behaviour*, Tata Mcgraw Hill Pub. Co. Ltd., New Delhi, 2002, pp. 207-211
- Olajide, A. (2000). *Getting the best out of the employees in a developing economy*. A *Personnel Psychology Guest Lecture Series*. Department of Guidance and Counselling, University of Ibadan, Nigeria.
- Oraman Yasemin, (2011), *Work motivation and job satisfaction dynamics of textile employees*, *African Journal of Business Management* Vol. 5(8), pp. 3361-3368, 18 April, 2011 <<http://www.academicjournals.org/ajbm/PDF/pdf2011/18Apr/Oraman.pdf>> (accessed 20 Aug, 2011).
- Tella Adeyinka, Ayeni C.O., Popoola S. O. (2007), *Work Motivation, Job Satisfaction, and Organizational Commitment of Library Personnel in Academic and research libraries in Oyo State*, *Library Philosophy and practice* (April 2007), Nigeria.
- Vroom, V. H. *Work and Motivation*, New York: John Wiley 1964.

WEBSITES CONSULTED

- <http://www.emeraldinsight.com>.
- http://www.icbs.com/kb/inspiration/kb_inspiration-what-motivation-satisfaction.htm