



Work Motivation among Employees as a Predictor of Job Satisfaction

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Abstract

The purpose of the present testing is to study the correlation between work motivations among employees as a predictor of job satisfaction. Work Motivation is commonly defined as the psychological process that determines (or energizes) the direction, the intensity and persistence of action within the continuing stream of experiences that characterize the person in relation to his/her work (Kanfer, 1990), Job Satisfaction is any combination of psychological, physiological, and environmental circumstances that cause a person to say they are satisfied with their job. Hoppock (1935). A correlational study on Work Motivation and Job Satisfaction among employees was conducted. Work Motivation Questionnaire by K. G Agrawal (WMQA) and Job Satisfaction Scale by Dr. Amar Singh and Dr. T.R. Sharma (JSS-English version) was used for present research. The research was done using a survey method. Sample of study Comprises 100 participants selected randomly using simple random sampling method from various industries of Nagpur city. The age of the subjects were ranges from 25-50. While selecting participants, there position in the job was not being considered. In the stage I mean and standard deviation was computed. After ensuring that the data is normally distributed in order to find the relationship between 2 variables pearson product movement correlation was applied and significant correlation followed by regression analysis to predict the predictive power of independent variable.

Keywords: Work motivation, job satisfaction, employee motivation, work behaviour, work place psychology.

Introduction

Work Motivation

Work Motivation is the desire or willingness to put effort into one's work. Motivation could perhaps be defined in terms of a set of independent or dependent variable relationships that explain the direction, aptitude and persistence of an individual's behavior holding constant effect of aptitude, skills and understanding of the task, and the constraints operating in the environment.

- According to the APA Dictionary of Psychology, "Work motivation can be defined as the direction, intensity, and persistence of job-related behaviors.
- Work motivation is the human drive to work in order to gain rewards. Work motivation is the desire or willingness to make an effort in one's work". It can also refer to the act or process of encouraging others to exert themselves in pursuit of a group or organizational goal.
- Work Motivation is commonly defined as the psychological process that determines (or energizes) the direction, the intensity and persistence of action within the continuing stream of experiences that characterize the person in relation to his/her work (Kanfer, 1990).
- Work motivation is the set of processes that determine the person's intention to allocate personal resources across a range of possible actions.

Importance of Work Motivation in Employees

Work Motivation in employees is a vital part of efficient workplace administration. It is crucial for organizations because it directly impacts the performance and productivity of employees. When employees are motivated, they are more likely to be engaged and put in their best effort towards their work. This, in turn, may lead to better results for the company and a more positive work environment for everyone. Additionally, motivated employees are more likely to stay with the company for longer.

Job-Satisfaction

Job satisfaction refers to employees' overall feelings about their jobs. It is the state of well-being and happiness of a person concerning performance in the workspace and its environment. It can be an excellent determinant of productivity within a company. Employee job satisfaction is essential for organizations. Employee satisfaction can stimulate positive energy, creativity, and increased motivation to succeed. Job satisfaction explains how much an employee is self-motivated, content, and satisfied with his or her job. Job satisfaction happens when employees feel like they have a stable job, room to grow in their career, and a good mix between work and personal life. This means that the employee is happy at work because the work meets the person's standards.

- Hoppock (1935):-Any combination of psychological, physiological, and environmental circumstances that cause a person to say they are satisfied with their job
- Edwin Locke (1969):-A pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values
- Kreitner and Kinicki (2012):-Primarily reflects the extent to which an individual likes their career
- Robbins and Judge (2017):-A positive feeling about one's job that results from evaluating its characteristics.

Importance of Job Satisfaction in Employees

Organizational Commitment: Employees who are satisfied with their jobs are more likely to feel committed to their organization's goals and values. They are more likely to go above and beyond their job requirements and contribute positively to the organization's success.

- Customer Satisfaction
- Health and Well-being
- Organizational Commitment
- Productivity and Performance
- Retention

Review of Literature

The study conducted by rabia hadi and adnan ali (2010) investigated job characteristics as predictors of work motivation and job satisfaction in bank managers. A purposive sample of 150 male managers from various banks of Rawalpindi city was drawn. Job diagnostic survey, work preference inventory, and job satisfaction subscale of Michigan organizational assessment questionnaire were used for measuring job characteristics, work motivation, and job satisfaction respectively. Zero order correlation revealed positive and significant relationship among various job characteristics, work motivation, and job satisfaction. Multiple regression analyses revealed that job characteristics constituted significant models for predicting intrinsic motivation, extrinsic motivation, and job satisfaction. Task identity turned out to be the most important positive predictor of job satisfaction and intrinsic motivation whereas extrinsic motivation was only predicted by feedback. The findings have been discussed and suggestions for future studies have been proposed.

The study conducted by Deden Andreas (2022) about "Employee performance: The effect of motivation and job satisfaction" aims to study employee psychological factors that are thought to have a correlation with performance. This research was conducted quantitatively with the method of statistical analysis, namely regression. The research subjects were Candika Wastu Pramathana employees. A total of 35 respondents were involved in this study, which was conducted purposefully. The results of the study explain that the employee's internal factor that best explains performance is motivation. Work motivation in question is self-motivation in carrying out tasks and a sense of pleasure in many things about the organisation. This attitude contributes greatly to the achievement of maximum performance.

Hypothesis

A significant and positive linear relationship will exist between work motivation and job satisfaction.

Objective of the Study

To study the relationship between work motivation and job satisfaction among employees.

Method

Sample

Sample of the study Comprises 100 participant's selected randomly using simple random sampling method from various industries of Nagpur city. The age of the subjects ranged from 25-50. While selecting participants, their position in the job was not being considered.

Tools

- For Work Motivation:** Work-Motivation Questionnaire by K.G Agrawal (WMQ-A) was used for present testing. It consisted of statements with five factors. The factors are Dependence, Organizational Orientation, Work Group Relations, Psychological work Incentives, Material Incentives and JOB-Satisfaction.
- For Job-Satisfaction:** Job-Satisfaction Scale by Dr. Amar Singh and Dr. T. R. Sharma (JSS-English version) was used for present testing. It consisted of 30 statements. It has 30 statements altogether for which the testee has to respond from the 5 options.

Procedure of Data Collection

The participants were contacted personally. After getting their consent, the subjects were given the test booklet. (Working employees). Then they were instructed as per the instructions given in the manual and asked to solve the test. After completion, response sheets were collected and subjected for the scoring and data analysis. to study the correlation between work motivation and job satisfaction among employees.

Variables

- **Predictor:** Work motivation of employees
- **Predicted:** Job satisfaction of employees.

Research Design: Correlational research design. Sampling was done randomly.

Statistical Treatment of Data

In the Stage 1: Mean and standard deviation was computed. Stage 2: Pearson product moment correlation finally, significant correlation will be followed by regression analysis.

Statistical Interpretation of Result

Regression Statistics Multiple R 0.7345 92548 R Square 0.5396 26212 Adjusted R Square 0.5349 2852 Standard Error 8.3017 51836 Observations 100 the multiple R value of 0.

The multiple R value of 0.73 indicates a strong positive linear relationship between independent and dependent variables. The R Square value of 0.53 suggests that 53% of the variance in the dependent variable can be explained by the independent variables in the model. The adjusted R Square value of 0.53 suggests that the model is a good fit for the data. The standard error value of 8.30 indicates the average distance between the predicted values and actual values.

Table 1: The ANOVA table shows that the regression model is statistically significant ($p < .01$) and has a large F-value of 114.87 indicating that the regression model fits the data well

	df	SS	MS	F	Significant F
Regression	1	7916.77	7916.77	114.871	3.4E-18
Residual	98	6754.07	68.91908		
Total	99	14670.84			

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Table 2: The coefficient column shows the estimated coefficient for the variables estimated coefficient for variable work motivation is positively associated with job satisfaction which denotes that, work motivation proved to be a significant predictor of job satisfaction

	Coefficient	Standard error	T stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	13.4141 3118	5.75595	2.33048	0.02138	1.99164	24.8360	1.99164	24.8366
Work m	0.62234 5478	0.05807	10.7178	3.4e-18	0.50711	0.73758	0.50711	0.73758

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Discussion

In today's rapidly changing business environment, the success of any organization heavily relies on its employees. Organizational behavior plays a crucial role in managing and understanding human behavior within a workplace, as it encompasses a wide range of topics, including communication, leadership, motivation, and culture. It is therefore crucial to understand the importance of organizational behavior and the challenges it poses.

As the workplace becomes increasingly diverse, the importance of organizational behavior cannot be ignored. It can help organizations create a positive work environment that attracts and retains top talent. Organizational behavior can also help organizations create effective teams and improve communication and collaboration within the organization.

The purpose of the present testing was to study the correlation between work motivations among employees as a predictor of job satisfaction between the age group of 25-50 years. Work Motivation Questionnaire developed by K.G Agrawal and Job satisfaction scale constructed by Dr. Amar Singh and Dr. T.R. Sharma was used.

Work motivation refers to the drive, desire, or willingness of individuals to engage in and persist with work-related activities. It encompasses the internal and external factors that influence an individual's behavior, effort, and commitment in the workplace. Job satisfaction refers to employees' overall feelings about their jobs. It is the state of well-being and happiness of a person concerning performance in the workspace and its environment. Work Motivation is commonly defined as the psychological process that determines (or energizes) the direction, the intensity and persistence of action within the continuing stream of experiences that characterize the person in relation to his/her work (Kanfer, 1990), Job Satisfaction is any combination of psychological, physiological, and environmental circumstances that cause a person to say they are satisfied with their job Hoppock (1935).

Sample of study Comprises 100 participant's selected randomly using simple random sampling method from various industries of Nagpur city. The age of the subjects were ranges from 25-50. While selecting participants, there position in the job was not being considered. While calculating mean and standard deviation was computed. After ensuring that the data is normally distributed in order to find the relationship between 2 variables Pearson product movement correlation was applied and significant correlation followed by regression analysis to predict the predictive power of independent variable. The regression model is highly significant because f-value is greater than p-value the

results shows that work motivation is proved to be significant predictor of job satisfaction.

High work Motivation and job satisfaction have positive effects on both the individual and the organizational level. On the individual level, motivated and satisfied employees tend to have higher levels of performance, productivity, creativity, and innovation. They also tend to have lower levels of absenteeism, turnover, stress, and burnout. On the organizational level, motivation and job satisfaction contribute to a stronger competitive advantage, a better reputation, a higher customer satisfaction, and a lower turnover cost.

High levels of work motivation and job satisfaction can be linked to high levels of engagement, and a highly engaged workforce can do wonders for organization bottom line. Highly motivated employees are often more productive and better performers than their unmotivated colleagues. They tend to work harder and focus on completing their tasks to the best of their abilities, which results in better output for their organizations. Employee motivation is great for driving collaboration and company culture. When employees feel motivated and connected to their jobs and the company, their positivity and hard work can rub off on their co-workers. This is a great way to build a positive company culture full of employees who feel motivated to perform well and work together to reach company goals.

Employees who are motivated and engaged in their work are more likely to offer innovative solutions. Thus, improving the profitability of the company. A motivated workforce is less likely to seek job opportunities elsewhere. As a result, your company may experience a lower attrition rate. Employee Motivation is directly linked to their morale. Providing meaningful work and decision-making opportunities can significantly boost employee morale. Motivated employees exhibit a strong work ethic. They tend to display discipline, self-motivation, and commitment to their jobs. Such employees are an asset to the company and easy to manage.

The study conducted by Deden Andreas (2022) about "The effect of work motivation and job satisfaction" explain that the employee's internal factor (job satisfaction) is highly significant to that of performance is work motivation. Another study conducted by Setyo Riyanto, Endri Endri, Novita Herlisha (2021) about "Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement" shows that managerial implications, in increasing high employee involvement, work motivation needs to be encouraged to be more active and innovative, and facilitate the achievement of the desired results. these studies supports our hypothesis.

Henceforth our findings that work motivation proved to be significant predictor of job satisfaction among employees.

Conclusion

From the obtained result it is inferred that work motivation proved to be significant predictor of job satisfaction among employees

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