

## **JOB SATISFACTION AND MOTIVATION: PREDICTORS OF EMPLOYEE PERFORMANCE**

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### **Abstract**

Organizations totally depend on their workforce for optimum results which is why they are known as the human capital of the company. Human resource is an essential part of the any organization, it can either take the organization to new heights, or the opposite if not managed properly.

Our approach towards is to investigate the relationship of these variables on different employees by a secondary data collection approach among various business sectors and to find out how much these factors affect the job performance of an employee.

Job Satisfaction refers to the positive feelings that an employee holds in his mind about his job. If the employee is not satisfied, he won't be able to give his hundred percent towards his task whereas the satisfied employee would perform fruitful and consistent.

Motivation refers to when a person is stimulated to accomplish his or her goal. It can either be by making them realize their responsibilities, offering them incentives/bonus or any other way they find beneficial for themselves.

This Research study comprises of research sample of 203 employees. A structured Questionnaire was prepared to collect the data. Descriptive statistics analytical techniques were used to find out the relationship between the variables

**Key words:** Job Satisfaction, Motivation, Employee, Employee Performance, Organization

### **Introduction**

In today's scenario, advancement in all the areas is crossing all boundaries. Standard of living or lifestyle few decades ago was totally different. Human resource is the prominent reason for the overall development of this political, social and technological environments. The major element of the business environment is the workforce. A person is known by his career or profession. Organizations totally depend on their workforce for optimum results which is why they are known as the human capital of the company so it is very important that the employees or internal stakeholders should be satisfied with their respective roles and duties. Here comes the role of Human resource in any organization, it is the HR who can either take the organization to the new heights using employee friendly policies to enhance their performance that will benefit them in the organization also if these areas are not managed properly can give the worst results.

Satisfaction means fulfillment of one's needs, expectations, pleasures etc. Job Satisfaction refers to the positive feelings that an employee holds in his mind about his job. Physical space is the primary one. Surroundings should be such that it provides comfort as well as efficiency. Technology Advancement can also be a factor. It is necessary for an organization to cope up with the latest technology trends as it would not only help the employees to do their work faster, it would definitely increase the effectiveness and efficiency of work. Roles and responsibilities should be distributed equally among all the employees at the same level. Discrimination or biasness can produce negative thoughts in one's mind towards his job. Social Interactions are also necessary at your workplace. Pay or salary is the basic reason why a person works so hard. If an employee works hard,

completes his tasks but then also gets paid less, then he would obviously get disheartened and feel dissatisfied. Each of us likes appreciation, even if complimented about an outfit.

Feedback is one thing which is required in every field. People should be aware that feedback will help them to a great extent. Security in jobs is also one factor that can affect a worker's state of mind and thus his quality of outcome. Welfare activities like medical, canteen etc. should be maintained. Canteen should offer good hygienic food so that people do not have to face problem while their break. Few other factors that have an effect on job satisfaction are company policies, age, tenure etc.

Now when we start talking about motivation, we'll first discuss what actually motivation is and then elaborate on its impact on employee performance. Motivation refers to when a person is stimulated to accomplish his or her goal. It can either be by making them realize their responsibilities, offering them incentives/bonus or any other way they find beneficial for themselves. A motivated employee is usually loyal and determinant towards his job and delivers the required results. If the employee is not motivated time to time, he may lose focus and deliver poor results. Salary is the basic reward for any worker for his work, but if the workload is increased with time but not the pay, then it can be dissatisfying for the employee and can make him lose interest and eventually quit his job.

Also the working environment, moods etc. of the people depend on the connection with each other. If someone doesn't feel welcomed or involved they can feel lonely and thus it would lead to dissatisfaction towards the job. So this is how relationships at workplace play a role in motivating or demoralizing people.

A company's culture is a factor that definitely affects the employee performance. A worker will obviously work according to their organization's ways and align their work according to it. Future opportunities, growth and development are few of the factors that keep a person going on and help them improve in one's area of work. It creates a sense of satisfaction as they feel motivated towards their job and the outcomes. To make the employee sure of such opportunities, training, mentoring etc. should be provided to boost their morale towards their work.

So these were the two basic factors of our research study i.e. job satisfaction and motivation and how these affect the employee performance of an employee in his organization. Job satisfaction makes an employee feel stable, secure and offers a profitable future. Job satisfaction increases productivity, organizational commitment and decreases stress. Other factors or predictors also effect job satisfaction these are: pay or salary, promotion, physical working environment, relationship with co-workers, relationship with supervisors etc.

This study focuses on motivators as predictors and they have also been discussed and analyzed further with reference to the performance of employee. How these predictors influence the performance of the workers or employees in their organization were analyzed. Motivation cannot be studied as a single variable but it constitutes of various determinants that can affect employee performance. Monetary incentives, non-monetary incentives, rewards recognition, job involvement, are some of the factors that we are covering under our study.

## **Literature Review**

### **Relationship of the Job Satisfaction and the Employee Performance**

Literature showing the association between the job satisfaction and the employee performance have been studied in this section. This consists various factors or predictors like working environment pay or salary, relationship with seniors and nature of works. these are important factors which ultimately effects the employee's performance.

### **Working Environment**

Fachrunnisa, O., & Adhiatma, A. (2014) in their research they found that that workplace spirituality and creatively engage the employees and it is important to create job satisfaction which eventually helps in increasing employee performance. Ndulue, T. I., & Ekechukwu, H. C. (2016) in their research found that if

employees are not satisfied with the working environment, it is evidently de-motivating and impacts the performance of employees. Pushpakumari, M. D. (2008) focused on the relationship between Job satisfaction and the accomplishments and achievements of the employees and found that there is a constructive relationship in both the variables. However, there are some other factors which impacts the performance such as culture of the organization, leadership etc. Wen, C. T. Y., Muthuveloo, (2018) In their study they found that employee rewards, development related to employees and work life balance are the important factors which impact job satisfaction. Omolo, P. A. (2015) In their research they found that seniors have a knowledge that employee motivation is monetary rewards. They also suggested that seniors should frame a proper motivation scheme which effect the productivity of the employees. Job enrichment time to time also effect. I, R. G i (2019) studied one more factor that was family friendly policies and concluded that family friendly policies also effect job satisfaction. and further satisfaction effects the performance of the employees. Work related stress negatively effect on job satisfaction was also the conclusion of their study. Wadhwa B. et. al (2020) in their study on quality of work life, found that except financial or monetary rewards quality of work life also effects the employee performance.

### **Pay/Salary**

Khan, A. H., & Aleem, (2014) found that emolument, promotions, working conditions and the nature of work are the significant variables that impacts the employee satisfaction. Crossman, A., & Abou-Zaki, B. (2003) proved significant relationship between gender wise with pay and also with supervision. B., & Uju, S. (2013) suggested that employers have to develop the pay policies according to their competitors or should be the competitive as these things attracts their employees. Whenever the employers are designing pay policies for their employee, those should be met with the needs of the employees. Karachi-Mensah et al. (2016) concluded that good pay system acts as a good motivator for employees. Okeke, C. P (2010) studied on employer and employee relationship and found that employer-employee relationship increases job satisfaction. Salary or pay of the employees also has an impact on job satisfaction. Tiwari, V. (2011) There are different factors which are important and it effect the employee satisfaction and out of them compensation is the important factor which effect the satisfaction of the employees.

### **Relationship with Seniors**

Al Salman, W., & Hassan, Z (2016) In this research paper they took another factor communication and found that there exist a relationship between effective communication and performance of the employee and also it act a helpful means of communication with seniors which will affect the overall growth and help in improving employee performance. Hidayah, T. Tobing, D. S. K. (2018) they found that the following factors such as job satisfaction, motivation, and the organizational commitment when improved will grow overall growth and will influence on employee performance and how they are related with each other. Olusegun, O. S (2012) in their study found a association between the intention and the job satisfaction. The variables will be act as useful administrative tools that can further help in improving the productivity and performance

### **Nature of work**

Bakotić, D. (2016) In their study, observed that the Job satisfaction is a complex concept that is influenced by various factors, or the combination of factors that have impact. Job satisfaction and organizational performance, if deeply analyzed over a long period of time will give you a clearer relationship between two variables and also the nature of work the employees perform also effect job satisfaction. Poon, J. M. L. (2004) The quality of appraisals of employee is one of the criteria for evaluating job performance. Tietjen, M. A., & Myers, R. M. (1998) analyzed that when a worker's performance decreases, it is not only because of salary or other perks various other reasons also impacts the performance and nature of work is one of them

### **Relationship between the Motivation and the Employee Performance**

Motivation is dynamic in nature and it keeps on changing depending on situations and circumstances. Reasons could be internal or external. It helps the management to succeed in accomplishing company's goals. This can also lead to boost productivity of employee and the organization.

### **Monetary and Non-Monetary Incentives**

Danish, R. Q., & Usman, A. (2010) In their study they found that periodic salary increments, allowances, bonuses, fringe benefits in different time periods makes the employee motivated. Dar., Güngör, P (2011) The effectiveness of the employee performance is also determined by the reward system. The employee performance as well as motivation is effected both financial as well as non-financial rewards. Kirstein (2010), In their study he explored that motivation is an inner drive generated by an unfulfilled need, which drive the behaviour of the individual towards the attainment of that need. The value of motivated employees is very crucial at all levels of staff working in an organization when we look from this angle. Boxall et al. (2007) In their study they found that these factors are related to the motivation of the staff members in the organization such as employment security for the staff, better compensation, extensive training and sharing of information. Odembo, S. A. (2013) Rewards are very important for job satisfaction asit helps the employees to fulfill the basic needs and for further growth. E., & Kuria, J. N (2013) Based on the results, we can say that rewards such as recognizing the employee act as the most important motivational factor or predictor in his performance. Author also checked the association between job satisfaction and their performance in their organization. Asim, M. (2013) found that the employee's contribution towards the organization is boost up with the increased performance. Performance further effects the motivation of the employees because of increased rewards and promotions. Olusadum, N. J., &Anulika, (2018) explained that the motivation whether intrinsic or extrinsic are the important forces that impacts employee performance.

### **Growth opportunities**

Bonetta, L. (2002) in their study they discovered that the performance of the employees can be improved and accomplished through motivation. G., M.M., & K.P., A. (2015) studied that employees with low education and income have low job satisfaction. They found that growthopportunities motivate employees, which results in increasing their job satisfaction. Inuwa, M. (2016) found that if the job satisfaction of the employees is increased its lead to higher performance. In this research they also analyzed that the job satisfaction play a significant role in the performance of employee.

### **Training**

Atmojo, M. (2012) described and analyzed training as a factor and told that training is an important aspect in creating the positive impact andthey found that job satisfaction is subjective in nature, where each individual has different level of job satisfaction.Octavian and, R. (2017) The result of their research was that a correlation exists between the job satisfaction and the motivation towards the employee performance. Training is the important factor which effects the motivation of employees. Shahzadi, I. Javed, A., Pirzada, S. S., Nasreen(2014) proved that training courses to employee impacts the motivation.

### **Involvement of the employees**

Harmon et al., 2003 Involvement of the employees as well as the participation is an important element for determining job satisfaction. Brown, (1996) in their research they found that managers detected that the employees who are more involved in their job are more productive as compared to others. Lawler (1986) in their research they observed that employees who has high level of involvement will work better and help in achieving organizational objectives.

After going through the literature we found that various studies have been done so far on motivation and the performance and the job satisfaction and performance but still there is a gap and lack of studies found on the impact of job satisfaction and motivation on employee performance. This research is based on the psychological aspects of the job satisfaction and the motivation also their impact on employee's performance.

## Conceptual Model

Based on the studies of different authors, the following conceptual model has been developed.

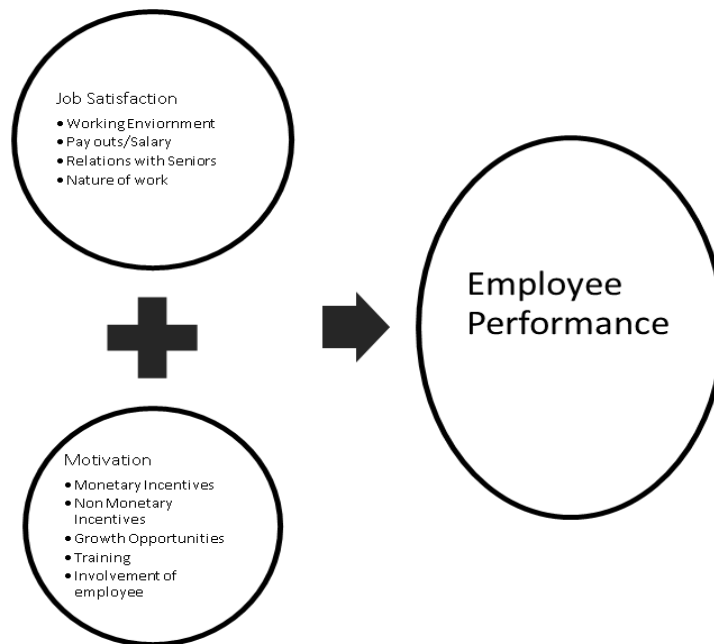


Figure 1: Factors of Job Satisfaction and Employee Performance

### Objectives of the study

- To ascertain the levels of job satisfaction – To examine that how satisfied or dissatisfied employees are from their jobs.
- To assess the levels of motivation - To examine that how motivated or demotivated employees are from their jobs.
- To investigate association between job satisfaction and its impact on performance of the employees.
- To study the impact of job satisfaction on employee performance.
- To study the impact of motivation on employee performance.

### Hypothesis of this study

#### For Job Satisfaction

**H0:** There is no significant impact of Job Satisfaction on employee performance.

**H1:** There is significant impact of Job Satisfaction on employee performance.

#### For Motivation

**H0:** There is no significant impact of Motivation on employee performance.

**H1:** There is significant impact of Motivation on employee performance

## Research Methodology

In the proposed study the researchers has used both primary as well as secondary data. A structured questionnaire has been made and circulated to different private sector employees to know their job satisfaction and the motivation of the employees through this way the primary data is collected. The following items related to job satisfaction considered in this research are: pay or salary, promotion, working environment, relationship with coworkers, and relationship with supervisors. And items for motivation are like monetary incentives, non-monetary incentives, rewards, recognition, job engagement or involvement. The questionnaire used in the study consists of 18 questions. First four questions consist of gathering the demographic characteristics of the respondents like gender, age, working sector and work experience. 7 questions of each are present for the collection of responses related to both of the factors of the job satisfaction and the motivation.

Items that asked under the job satisfaction are, physical working conditions and environment, pay or salary, job security, relationship with coworkers, relationship with supervisors or managers, nature of work and overall satisfaction regarding their job. The 7 questions related to motivation and its factors are monetary incentives, non-monetary incentives, promotion opportunities, training and development, reward and recognition, employee engagement or job involvement, motivation towards giving the best at work. the actual number of responses used in the study after filtering was 203. Data collected was analyzed through multiple regression.

In case of this study the independent variables are: Working environment, salary, relationship with Seniors, nature of work for job satisfaction and monetary incentives, non-monetary incentives, promotion opportunities, training, employee engagement for motivation. The dependent variable of the study was Employee performance which was concluded by job satisfaction and the motivation from the respective cases as mentioned above in the literature and supported by secondary data job satisfaction and motivation is directly related to employee performance.

Data collected through questionnaire was analyzed through regression

### SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.644035414
R Square	0.414781615
Adjusted R Square	0.402959021
Standard Error	0.631662865
Observations	203

ANOVA					
	df	SS	MS	F	Significance F
Regression	4	55.99347478	13.9983687	35.08380885	3.87599E-22
Residual	199	79.00159911	0.398997975		
Total	202	134.9950739			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	0.894208291	0.258609807	3.457750887	0.000666709	0.384225243	1.40419134	0.394225243	1.40419134
Working env	0.099611496	0.054340191	1.82310907	0.06828791	-0.007548307	0.2067713	-0.007548307	0.2067713
pay	0.098913729	0.052568932	1.881600505	0.061357809	-0.004753121	0.20258058	-0.004753121	0.20258058
relationship with supervisor	0.295724102	0.054240872	5.452052833	1.47228E-07	0.188760156	0.402688048	0.188760156	0.402688048
nature of work	0.264010461	0.052694922	5.010168978	1.2017E-06	0.160095157	0.367925765	0.160095157	0.367925765

Table 1: Showing Regression results of job satisfaction and employee performance on the basis of primary data collected.

In the Table 1, P value for all the dependent variables are determinants i.e. Working environment, pay or salary, relationship with supervisor, nature of work is less than 0.05, so the null hypothesis is not accepted and the alternate hypothesis(H1) which concludes that these variables of job satisfaction have a direct relationship with employee performance. Relationship with supervisor and nature of work seems to highly impact the level of job satisfaction and then on performance.

The correlation coefficient is 0.6 explaining the good relationship among variables. Adjusted R square depicts the percentage variation in independent variable which is explained by all the dependent variables together. Here its 0.4 that means that 40% of the variations is explained by the variables.

SUMMARY OUTPUT

Regression Statistics	
Multiple R	0.409355276
R Square	0.203508455
Adjusted R Square	0.200724404
Standard Error	0.735026249
Observations	205

ANOVA					
	df	SS	MS	F	Significance F
Regression	5	54.16905402	6.353806804	11.14376944	1.3E-09
Residual	197	120.736651	0.612870107		
Total	202	154.905653			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.775671012	0.527160635	3.427519545	1.66762E-07	1.150464	2.40087725	1.150464299	2.42087725
monetary incentives	0.140466979	0.069554976	2.019510155	0.044739102	0.005299	0.277654956	0.005299072	0.277654956
non-monetary incentives	0.144353911	0.061734748	2.344372942	0.020044448	0.025015	0.266705515	0.025014507	0.266705515
promotion opportunities	0.137473557	0.07456004	2.521227252	0.012437054	0.040355	0.554122428	0.040354685	0.554122428
training	-0.065286058	0.06235154	-1.059064728	0.500043249	-0.13919	0.056622725	-0.139194793	0.056622725
employee engagement	0.148529619	0.070011957	2.121489555	0.035150608	0.010461	0.286598727	0.010460511	0.286598727

Table 2: Showing Regression results of the motivation and the employee performance on the basis of primary data collected.

Results shows that P value for all the independent variables i.e. Monetary incentive, non-monetary incentives, promotion opportunities, training and employee engagement on involvement is less than 0.05. So we accept H1 which says that there exists a significant relationship between employee performance and motivation. Hence null hypothesis cannot be accepted.

A promotion opportunity is the factor that impacts the employee performance of an employee and motivates him or her to deliver best results. The coefficient correlation is 0.4 whereas the variation is 0.2, which shows less variation among the variables of motivation as compared to job satisfaction. It can be decided that the employees are motivated by these determinants and it influences their performance.

**Findings and Discussion**

Among all the items the nature of work and job satisfaction is found to be more influential variable having an important influence on employee performance whereas among the factors of motivation promotion opportunities offered to employees resulted to have the most impact on and employees' job performance.

Results also show that promotional opportunities and non-monetary incentives are more impactful than monetary incentives. Some of the variables are correlated to each other at such an extent that they club together and effect the individual impact of itself and also on the dependent variable. The same happened with variables like relationship with colleagues and job security under job satisfaction and training and rewards under motivation. These variables have an impact but had to be removed during the statistical test for clear and better results. It is also observed that more than half of the respondents were satisfied and motivated towards their job. The study concludes that the factors do have an effect on the job satisfaction of the employees as well as motivation of the employees which further has an impact on employee performance. The various factors can vary from company to company, sector to sector, country to country etc.

**Conclusion**

The companies and organizations should consider all factors like Working Environment, Pay or Salary, Relationship with supervisor/managers, Nature of work is also an important factor which effect job satisfaction level is also found in the study. Also for promoting motivation, employees' monetary incentives, non-monetary incentives, training, promotion opportunities, employee engagement or involvement should be taken care of to eventually enhance the performance, hence productivity for the company. Researchers can study the various other factors that can contribute to the intention of use. Research can be done in specific organizations or companies, only government companies or only private companies etc.

Managerial decision making and smooth functioning of the organization can be achieved by the results of this as well as future studies. Study related to the impact of individual factor or variable can be conducted to obtain precise results. The main aim is to understand your employee, build a team, clear motives and work enthusiastically to fulfill whatever makes you drive towards it because there is a purpose behind every extra effort.

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