



Unveiling the Key Catalysts for Workplace Contentment: Motivation's Impact on Employee Job Satisfaction

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Abstract

The study aims to check the role of Motivation on employees' job satisfaction and whether there is any impact of gender differences in job satisfaction. Many organizations play different roles to become preferred employers. Motivation and Satisfaction are two major components in the individual's life. The sample size consists of 200 participants from eight different organizations in Karachi were taken through random sampling method, Organizations included textile industries, pharmaceutical industries, food industries, and banks. To measure satisfaction, the Minnesota Satisfaction Questionnaire (MSQ) scale was used, which covers intrinsic and extrinsic satisfaction and for measuring motivation Work Extrinsic and Intrinsic Motivation (WEIMS) was used, which covers intrinsic and extrinsic motivation. The data was analyzed by IBM SPSS software. The regression results show that motivation contributes to predicting job satisfaction as their regression coefficient B is 0.298, and the standard regression coefficient beta is 0.429. Whereas the obtained t-value indicates that no significant gender differences existed among male and female employees on motivation ($t = 0.115, p > 0.35$), on the other hand, males and females are equally satisfied with their jobs.

Keywords: Intrinsic satisfaction, extrinsic satisfaction, Extrinsic Motivation, Intrinsic Motivation, Gender Difference.

Introduction

Today in organizations nationally and internationally, the competition is high, and everyone wants to compete with their challengers for that they have to make their organization different from others, and for that, they have to increase their productivity. For that, they must work on their employee's job satisfaction to make them motivated. How can they do that? Organizations have to work smartly for their development, they have to fulfill their employees' needs and desires to satisfy them.

Satisfaction and Motivation are mainly two broad concepts but in terms of their significance. Both terms are highly interconnected to each other in organizations and individual's life and society. Satisfaction can be categorized into different parts: satisfy others by your communication, satisfy others with your culture, satisfy by giving opportunities and security to others in your social life, and workplace satisfaction from your leadership skills, working conditions, and employee personality that influence them to be a high achiever in life.

Job satisfaction is crucial to someone's quality of life to be content with their job. Although, Motivation is the key to a happier employee, a better and more



efficient workplace, and a happier self. How a strong vision, fairness, freedom, and kindness will help generate profits. Motivation is the most fundamental psychological process. The results of a thorough data-based investigation suggested that competitor issues appear to be mostly motivational (Mine et al., 1995). There are two methods to increase the productivity of the company. The first is job satisfaction and the second is job motivation. Whenever an employee will not be internally and externally motivated until he is not satisfied with the job. Therefore, unless an employee is motivated, how can he be satisfied? That is why the company needs to be internally and externally motivated employees. Motivation, like understanding, character, mindset, and learning, is a key aspect of behavior. But motivation is not the sole factor in conduct. It collaborates and engages with other mental processes. Motivating is a managerial strategy that modifies behavior based on knowledge of human nature. (Luthans, 1998).

As our study is all about employee satisfaction and motivation so on the lights of this, a Few kinds of research support the significance of our study as follows: The study was conducted in banks of Denpasar, Bali in which they studied the role of technology, The Company's environment, and the satisfaction of employees' jobs. In this, they collect 350 responses by using Google form questionnaires from the rural banks. They have to collect responses that have a minimum of one year of work experience and have a high school qualification minimum or equivalent. Using this criterion they obtained 100 responses, as employee performance is their dependent variable and an industry's style, technology, and job satisfaction are independent variables, with work motivation being the intervening variable. Their results show that job satisfaction, technology, and organizational culture have a very significant and positive impact on the performance of employees (Sapta et al., 2021). According to this, the study is to check the effect of work performance after providing training and career development, whereas work motivation is a mediating variable. In this study, the data was gathered from 135 employees of PT. Asam Jawa in South Labuhan Batu Regency. They use an online Google form questionnaire to collect data. They use Amos software Version 23 pathway to process this data. Their results showed that employees' motivation and training significantly improved job performance. In order to get better results for further studies they suggest increasing the no. of data and variables. (Niati et al., 2021). This study is about the relationship between motivation and staff job satisfaction in universities of private sector libraries in Nigeria. This survey was conducted in a southwest private university, with 361 library staff. They use questionnaires with human resource management and science information. Their results show that the staff members of the library are less satisfied with their job but they are highly motivated. (Idiegbeyan et al., 2019).

The study wants to examine the role of work motivation towards individuals' job satisfaction by considering a mediating factor as an influencer which is employee empowerment and job enrichment on the organizational commitment which is also used to study in this research. For that, the researcher takes the employees of DJKN Bali and Nusa Tenggara, who is holding the position of an executive with less than 4 years officers, they found that job satisfaction and work, motivation both partially mediate one another. (Marta et al., 2021). Dina, (2012) promotes a viewpoint that takes into thought the distinct qualities of human behaviors and mindsets with various goals and demands,



which can have a variable influence on performance. Senior management must recognize that a drop in performance may be attributable to unhappiness with tasks and output rather than extrinsic motivating causes. (Tietjen & Myers, 1998). According to Aamodt (2012), multiple theories, such as the Needs Theory, Achievement Theory, Two-Factor Theory, Justice Theory, and Expectation Theory, boost employee motivation. Among the work motivation characteristics that must be addressed in order to achieve job satisfaction. Several previous studies produced conflicting results, but in overall, motivation has a positive and considerable influence on employee performance. Career motivation, according to Alnaçk et al., (2012), has a positive association with job satisfaction and dedication to the organization. There is a significant positive relationship between intrinsic motivation and work satisfaction (Arasl et al., 2014). According to Anghelache, (2015) there is no association between motivation and work satisfaction. Motivation is a process that draws people in and performs in order to attain objectives (Prasetyani et al., 2021).

If we focus on this descriptive research study, the aim is to find the available facilities that are provided and to check the role of motivation on job satisfaction at the primary level. This research study was conducted in the province of Punjab and data was collected through questionnaires with a random sampling technique. The majority of responses came from the female gender and were reported as cooperative teachers. This study informed that teachers discuss prior knowledge with each other and share different feedback and activities to increase their knowledge and become confident (Minas et al., 2019). In this study, the researcher found how the sustainability of any organization affects PSM and satisfaction with the employee's job. How society impacts potential and supports the organization as being a mediating factor. So for this, they take 781 employees' data from 41 Flemishes of local governments, so it reveals that the sustainability of the organization has a positive relationship towards job satisfaction. They prefer hand examinations and rely on value-based management. (Crucke et al., 2021).

Based on the literature review above, the main objectives of this research are two. First, our study tries to explore the relationship between job motivation and job satisfaction. Second, gender differences in terms of motivation and job satisfaction were investigated.

Hypotheses

H1: The employee's job motivation may contribute to predicting job satisfaction among different organizations.

H2: the score of males is higher than females on job motivation.

H2: the score of males is higher than females on job satisfaction.

Methodology

Sample

A sample of 200 employees from diverse organizations were taken from Karachi. Data was collected from both genders, 122 males and 78 females. The mean age of the respondents was between 20-60 years, those belonged to different departments and variety of working professionals, further employees from different private organizations, augmenting the generalizability of the findings. Whereas random sample technique was used as a sampling technique and structured questionnaires with consent form was used for data collection.



Measure

Quantitative research design was employed. Employee motivation and satisfaction were taken as variables. Demographic included employees' age, gender, socioeconomic status, education, income, and working experience.

Minnesota Satisfaction Questionnaire (MSQ)

MSQ was constructed in Minnesota university, by Weiss Dawis England Lofquist (Weiss et al., 1967). The Minnesota satisfaction questionnaire has two versions, long and short versions. In this research, we are using the short form of MSQ. The MSQ short version has 20 items. The redesigned short scale has three sub-scales: internal satisfaction, extrinsic satisfaction, and general satisfaction. The tool uses a Likert-type scale of 1-5, (being very dissatisfied with being very satisfied). The internal consistency of extrinsic satisfaction of coefficient is 0.80, and intrinsic satisfaction of coefficient is 0.86 and general coefficient score is 0.90.

Work Extrinsic and Intrinsic Motivation (WEIMS)

WEIMS was developed by Tremblay and his supporters (Tremblay et al., 2009). (Tremblay et al., 2009). This questionnaire has 18 items. The instrument has a Likert-type scale of 1-7 does not correspond to exactly correspond. This scale is used for intrinsic motivation, extrinsic motivation, and general motivation. This sub-scale is also covered in his scale-like intrinsic motivation, integrated, identified, introjected and external regulations, and motivation but we are just focused on motivation. The range of alpha value is between .64 to .83.

Procedure

The permission letters were collected from the university and researchers visited eight different organizations in Karachi and approached them to ask for employee data from different designations and backgrounds in order to check the role of job motivation towards employees' job satisfaction. Organizations included textile industries, pharmaceutical industries, food industries, and banks. The data were collected through the physical form, hard copy to make the study more valuable and significant. Questionnaire was given after taking the consent that provide Confidentiality notice and voluntary participation. Participants are supposed to provide the demographic before filling in the form which contains their personal information, which is comprised of age, gender, socioeconomic status, organization name, and designation. Although they had the right to withdraw from the survey at any time. After that, researchers deliver them with thanks notes for being a participant in study.

Data Analysis

Data were scientifically gathered and then analyzed by using various statistical methods. Although, regression analysis and t-test statistical techniques applied through SPSS software for computing the results.



Result

Table 1.1: Demographic

	Section	N	Percentage	Mean
Gender	Male	122	61	1.39
	Female	78	39	
Socioeconomic	Higher	24	12	1.97
	Middle	158	79	
	Lower	18	9	
Income	30,000-79,999	115	58	1.615
	80,000-129,999	46	22	
	130,000- Above	39	19	
Age	20-29	83	41	1.88
	30-39	71	36	
	40-49	31	15	
	50-59	15	7	

Data were collected from 122 males and 78 females in different organizations.

Table 2.1: T-test Analysis among the male and female

	Male(M+SD)N=78	Female(M+SD) N=78	t	p	Significance
Satisfaction	71.0128	72.9359	-1.043	0.24	Rejected
Motivation	84.9615	84.641	0.115	0.35	Rejected

The T-test results from findings show that males and females are probably equal in terms of their job satisfaction and job motivation. As the male satisfaction value is 71.0128 and where female satisfaction value is 72.9359 therefore, this minimal difference we never consider. The motivation value for males is 84.9615 and for females is 84.6410.

The t value for satisfaction is -1.043 and for motivation is 0.115. The sig level of satisfaction is 0.240 and motivation is 0.350 which may accept the null hypothesis and reject H1 in terms of T-test analyses.

Table 3.1: Regression Analysis

Dependent variable	Predictors	R ² -value	Regression coefficient B	Standard regression coefficient beta	F-value	sig.	T-value	Sig
MSQ	WEIM	0.184	0.298	0.429	44.691	.000	6.685	.000

Based on Table 3.1, the hypothesis is accepted since the relationship between motivation and job satisfaction has an average of 0.184 (.000).

The regression result findings show that motivation contributes to predicting job



satisfaction as their regression coefficient B is 0.298, and the standard regression coefficient beta is 0.429. Whereas the dependent variable is satisfaction and the predictor variable is motivation. The result is highly significant as the sig value is 0.000, T-value is 6.685, F-value is 44.691, and R²- the value is 0.184. It means that the role of motivation highly impacts the individual's job satisfaction.

Discussion

The purpose of the present study is to explore the role of job motivation in contributing job satisfaction, further, to examine gender differences in both constructs' variables among participants.

The findings disclosed that Hypothesis one was confirmed, that shows employees' job motivation significantly influence and plays important role in their level of job satisfaction. Although the result is consistent with previous literature. Essentially, employees will feel content in their work if the organization fulfills their requirements and expectations, takes advantage of their abilities and skills, and gives them the chance to advance and develop. If an employee is content, they will work as efficiently as possible on their own, which will improve their performance due to high intrinsic motivation and satisfaction. The dimensions of motivation to increase job satisfaction are the demands that employees expect. Despite the mixed findings of some studies, motivation generally has a positive and considerable impact on employee job satisfaction. The findings of Alnaçk et al. (2012), who found that career motivation has a positive link with job satisfaction and commitment to an organization, are consistent with the findings of this study. Arasl et al. (2014) depiction that there is a substantial positive association between intrinsic motivation and job satisfaction is supported by this research as well. A slightly different conclusion is provided by Anghelache (2015), who indicates that job satisfaction and motivation are interrelated to each other.

On the other hand, second hypothesis was rejected while the 3rd one is accepted, the obtained t-value indicates that no significant gender differences existed among male and female employees in terms of job motivation. Whereas, the obtained t-value indicates that significant gender differences existed among male and female employees on satisfaction ($t = -1.043$, $p > 0.24$) whereas the negative finding in the study and no major difference in male and female satisfaction (table 2.1) The influence of gender on satisfaction may depend on overall job relevance and related factors, the overall attitude of both genders and satisfaction through the given motivational factor among managers and their teammates.

Inclusively, the study highlights the importance of motivation as a key technique for enlightening employee's job satisfaction. Although, gender differences were not significant, such interventions can be applied uniformly across male and female employees.

Limitations and Recommendations

We take data from only 200 employees from 8 different domains of organizations with no restriction on the no. of data from each organization. We take data only from Karachi city. No restrictions on designations and posts are highlighted. We collect data from the people who belong to different departments and designations of each organization.

For future studies, the recommendations for researchers are: The sample size of



the study would be large and from a wide area. Select organizations of the same domain. Data can be collected from different cities in Pakistan to make the study more strengthened. The data can be collected from the respondent who belongs to the same department.

Conclusion

Majority of the researchers concluded that motivation and satisfaction are highly impactful on each other. Many researchers claim that employee satisfaction is due to high incentives, which motivate them through their financial aid. Employees may believe that their seniors are good and equal to everyone and manage things correctly but at the time of appraisal, they may contribute differences in each employee. By knowing these things employees are still working in prestigious organizations just because of their high motivation and satisfaction from their job, so we can say that other than appraisal there are many other things to motivate employees, it can be due to the environment, culture, and performance of their work.

As many organizations poorly practice and have a lack of understanding regarding employee motivation and job satisfaction. Motivation is a necessary practice for the organization to make them self-productive, survive and succeed. As motivation is necessary for each employee, it never depends on gender or designation. Males and females both need this trait from their prestigious organization and the organization has to provide them motivation and satisfaction from their work and job to make the organization in a better position.

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