

# A Study of Relationship between Motivation and Job Satisfaction in Usha Martin Ltd.

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## ABSTRACT

Motivation encompasses the psychological mechanisms that influence the initiation, direction, and persistence of intentional behaviors aimed at achieving a specific objective. It is a collection of dynamic forces that come from both within and outside the individual, serving to start work-related behavior and to shape its form, direction, intensity, and duration. It is essential for both workers and business owners. As work constitutes a key aspect of human activity and individuals dedicate a significant portion of their adult lives to employment, employee motivation is an unavoidable factor. In addition, motivation plays a crucial role for employers since it significantly influences both employee job satisfaction and performance. Mielu Zlate (2007) "clearly indicated about relation between motivation and job satisfaction. He pointed out that the status of job satisfaction or dissatisfaction is an indicator of motivation. Motivation and satisfaction appear in a double capacity, the cause and effect of which means that motivation led to satisfaction and vice versa".

This study explores that how far motivation is related with job satisfaction of employees. Motivation has been considered a dependent variable, while Job Satisfaction has been regarded as an independent variable. Respondents in the study are employees of Usha Martin Ltd, and the data was gathered from 50 individuals.

The findings indicate a positive relationship between motivation and job satisfaction. In fact, Job satisfaction and motivation influence each other positively; as one increases, so does the other. The study's findings also suggest that motivation is not influenced by either the employees' age or the duration of their service. It could be due to the fact that the elements contributing to motivation and satisfaction appear to exist within the organization's work environment. The paper also identifies the relative significance of various factors that contribute to employee satisfaction.

**Keyword:** Motivation, Job Satisfaction, Behaviour, Performance, Relationship

## Introduction

Work holds a significant and central position in everyone life. We give most of our time in work as compare to any other activity. We define who we are, including the aspect of our goal or profession. It is extremely challenging to find enjoyment in life without engaging in some form of productive work or activity that holds significance within an organization or society. Work should provoke intense positive or negative responses, and these reactions indicate whether an individual is satisfied with their job or not. Job satisfaction plays a crucial role, as its lack frequently results in decreased motivation and lower dedication to the organization. Low job satisfaction is an indicator of an employee's likelihood to leave their position.

A key element that propels individuals toward achieving their goals is motivation. This drive is referred to as motivation. It is a passion and drive filled with a certain level of enthusiasm that motivates someone to keep going and achieve greater success, regardless of the area of their life whether personal or professional. The motivation usually originates from an internal or sometime from an external source. The person decides this. If employers understand what motivates their employees, they can adjust job tasks and incentives to align with what drives those individuals

to be productive. We can also see motivation as whatever is necessary to inspire employees to perform by meeting or attracting their needs. According to the study of Olajide (2000), "it is goal-directed, and therefore cannot be outside the goals of any organization whether public, private, or non-profit organization".

A number of the studies claimed that money continues to be the most important motivational approach. Although Abraham Maslow introduced a model back in 1943, which illustrates that the factors motivating an individual evolve as they progress through different stages of age and maturity. Also, achieving one goal gets things moving toward achieving another. Therefore, maintaining motivation is an ongoing necessity. There are moments when a person experiences a period of low motivation and everything appears to be bleak. At that point, they must identify what would inspire them to take action again. The reason is that the most valuable and unpredictable asset of any organization is a motivated and stable workforce that is skilled, committed and productive.

According to Thomas Carlyle's "The Great Man Theory (1888) an organization's achievements are its employee's achievements". This theory highlights the significance of employees within an organization and emphasizes the importance of ensuring their satisfaction, motivation, and consequently, their productivity. As it is a commonly recognized fact that these two factors, namely, Employee motivation and job satisfaction significantly influence both individual performance and organizational success. Therefore, examining the relationship between these two variables undoubtedly emerges as a subject of significant importance and keen interest for further study and research.

### **Motivation and Job Satisfaction**

As we know, humans are organic systems, not mechanical ones. He transforms inputs such as energy from food, water, rest, and environmental conditions into behavioral outputs. His behavior is shaped by the interaction between his traits as an organic system and the environment he inhabits. Management entails establishing and maintaining an environment that enables individuals working together in a group to achieve shared goals. Douglas McGregor (1957) has stated that "the task of management is to arrange organisational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts towards organizational objectives". According to the encyclopedia of management, "motivation refers to the degree or readiness of an organization to pursue some designated goal and implies the determination of the nature and locus of forces, including the degree of readiness". In the opinion of Stephen P Robbins, "Motivation is the willingness to exert high level of effort toward organizational goal, conditioned by the effort ability to satisfy some individual need".

Job satisfaction can be an important concern for employee's effectiveness, retention, and productive performance. It is merely a reflection of how individuals feel about their jobs and various aspects of their work. It refers to how much people enjoy (satisfaction) or disapprove of (dissatisfaction) their jobs. According to Robbins (2005), job satisfaction as "a collection of feelings that an individual holds towards his or her job". This suggests that someone who experiences high job satisfaction tends to have positive attitudes toward their work, whereas someone who is dissatisfied is likely to have negative feelings about their job.

Therefore, it can be stated that job satisfaction and motivation support, enhance and encourage each other. When an employee is content with their job performance, they are more likely to feel motivated. Highly motivated employees tend to perform better in their roles and gain greater satisfaction from their work, which in turn increases their overall job satisfaction. In addition to this, motivation and job satisfaction are both psychological factors that generate certain forces that influence behavior and actions in specific ways.

### **Objectives of Study:**

The current research seeks to determine the connection between motivation of employees and their satisfaction regarding job within an organizational context. The goals of the study are listed below:

1. To determine the connection between motivation and job satisfaction.
2. To investigate how age and experience influence the level of motivation of employees.
3. To determine the relative significance of different motivational and job satisfaction factors.

### **Hypothesis**

1. The mean motivation score of highly satisfied and less satisfied employees do not have difference.
2. Employee age does not affect level of motivation.
3. There is no significant connection between employee's motivation and their service length.

## Review of Literature

Dina Maria Lut (2012), “studied about the connection between motivation, job satisfaction and work performance in Romanian Trade Enterprises. The result showed that motivation was too often associated with high salary and too little with non-financial rewards in Romanian enterprises. The hypotheses of the study indicated that employee’s motivation level connected to employee’s job performance and employee’s satisfaction level”.

D. Rajan and S.C. Babu (2012), “identified the factors affecting motivation of pharmacists and impact of lack of motivation on job performance of pharmacists in Tirunelveli city, Tamilnadu. The results of the analysis showed that long and unsocial working hour with 2 shift work system and inadequate welfare facilities are the foremost factors in terms of organization structure and policy affecting motivation. Carrying out multiple works at the same time and carrying out non pharmacists work are the foremost pharmacist’ specific factors affecting their motivation. The hypotheses of the study revealed that age and marital status of the respondents had no significant relationship with organization structure and policy related factors, pharmacists’ specific factors affecting motivation and impact of lack of motivation on job performance of the pharmacists”.

Nadia Ayub (2011), “studied the relationship between work motivation and job satisfaction. The study was undertaken with nine sub scales namely pay, promotion, supervision, fringe benefits, contingency rewards, operating conditions, co-workers, nature of work and communication. The study showed that there was positive relationship between work motivation and job satisfaction. The result highlighted that manager felt motivated by good work environment, interesting assignments and feedback as well. The result also indicated that there was a significant gender difference on variables of work motivation”.

Sangeetha Sahu (2009), “examined the motivation of executives working in service sectors, insurance and banking sectors. The study analyzed sixteen motivation related factors namely working independently, chances for promotion, contact with people, flexible working hours, health, insurance and other benefits, interesting work, work important to society, job security, opportunity to learn new skills, high income, recognition from team members, vacation time, regular hours, working close at home little job stress and scope for helping others at work. Among them job security was perceived as most important in work life followed by high income and flexible hours”.

## Research Methodology

- **Statement of Problem:** - Although many researchers have examined motivation and job satisfaction, the topic still seems underexplored in certain contexts, depending on when the studies are conducted and the specific work environments involved. One of the most significant challenges organizations encounter today is employee turnover, which can result from the migration of industrial workers. As a result, reducing turnover and absenteeism while enhancing organizational performance has become a significant area of research. Furthermore, it has frequently been noted that employees who are content with their jobs do not necessarily perform well. This could be due to their lack of motivation and dedication to the organization. This perspective highlights the significance of examining Motivation and its connection to Job Satisfaction.
- **Research Design:** In our study, we have considered motivation as the dependent variable and job satisfaction as the independent variable. The independent variable was categorized into two groups high and low using the median score of the variable as the dividing point. Scores higher than the median suggest strong job satisfaction, whereas scores lower than the median indicate weak job satisfaction.
- **Data Collection:** - We have collected primary data through structured questionnaires as nature of our research is descriptive.
- **Tool(s):** - In this study, two structured questionnaires are utilized, one designed to assess motivation and the other to evaluate job satisfaction. Each survey includes 10 objective questions, all of which are based on a 5-point Likert scale.
- **Sample:** Our sample size is 50 employees.

- **Sample Distribution: -**

**Table 1: Distribution of respondent on Age-basis**

| Age            | No. of Employee | %     |
|----------------|-----------------|-------|
| Up to 35 years | 10              | 20.00 |
| 36-45 years    | 32              | 64.00 |
| Above 45 years | 8               | 16.00 |
| Total          | 50              | 100   |

**Table 2: Distribution of respondents on duration of service-basis**

| Service duration | No. of Employee | %     |
|------------------|-----------------|-------|
| 1-10 years       | 12              | 24.00 |
| 11-20 years      | 28              | 56.00 |
| Above 20 years   | 10              | 20.00 |
| Total            | 50              | 100   |

## Result and Discussion

In order to analyse data, we have used descriptive and inferential statistics. Descriptive statistics offers insight into the data by examining their frequency distribution, average, middle value, standard deviation, and variability.

- **Data Analysis**

**Table 3: Employees distribution on high and low level of Motivation & Job Satisfaction:**

| Variable         | High | Low |
|------------------|------|-----|
| Job Satisfaction | 41   | 9   |
| Motivation       | 40   | 10  |

Based on Table 3, it is evident that 82% of the employees fall into the category of fully satisfied and motivated. This conclusion also indicates that the majority of elements contributing to satisfaction and motivation are already exist in the organization.

**Table 4: Motivation scores of Workers in the high and low Job Satisfaction group (Median=30)**

| Category                 | N  | Mean Motivation Score | Median of Motivation | Standard Deviation | Variance |
|--------------------------|----|-----------------------|----------------------|--------------------|----------|
| Job Satisfaction is High | 41 | 39.52                 | 41.5                 | 5.50               | 30.30    |
| Job Satisfaction is Low  | 9  | 27.14                 | 27                   | 2.89               | 8.40     |

In Table 4, we divided the motivational scores of employees into those from the High and Low job satisfaction categories, and then calculated the average motivational scores for each of these categories. To assess the difference between the mean scores, we computed the Z-Statistic at a 95% confidence level with an alpha value of .05, which resulted in a value of 8.76. We compared this value to the critical Z-value and found it to be significantly larger, and thus, we reject our first null hypothesis.

- **The Correlation Coefficient**

To grasp the degree and character of the relationship between the variables, namely motivation and job satisfaction, are analyzed using Karl Pearson's coefficient of correlation, which was found to be  $r = 0.82$ , suggesting a significant positive association between the two factors. It implies that when employees experience higher job satisfaction, their motivation tends to rise as well, and the reverse is also true.

- **Testing the Significance of a Correlation**

Furthermore, to assess whether the observed correlation between motivation and job satisfaction is due to chance or indicates a real relationship, statistical significance is evaluated using the value table. The study showed that the critical value presented in the table is 0.37, whereas the correlation between the two values was 0.82, which is notably higher than the critical value given. It is reasonable to conclude that the relationship between the variables under investigation is both statistically significant and authentic.

- **Relationship of Motivation to Experience and Length of Service**

**Table 5: Relationship between employees Motivation and their Age**

| Level of Motivation | Age Group      |             |                | Total |
|---------------------|----------------|-------------|----------------|-------|
|                     | Up to 35 years | 36-45 years | Above 45 years |       |
| High                | 7              | 22          | 3              | 32    |
| Low                 | 3              | 8           | 5              | 18    |
| Total               | 10             | 32          | 8              | 50    |

Table 5 presents how employees are distributed according to their age and the degree of motivation they belong to. Based on Table 5, it appears that the majority of employees in the age ranges of up to 35 and 36-45 are motivated. The situation is entirely different for individuals aged 45 and older.

To examine the relationship between these two variables, a Chi-square test for the independence of two attributes (Table 5) was conducted, resulting in a value of 0.08182. The critical value when alpha is 0.05 and the degrees of freedom is 2 is 5.99.

Because the calculated value was lower than the critical value, the null hypothesis was accepted, meaning that, Employee age does not affect their level of motivation.

**Table 6: Relationship between employees Motivation and their service-Length**

| Level of Motivation | Length of Service |             |                | Total |
|---------------------|-------------------|-------------|----------------|-------|
|                     | 1-10 years        | 11-20 years | Above 20 years |       |
| High                | 5                 | 22          | 4              | 31    |
| Low                 | 7                 | 6           | 6              | 19    |
| Total               | 12                | 28          | 10             | 50    |

Table 6 presents how employees are distributed according to their years of service and the motivation's level they belong to. The table above provides an indication that the highest number of respondents with 11 to 20 years of experience are part of the highly motivated employee group. For the remaining two groups, the situation is essentially the same as it was regarding age and motivation.

To determine the interconnection between the two variables, we conducted a chi-square test to assess the independence of the two attributes, which resulted in a value of 0.14998. The determinant value for alpha = .05 with 2 degrees of freedom was 5.99.

As the resulted value is found to be lower as compare to the critical value thus, the null hypothesis is accepted, meaning that, there is no substantial connection between employees' motivation and their length of service.

## Findings and Conclusion

1. There is a notable variation in the average motivation levels between employees who are highly satisfied and those with low satisfaction. This suggests that motivation depends on job satisfaction, and its level is influenced by changes in the degree of satisfaction.
2. Positive correlation ( $r = 0.82$ ) is found between employees' motivation and job satisfaction, suggesting that as job satisfaction increases, motivation also rises, and conversely.
3. Motivation level is not affected by age and year of service of employees.
4. The primary factor influencing employee satisfaction was found to be the compensation package, which received the highest weightage. This can be directly inferred from the employees' responses, as indicated in the questionnaire.
5. The factor with the least impact on employee satisfaction was found to be self-actualization, which received the lowest level of importance.



## Suggestion

Organization needs to put their effort on improving better compensation packages, empowerment of employees with recognition at workplace. Organization should also focus in providing growth opportunity and better working environment. It has also been noted that workers over the age of 45 tend to have lower levels of motivation. A similar pattern is observable among employees with over 20 years of experience. Therefore, it becomes even more crucial for the organization to prioritize this issue and develop solutions, as these employees form the foundation of the organization.

Organization also needs to put focus and effort in providing tips for self motivation such as: 1. Communicate between management and employee to get them motivated, 2. Encourage them to remain optimistic, 3. Self acknowledgement, 4. Boost their energy level, 5. Support them in learning, 6. Encourage to finish what they have started, 7. Believe on yourself that you can do it and 8. Never give up even when you are frustrated.

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